



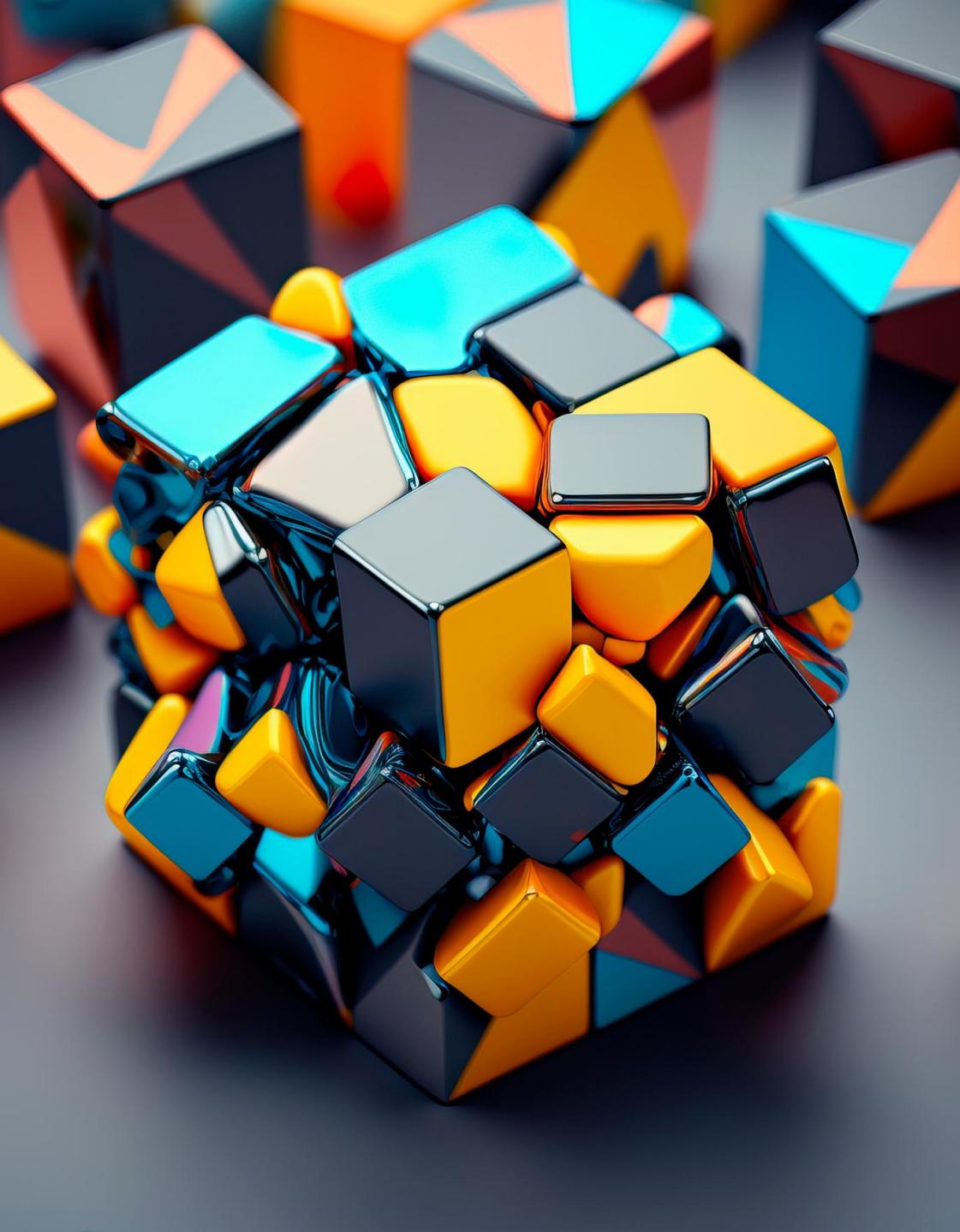
**Webinar “Awareness raising on education
and training opportunities needed
for the twin transition”**

15 December 2025, 14.30 – 16.00 CET



Building Tomorrow's Tourism in Portugal: Skills and Education for the Twin Transition

Ana Paula Pais



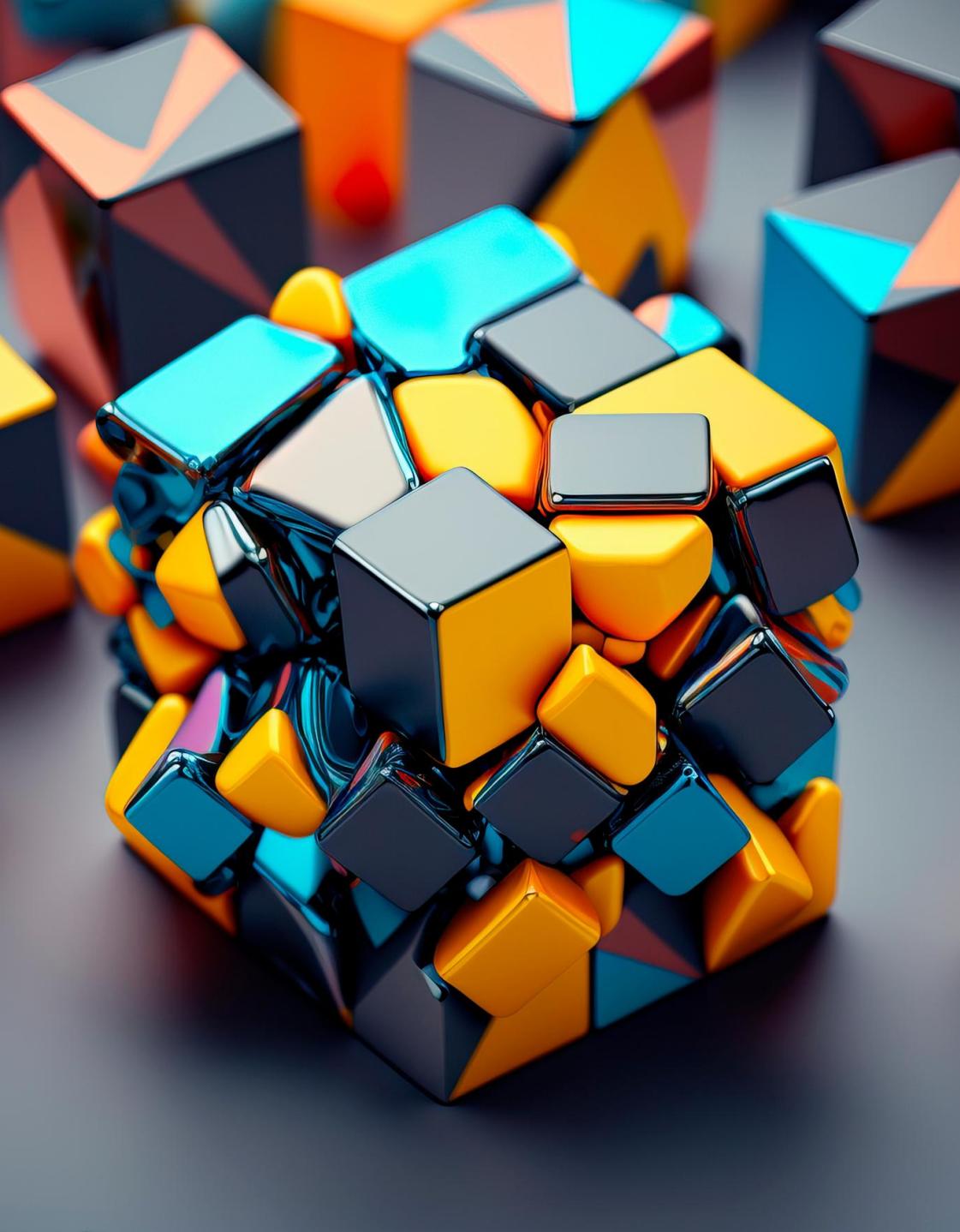
**HOW CAN WE GUARANTEE THE
RIGHT TALENT?**

**WITH THE FUTURE-READY SKILLS
THAT WILL DRIVE
TOMORROW'S SUCCESS?**



OUR STRATEGY | 5 PILLARS OF ACTION

- 1. Invest in future skills mapping:** identify key competencies for tourism, including digital, green, and soft skills.
- 2. Strengthen education and training systems:** adapt curricula to industry needs and promote lifelong learning.
- 3. Create strong partnerships:** connect schools, companies, and public entities to align training with real market demands.
- 4. Promote continuous upskilling:** encourage on-the-job learning and certification for current workers.
- 5. Offer attractive conditions:** provide benefits and career paths that meet young professionals' expectations.



HOW DID WE START THIS?

HOW ARE WE DOING IT?



CN

**COMISSÃO
NACIONAL**

**FORMAÇÃO
EM TURISMO**

**NATIONAL COMMISSION
FOR TOURISM EDUCATION
AND TRAINING**

**COMISSÃO
REGIONAL**



**12 REGIONAL COMMISSION
FOR TOURISM EDUCATION
AND TRAINING**





MISSION

NATIONAL COMMISSION FOR TOURISM
EDUCATION AND TRAINING



Collective and collaborative entity which **brings together stakeholders** related to education and training in tourism.

Aims to identify and develop **projects of valorization and qualification of human resources in the tourism sector.**



ACTION PLAN

NATIONAL COMMISSION FOR TOURISM
EDUCATION AND TRAINING



- 1. Lead industry training and qualification.**
- 2. Implement a national digital capacity building plan for tourism professionals.**
- 3. (Re)Value Professionals - national strategy to value and empower tourism.**



HOW?

NATIONAL COMMISSION FOR TOURISM
EDUCATION AND TRAINING



**Anticipation of
needs,
diagnosis**
(Companies,
industry
associations and
platform users)

**Creation of
customized
content**
(by needs
and target)

**Implementation
of specific
Programs**
(online, on-the-
job, mentoring,
etc.)



METHODOLOGY

NATIONAL COMMISSION FOR TOURISM
EDUCATION AND TRAINING



1. **DIAGNOSIS**

Launched surveys:

Focused on identifying specific needs and incorporating tourism and labor trends.

2. **DESIGN**

Tailor-made programs:

Based on the diagnostic results, developed by industry experts in collaboration with our network of schools.

3. **CUSTOMISATION**

Content tailored:

The content is designed to suit the target audiences, the type of company, and each tourism subsector.

4. **FOLLOW UP**

Regular evaluation:

Follow-up sessions, in cooperation with stakeholders, to improve and update processes and content.



3 BEST PRACTICES

1. Upgrade Programme
2. Programme with City Councils
3. “Migrants” Programme

UPGRADE PROGRAMME and Mentoring



2022 - 2025



UPGRADE PROGRAMME

DIGITAL



60 hours

SUSTAINABILITY



45 hours



Targets:

- Professionals
- Leaders of SMEs
- Entrepreneurs and managers

Results:

- 600 training sessions
- 11.500 hours
- 33.500 participants



UPGRADE PROGRAMME | Mentoring



APPLICATION



- Applications for the Mentoring Programme are submitted by **anyone who wishes to/needs to**

ANALYSIS



- **Applications are analyzed by mentors** according to the business area (Hospitality, Restaurant, Tourist Entertainment, ...).
- Approved **mentoring applications are distributed among mentors** according to:
 - business area
 - suitability to the mentor's profile and specialization
 - geographical proximity between the business and the mentor

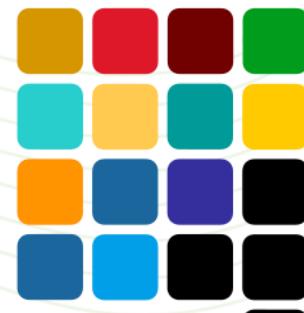


SESSIONS

- **Group mentoring sessions** (groups of 10 participants)
- **Individual mentoring sessions** lasting 6 to 8 hours



FORMAÇÃO +PRÓXIMA PROGRAMME



**Formação
Próxima**

ESCOLAS DO TURISMO DE PORTUGAL

2023 - 2025



WITH WHOM?



- Local authorities & associations
- Agents + closer to local reality and mobilisers of change
- Having a dedicated **focal point** appointed to lead the project within each local authority

HOW?



ON-SITE TRAINING

- Companies and professionals for Tourism

ON LINE

- Tourism agents and local authorities
- Trainers and mentors

ACTION PLAN



Targets:

- Local authorities
- Local institutions [related to commerce, sports and culture]
- Professionals at all levels
- SMEs Leaders

Results:

- 2.250 training sessions
- 24.250 hours
- 32.600 participants



TRAINING AND INTEGRATION PROGRAMME FOR MIGRANTS AND BENEFICIARIES OF INTERNATIONAL PROTECTION IN THE TOURISM SECTOR



Integar

PARA O TURISMO

PROGRAMA DE FORMAÇÃO E INTEGRAÇÃO DE MIGRANTES E
BENEFICIÁRIOS DE PROTEÇÃO INTERNACIONAL NO SETOR DO TURISMO

2025



PILLARS OF THE PROJECT



Turismo de Portugal, through its Network of 12 Hotel and Tourism Schools, ensures an On-the-Job Training Program and Program Funding for all participants

Companies collaborate by offering paid internships and the possibility of joining their staff

MIGRANTS AND BENEFICIARIES OF INTERNATIONAL PROTECTION

AIMA as a co-creator of the program, is responsible for identifying migrants and refugees to apply

CTP and business associations disseminate information to companies



ON-THE-JOB TRAINING PROGRAM MODEL



Training Duration
School: 3 months

360h

Company: 1 month
internship

160h

Job Integration



Job Leaders

Training for
Company
Mentors



12 Hotel and
Tourism
Schools
& local Partners



2.5M Investment
from Portugal
Tourism

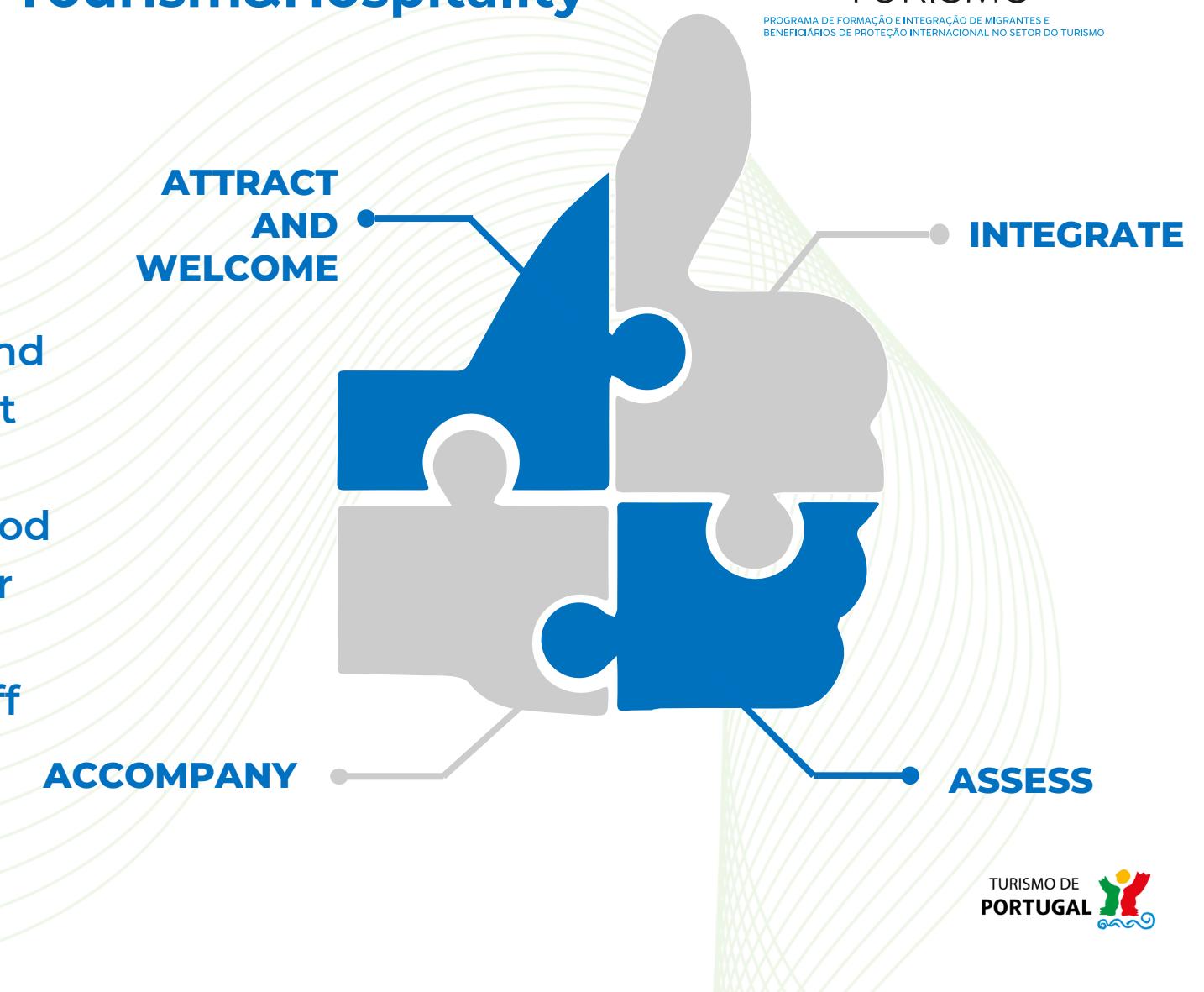


TRAINING OF MENTORS/TUTORS

Job Leader in Tourism&Hospitality

GOALS

Contribute to the success and professional and personal fulfillment of trainees during the internship period and maximize their chances of joining the company's staff and being successful.

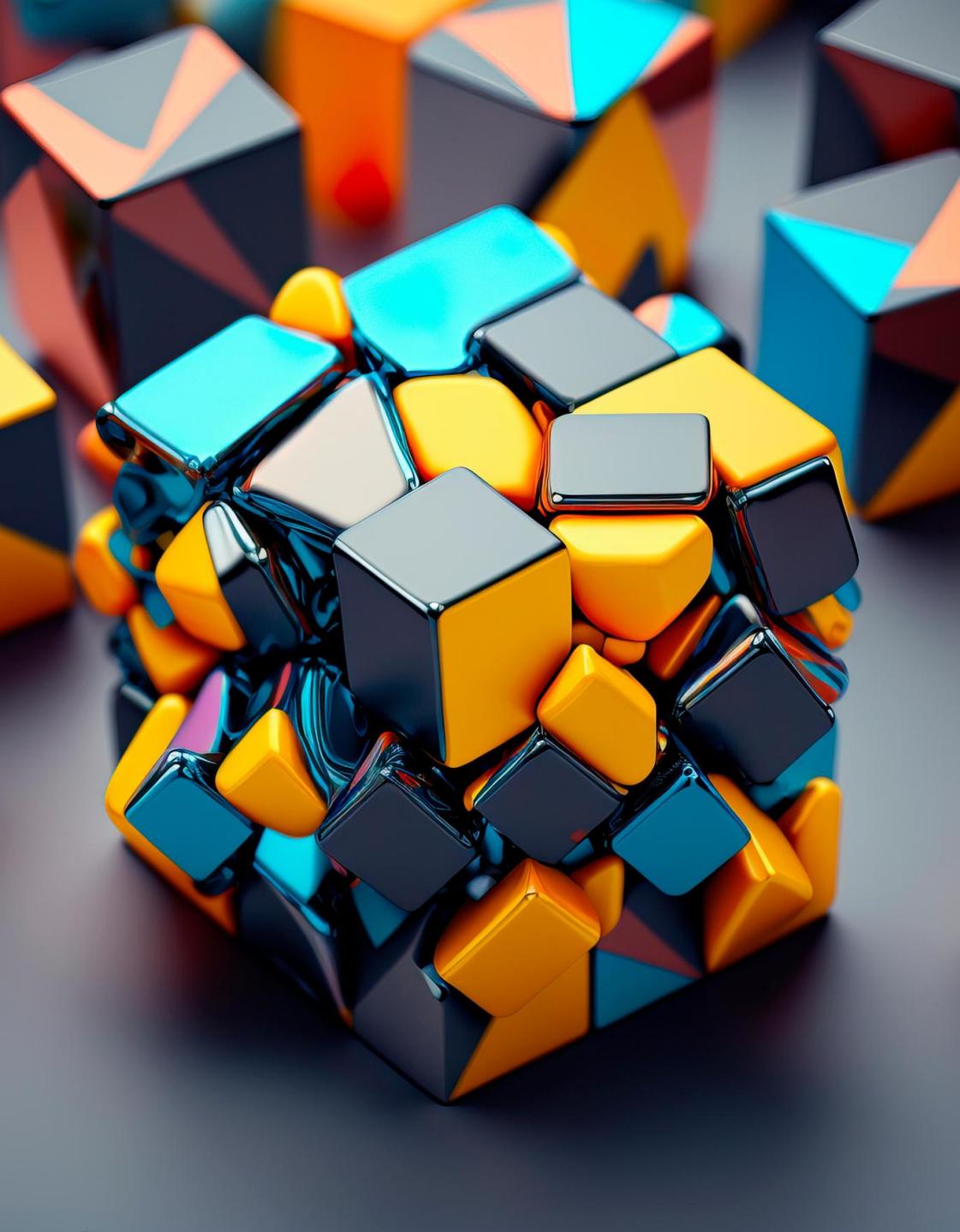


Integrar
PARA o TURISMO
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Data & Results

- **5348 Applications**
- **53 Nationalities - TOP 5**
 - Brasil – 1582 [49%]
 - Índia – 408 [13%]
 - Nepal – 284 [9%]
 - Angola – 230 [7%]
 - Bangladesh – 130 [4%]
- **1.229 places for internships**
- **650 Migrants trained**
- **37 Training Sessions**
- **15 ≠ Locations around Portugal**



**WHAT REALLY MAKES THE
DIFFERENCE?**



IMPACTS | Critical success factors



Integrated planning



Processes and methodologies



Involve all stakeholders



Cooperation with the industry



Taylor-made
Programs with
mentoring



Expertise and
practical approach of
the School Network



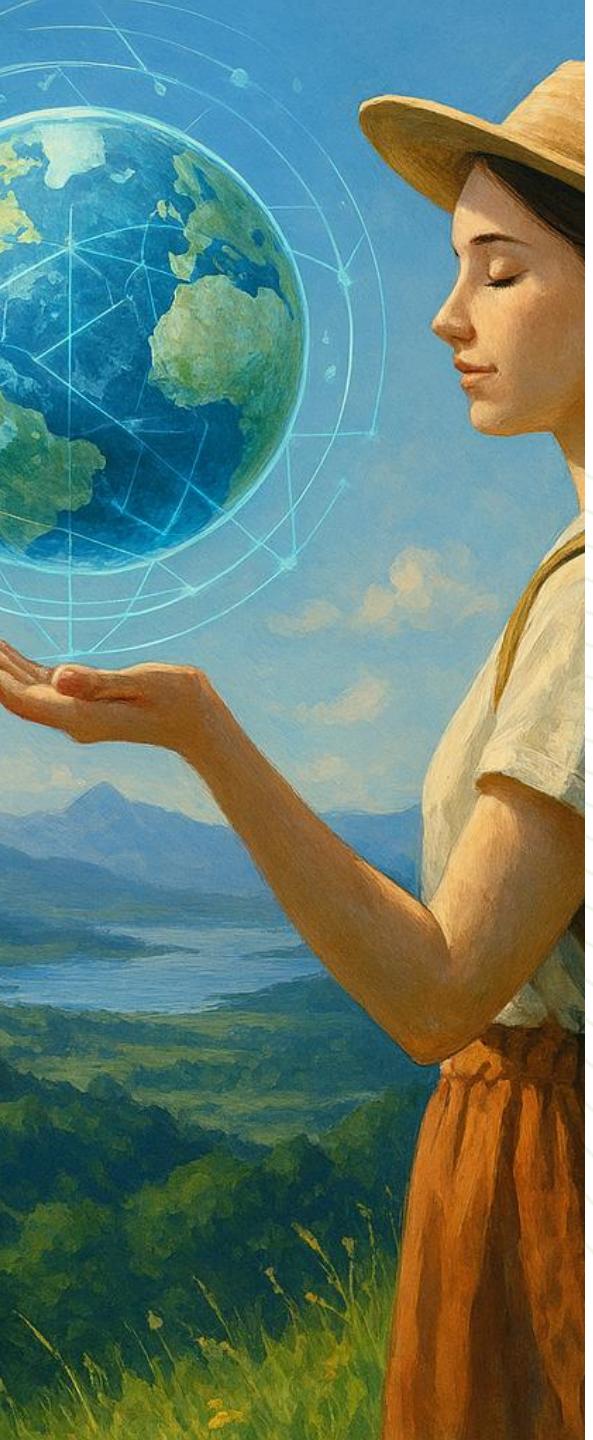
Operate across the
entire territory



Evaluation and
Feedback



FOR THE FUTURE



THE FUTURE UNDER CONSTRUCTION

Focused on people: to shape a resilient and innovative tourism

Planned Programs in:

- **Digital** (namely AI)
- **Regeneration** (beyond sustainability)
- **Social Responsibility** (professionals and residents)
- **Leadership development** - targeting top-level and mid-level leaders (ex. Leading the Future of Restaurant Management)

