Shaping Industrial Relations in a Digitalising Services Industry

A joint project between UNI Europa and 'ZSI – Centre for Social Innovation'.

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A Digitalising Services Industry

CHANGING SERVICE MARKETS
A digitalising services industry leads to further concentration within and greater competition between the sectors across the EU and beyond. Below are just a few of the changes expected to impact UNI Europa's sectors:

**Finance**
- Integrating strategies of ICTS companies
- Trend towards concentration

**Media**
- Disruptions through digital platforms and new distributing channels

**ICTs**
- Big data
- Cloud Computing
- Security
- Internet of Things

**Commerce**
- E-commerce activities
- Shift from retail to logistics

**Post and Logistic**
- E-substitution
- Diversification of activities
A Digitalising Services Industry

CHALLENGES TO THE LABOUR MARKETS DUE TO NEW COMPANY STRATEGIES

- Automation of tasks
- Outsourcing and offshoring processes
- Polarisation of the labour market
- Forms of atypical employment
- ICT skill demands

It is expected that job losses in the services sector will primarily affect the mid-skilled and mid-salary workforce. Considering an increasingly polarised labour market, there is broad agreement that crucial ICT skills will need to be complemented by broader cognitive and social skills.

IN RESPONSE: NEW WORK ORGANISATION AND POLICY INITIATIVES

The European Commission approaches the challenges and opportunities linked to the age of digitalisation among others through the (Digital) Single Market Strategy and the European Pillar of Social Rights.

In addition, various national initiatives focus on digitalisation from a digital infrastructure, innovation or regulation perspective. While many are government-led, the influence of trade unions depends on the respective Member State:

- **Bi- or tripartite initiatives**
  - Nordic and certain Continental Member States
  - Without any involvement of social partners
    - Central and Eastern Europe
    - Southern Member States
    - and the UK

While trade union assessments vary between optimism and pessimism, there is a broad consensus that traditional work organisation is subject to radical changes. Notably, the shift in power dynamics between companies, workers and consumers.
The challenge remains to transcend conventional employment structures, cover new forms of employment relationships and to organise and represent workers along extended value chains and across borders.

**Activities**
- ICTS sector: collective agreements with Deutsche Telekom and Orange
- Lobby activities: European services e-card and EU directive on platform work
- Connect with emerging grassroot movements: collective agreement between 3F and Hilfr

**Policies**
- Promote collective bargaining and social dialogue
- Strengthen worker participation rights (awarding contracts, relocation or outsourcing of work)
- Similar rights and collective bargaining structures in new forms of work
- New organisation and communication structures
UNI Europa Activities and Policies

AN EMPLOYMENT RELATIONSHIP 4.0

Especially in the services sector, a substantial proportion of future jobs are expected to fall beyond traditional classifications. The rise of workforce flexibility and mobility often favours the employer rather than the employee.

Lobbying (with the ETUC) for a definition of an employment relationship 4.0

Finance sector: joint declarations on the impact of digitalisation on employment

ICTS sector: well-being and good health at work

Property Services and UNICARE: challenges due to automation, and health and safety issues

Activities

Policies

Definition of an employment relationship 4.0

Decent working conditions for new forms of employment

Employers accept all rights and obligations associated with the concept of an employer

Lobby for legislative proposals and measures
UNI Europa Activities and Policies

SKILLS AND (RE)TRAINING OPPORTUNITIES

The challenge lies in ensuring equal access to relevant and future-orientated skills and (re)training opportunities.

Activities:
- Request skills and (re)training opportunities for all workers
- Commerce sector: manage job transitions
- Post & Logistic + MEI sectors: skills identification and development
- European Commission’s Digital Skills and Jobs Coalition

Policies:
- Right for and access to training
- Different training opportunities
- Ability to transfer skills and training
- Mechanism for skill anticipation, skill matching and job placement
For more information, or to read the report in full, please visit https://unieuropaprojects.org/shaping-industrial-relations/