

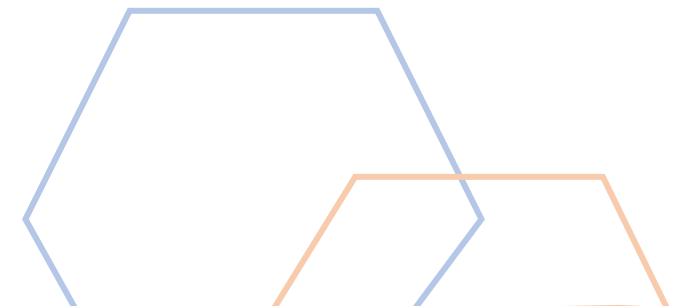




## A JOINT COMMITMENT – EU SD WORK-PROGRAMME 2019-2021

- In the world of work, digitalisation can be an opportunity and a challenge.
- The whole world, and particularly Europe, is currently facing a fundamental transformation in the world of work. Many aspects of the ongoing digitalisation process are not yet clear or understood.
- EU SPs Will organise a joint fact-finding seminar to explore different experiences relating to issues, such as the acquisition of digital skills, work organisation, including possibilities and modalities of connecting and disconnecting, and working conditions.

**INSTRUMENT:** Fact-finding seminar and Autonomous Framework Agreement





## A JOINT COMMITMENT – THE PROCESS

When?

Negotiations lasted 9 months, from June 2019 to March 2020

Who?

More than sixty representatives of national employers and trade unions

- Approved by the respective decision-making bodies and officially signed in the context of the **Tripartite Social Summit in June 2020**
- **ETUC, BUSINESSEUROPE, CEEP and SMEUnited**





## INTRODUCTION

## AIMS

## SCOPE

### A PARTNERSHIP PROCESS BETWEEN EMPLOYERS AND WORKERS' REPRESENTATIVES

1. DIGITAL SKILLS AND SECURING EMPLOYMENT
2. MODALITIES OF CONNECTING AND DISCONNECTING
3. ARTIFICIAL INTELLIGENCE AND GUARANTEEING THE HUMAN IN CONTROL PRINCIPLE
4. RESPECT OF HUMAN DIGNITY AND SURVEILLANCE

## IMPLEMENTATION AND FOLLOW-UP

## INTRODUCTION

The digital transformation brings clear benefits for employers, workers and jobseekers alike, in terms of new job opportunities, increased productivity, improvements in working conditions and new ways of organising work and improved quality of services and products. Overall, with the right strategies, it can lead to employment growth and job retention.

The transition also comes with challenges and risks for workers and enterprises, as some tasks will disappear and many others will change. This requires the anticipation of change, the delivery of skills needed for workers and enterprises to succeed in the digital age. Others include work organisation and working conditions, work life balance and accessibility of technology, including infrastructure, across the economy and regions. Specific approaches are also needed for SMEs to embrace digitalisation in a way that is tailored to their specific circumstances.

The EU and national governments have an important role to play, by ensuring that the framework conditions allow and support employers and workers to grasp the opportunities and leave them space to find appropriate solutions to deal with the challenges, bearing in mind that they know best the situation on the ground and what measures are needed to benefit enterprises and workers.

**This framework agreement is the shared commitment of the European cross-sectoral social partners to optimise the benefits and deal with the challenges of digitalisation in the world of work.**



## AIMS

- Raise **awareness** and **improve understanding of employers, workers and their representatives** of the opportunities and challenges resulting from the digital transformation;
- Provide an **action-oriented framework** to encourage, guide and assist employers, workers and their representatives in devising measures and actions.
- Encourage a **partnership approach** between employers, workers and their representatives;
- Support development of a **human-oriented approach** to integration of digital technology in the world of work, to support/assist workers and enhance productivity;

### BY:

- Outlining a **joint dynamic circular process**, which takes into account the different roles and responsibilities of the different actors and can be tailored to different national, sectoral and/or enterprise situations, industrial relations systems, jobs and different digital technologies/tools;
- Highlighting **concrete approaches, actions and measures**, which employers, workers and their representatives can use, according to their specific needs and circumstances, to tackle topics such as skills, work organisation and working conditions.



## SCOPE

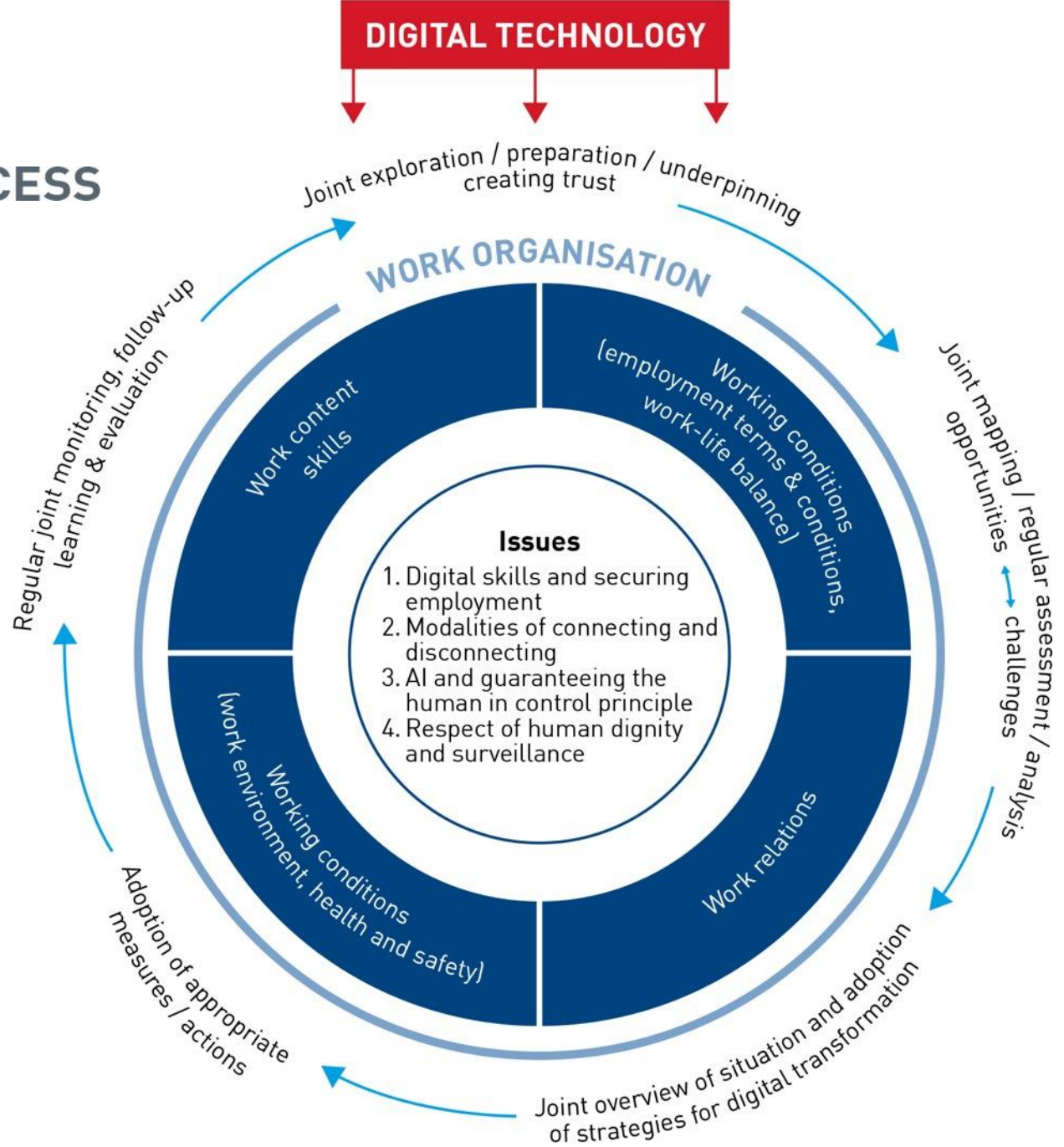
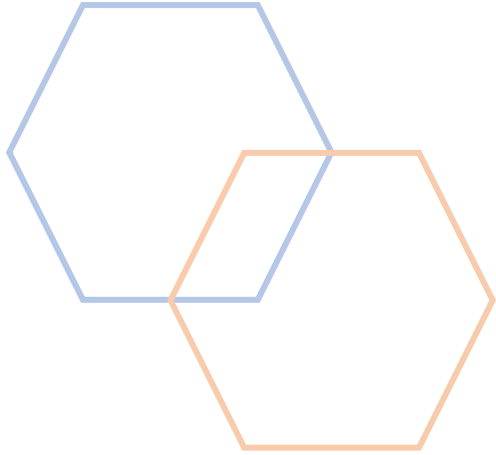
This Autonomous Agreement has been concluded by the European cross-sectoral social partners and applies to the whole of the EU/EEA.

It covers all **workers and employers in the public and private sectors** and **in all economic activities** including in activities using online platforms where an employment relationship exists, as defined nationally.

When referring to ‘enterprises’ in this agreement, we mean organisations from private and public sector.

When referring to ‘workers representatives’ in this agreement, the prerogatives of trade union representatives are to be recognised, in accordance with national law and practice.

# DIGITALISATION PARTNERSHIP PROCESS





# A PARTNERSHIP PROCESS BETWEEN EMPLOYERS AND WORKERS' REPRESENTATIVES

**Multiple topics play a role** or should be taken into account as part of the process. A broad multidisciplinary approach is suggested, which captures the relevant workplace elements;

A shared commitment by employers, workers and their representatives for an agreed and jointly managed process is important for success.

An agreed and jointly managed dynamic circular process is a suitable way for implementation of the agreement, whilst respecting the roles/responsibilities of different actors including workers' representatives.

- ➔ **Work content – skills**
- ➔ **Working conditions (employment terms and conditions, work-life balance)**
- ➔ **Working conditions (work environment, health and safety)**
- ➔ **Work relations**
- ➔ **Work organisation**

In relation to the topics, should also be discussed and taken into account as part of the process:

- Digital skills and securing employment**
- Modalities of connecting and disconnecting**
- Artificial Intelligence (AI) and guaranteeing the human in control principle**
- Respect of human dignity and surveillance**





## Stages in the process

- 1) **Joint exploration/preparation/underpinning** ➡ Exploring, raising awareness and creating the **right support base and climate of trust**
- 2) **Joint mapping/regular assessment/analysis** ➡ Mapping exercise looking into the topic areas in terms of **benefits and opportunities** and in terms of **challenges/risks**. Possible measures and actions are also identified at this stage. SMEs may need external advice/support.
- 3) **Joint overview of situation and adoption of strategies for digital transformation** ➡ Result of the above steps. It is about having a basic **understanding** of the opportunities and challenges/risks, the different elements and their interrelationships + Agreeing on **digital strategies**
- 4) **Adoption of appropriate measures/actions** ➡ joint **overview** of the situation. It includes:
  - the possibility for a testing / piloting of the envisaged solutions
  - priority setting
  - timing, implementation in sequential time-bound phases
  - clarifying/defining the roles and responsibilities of management and workers and their representatives
  - resources
  - accompanying measures such as (expert) support, monitoring, etc.
- 5) **Regular joint monitoring / follow-up, learning, evaluation** ➡ Full circle to a **joint assessment of the effectiveness of the actions and discussion**

Workers' representatives will be provided with such facilities and information as necessary to effectively engage in the different stages of the process.

Process should be tailored to different national, sectoral and/or enterprise situations and industrial relations systems.

An approach which is relevant to different jobs, enterprises and sectors.

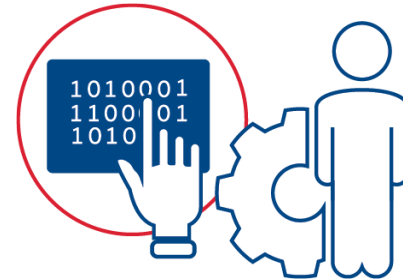
Existing tools and procedures should be taken into account in the joint mapping/regular assessment/ analysis



# 1 - DIGITAL SKILLS AND SECURING EMPLOYMENT

## Key elements

- ➔ **Shared interest** but **different responsibility** of employers and workers
- ➔ Involvement of social partners at the **appropriate level**, as well as HR and line-managers and workers' representatives and (European) works councils
- ➔ **Social partners can play a supportive role** for enterprises in their efforts to set up skills plans
- ➔ A broad skills set will be needed for the workforce, depending on type of digital tool and national/sector/enterprise situation
- ➔ A competence development approach to lifelong learning is needed.
- ➔ A change-over towards a real **learning culture** in society and in enterprises and mobilising the workforce's **positive attitude to change**

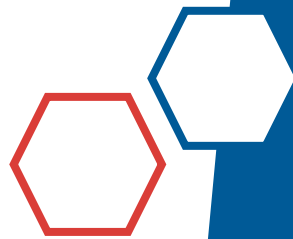


## Encouraging social partners at the appropriate levels and enterprises to introduce digital transformation strategies in a partnership approach:

- Ensure the continuous employability of the workforce
- digital transformation of enterprises that leads to employment creation
- employers' commitment to introduce technology in a way that benefits employment, productivity, work content and improved working conditions.

## Measures to be considered include :

- Commitment of **both parties to upskill or reskill**
- Access to and arrangements of **training; training provisions**
- Where an employer requests to a worker to participate in a job-related training that is directly linked to the digital transformation of the enterprise, the training is **paid by the employer** or **in line with the collective agreement or national practice**.
- Focus on **quality and effective training**
- Training arrangements that provide skills which could **support mobility between and within sectors**.
- **Internal or external** training validation solutions.
- The **operation of schemes** such as short time work that combines a reduction of working hours with training, in well-defined circumstances.



## Strategies are built on a shared commitment of social partners to:

- Retraining and upskilling
- The redesign of jobs to allow workers to remain within the enterprise in a new role if some of their tasks or their job disappears due to digital technology
- The redesign of work organisation if necessary, to take account of changed tasks, roles or competences;
- An equal opportunities policy to ensure that digital technology results in benefit for all workers.

## 2 - Modalities of connecting and disconnecting

It is **the employer's duty** to ensure the **safety and health of workers** in every aspect related to the work. To avoid possible negative effects on workers' health and safety and on the functioning of the enterprise, the focus should be on prevention.

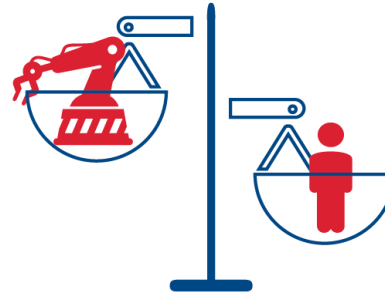
### Measures to be considered include :

- Training and awareness raising measures
- Respect of working time rules and teleworking and mobile work rules
- Appropriate measures to ensure compliance
- Providing guidance and information for employers and workers on how to respect working time rules and teleworking and mobile work rules including on how to use digital tools
- Being clear about the policies and/or the agreed rules on the use of digital tools for private purposes during working time
- Commitment from management to create a culture that avoids out of hours contact
- Work organisation and workload, including the number of staff, are key aspects which need to be identified and evaluated jointly
- Achievement of organisational objectives should not require out of hours connection. With full respect for working time legislation and working time provisions in collective agreements and contractual arrangements, for any additional out of hours contacting of workers by employers, the worker is not obliged to be contactable;
- And in respect of the bullet point above, appropriate compensation for any extra time worked, and;  
Alert and support procedures in a no-blame culture to find solutions and to guard against detriment for workers for not being contactable;
- Regular exchanges between managers and workers and/or their representatives on the workload and work processes;
- Alert and support procedures
- Prevention of isolation at work



Presence and/or introduction of digital devices/tools in workplaces - **Opportunities and possibilities to organise work in a flexible way to the benefit of employers and workers; risks and challenges around delineation of work and personal time.**

### 3 - Artificial Intelligence (AI) and Guaranteeing the Human in Control Principle



The control of humans over machines and artificial intelligence should be guaranteed in the workplace and should underpin the use of robotics and artificial intelligence applications whilst respecting and complying with safety and security controls.

#### Trustworthy AI :

- ➔ Should be lawful, fair, transparent, safe, and secure, complying with all applicable laws and regulations as well as fundamental rights and non-discrimination rules
- ➔ Should follow agreed ethical standards, ensuring adherence to EU Fundamental/human rights, equality and other ethical principles
- ➔ Should be robust and sustainable, both from a technical and social perspective since, even with good intentions, AI systems can cause unintentional harm

Social partners to pro-actively explore the potential of digital technology and AI to increase the productivity of the enterprise and the well-being of the workforce

**Setting out some direction and principles of how and under which circumstances AI is introduced in the world of work.**

#### Measures to be considered include :

- Deployment of AI systems
  - should follow the human in control principle
  - should be safe
  - should follow the principles of fairness
  - needs to be transparent and explicable
- In situations where AI systems are used in human-resource procedures, transparency needs to be safeguarded through the provision of information
- AI systems should be designed and operated to comply with existing law, including the General Data Protection Regulation (GDPR),

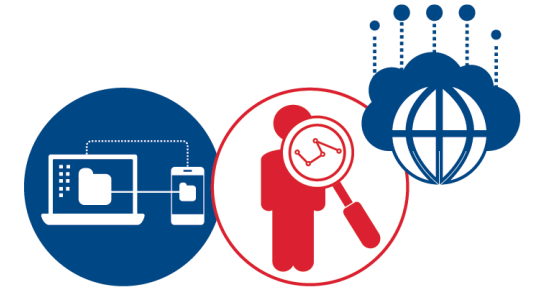


## 4 - Respect of human dignity and surveillance

Data minimisation and transparency along with clear rules on the processing of personal data limits the risk of intrusive monitoring and misuse of personal data.

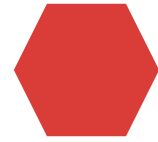
**GDPR** provides for rules in relation to the processing of personal data of workers in the employment context that need to be respected.

The social partners in this agreement recall article 88 of the GDPR which refers to possibilities to lay down by means of collective agreements, more specific rules to ensure the protection of the rights and freedom with regards to the processing of personal data of employees in the context of employment relationships.

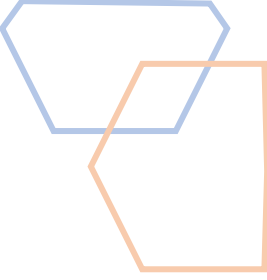


### Measures to be considered include :

- Enabling workers' representatives to address issues related to data, consent, privacy protection and surveillance.
- Always linking the collection of data to a concrete and transparent purpose. Data should not be collected or stored simply because it is possible or for an eventual future undefined purpose.
- Providing workers representatives with facilities and (digital) tools, e.g. digital notice boards, to fulfil their duties in a digital era.



## Implementation and follow-up

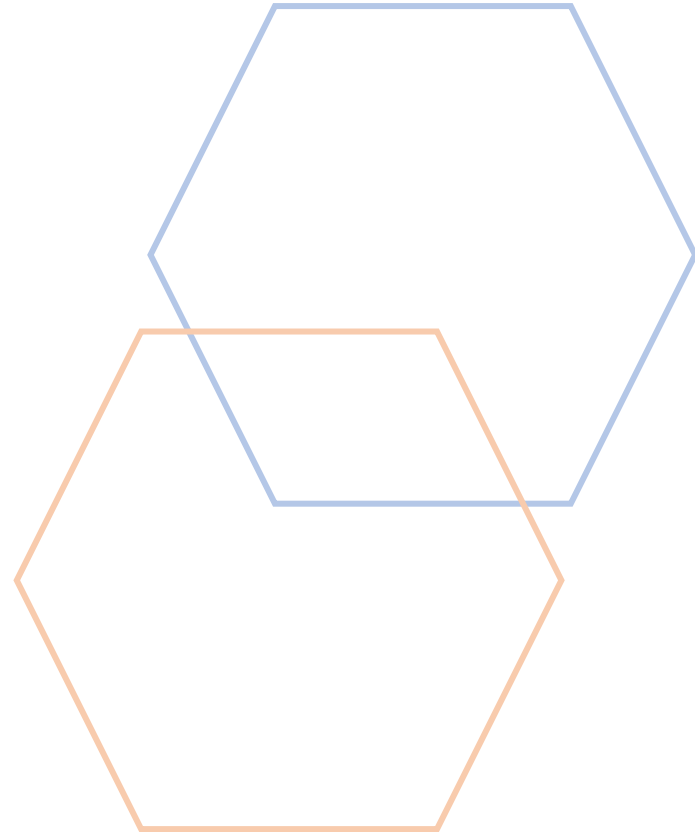
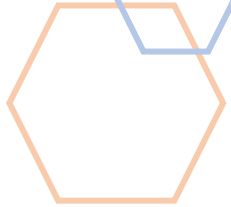
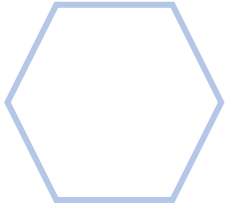
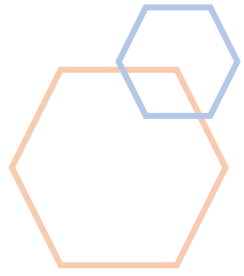


This framework agreement is an autonomous initiative and the **result of negotiations between the European social partners** as part of their sixth multiannual work programme for 2019-2021. In the context of article 155 of the Treaty, this autonomous European framework agreement commits the members of BusinessEurope, SMEUnited, CEEP and ETUC (and the liaison committee EUROCADRES/CEC) **to promote and to implement tools and measures**, where necessary at national, sectoral and/or enterprise levels, in accordance with the procedures and practices specific to management and labour in the Member States and in the countries of the European Economic Area.

**The signatory parties also invite their member organisations in candidate countries to implement this agreement.** The implementation of this agreement will be carried out within three years after the date of signature of this agreement.

**Member organisations will report on the implementation of this agreement to the Social Dialogue Committee.** During the first three years after the date of signature of this agreement, the Social Dialogue Committee will prepare and adopt a yearly table summarising the ongoing implementation of the agreement. A full report on the implementation actions taken will be prepared by the Social Dialogue Committee and adopted by the European social partners during the fourth year.

In case of questions on the content of this agreement, member organisations involved can jointly or separately refer to the signatory parties, who will jointly or separately reply.



**ETUC**  
Boulevard du Roi Albert II, 5  
B- 1210 Brussels  
Tel : 00-32-2/224 04 11  
Fax : 00-32-2/224 04 54/55  
[www.etuc.org](http://www.etuc.org)



**BUSINESSEUROPE**  
Avenue de Cortenbergh, 168  
B- 1000 Brussels  
Tel : 00-32-2/237 65 11  
[main@businessseurope.eu](mailto:main@businessseurope.eu)  
[www.businessseurope.eu](http://www.businessseurope.eu)



**CEEP**  
Rue des Deux Eglises, 26 boîte 5  
B- 1000 Brussels  
Tel : 00-32-2/219 27 98  
Fax: 00-32-2/218 12 13  
[ceep@ceep.eu](mailto:ceep@ceep.eu)  
[www.ceep.eu](http://www.ceep.eu)



**SMEunited**  
Rue Jacques de Lalaing, 4  
B- 1040 Brussels  
Tel : 00-32-2/230 75 99  
[info@smeunited.eu](mailto:info@smeunited.eu)  
[www.smeunited.eu](http://www.smeunited.eu)