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**5 – 7 Sept. 2019**

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**16 – 17 Sept. 2019**

Social Innovation in the temporary agency work industry – EU SSDC project steering committee and workshop

**2 Oct. 2019**

WEC lunch debate "Fostering social innovation to reform social protection systems in Europe"

**30 Oct. – 1 Nov. 2019**



### Upcoming Events

In case you have questions on the Advocacy Report:

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## World Employment Conference 2019

Only two months to go! Early bird rates ending soon! It's going to be a 'cracker'!

Not long to go until we welcome you all to the 2019 edition of the World employment Conference, hosted by RCSA. We will have the opportunity to hear from 20 World Class speakers, engage with over 20 business enabling solutions providers, attend three breathtaking networking events, and mingle with over 400 leaders from the recruitment, staffing and workforce solutions space.

This year's speaker line-up includes 2019 Australian of the Year Dr Richard Harris, behavioural influence expert Bri Williams and Future of Work specialist Kim Seeling Smith.

The early bird rate of €1150 + VAT ends on the 6<sup>th</sup> of September, so register now to avoid disappointment, and to save yourselves €100. WEC members and associates benefit from a heavily discounted rate compared with local attendees. Please forward the registration link to your members also. **We only have 20 tickets left at this rate, so [register now!](#)**

We look forward to welcoming you 'down under'!



## World Employment Confederation Regulatory Monitoring Survey launched – Your input needed by 8<sup>th</sup> of September

The World Employment Confederation is upgrading its information on regulation of agency-work in its member countries. This allows members and the Head Office to better compare regulatory systems and identify regulatory developments to act upon. To do so we need input from all our national federations.

The WEC Head Office send a dedicated survey link to each national federation. We kindly ask you to complete the survey before the 8<sup>th</sup> of September.

### Who should fill the survey?

The survey contains questions on agency work and labour regulation, social protection and social dialogue. The questions are multiple choice with options to add written specifications. Based on a pilot we did with a selected group of members; we estimate the survey to last 30 to 45 minutes to fill out. We leave it up to you who within your organisation is best suited to answer the survey. The link is specific to your national federation and it saves your answers. This means you are able to forward the link to one or more colleagues without the loss of your national federation's overall response.

### What will WEC do with the results?

The survey combines all the different regulatory surveys we previously sent to our members. The result we will use to create various products to your benefit. First of we will provide a regulatory report containing all the results to be published in Q4 of this year. In 2020 we will create an online database for you to search, filter and compare jurisdictions and regulatory systems. Finally, we will use the input be used to generate the Smart Regulation Index.

### Future regulatory surveys?

We anticipate repeating the survey on an annual basis. For future surveys we will use the existing data you've provided. This means that for future surveys the response time needed for your federation to fill out the survey decreases significantly (based on the regulatory change in your country in between two surveys). This is the first time we collect regulatory information in this way, and we are very happy to receive your comments and remarks on the questions and the survey. The survey contains the option to provide comments.

*We hope for your participation and welcome any questions you might have. Should you need help or further information to fill out the survey do not hesitate to contact us!*

Many thanks and best regards on behalf of the Head Office

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# Global Public Affairs

## Executive Summary

### UN reviews SDG8: Decent Work and Economic Growth

- UN assessed the progress of SDG8, the major Sustainable Development Goal on employment.
- Progress towards it is slowing down and inequalities between regions and people are growing. Youth unemployment, informality and gender inequality remain of great concern.
- The ILO as main UN body to achieve SDG8, provided policy recommendations focussed on employment creation policies (in particularly through increasing public spending); improved labour standards and institutions; and promoting social dialogue.
- The focus, sadly, is too much on increasing public spending rather than regulatory reform. Still, increased recognition is on the improvement of the situation workers in diverse forms of work.

### Joint Webconference World Bank / WEC on Public Private Partnership

- During a joint webinar of WEC and the World Bank, two industry case studies on partnership between public and private employment services were provided.
- Discussions are held to develop a follow-up joint webinar on the appropriate regulatory framework for employment services and PPP.

### WEC joins RSPP/ACHAZ Conference on Private Employment Services

- WEC President Annemarie Muntz and Jochem de Boer presented global labour market trends and industry case studies at an event organised by the Russian employers federation, and Russian WEC member, ACHAZ.
- The meeting's purpose was to address to the positive contribution of quality employment services to the labour market and promote market growth and better regulation in Russia.
- The context of the event allowed for further introduction of WEC with the specific Russian employment services regulation and market, as well as ACHAZ and its membership.
- The event, WEC and international industry case-studies received national media coverage in Russian business media.

### WEC provides training for ILO Skills Academy

- WEC provided a course on skilling in the employment industry as part of the ILO/ITC Skills Academy.
- The course highlighted the various venue and regulatory conditions for skilling and partnership with public employment services.

### Business Roundtable statement on CSR

- The Business Roundtable, a US based NGO for CEOs of US multinational enterprises, provided a statement re-aligning their commitment to serve all stakeholder, rather than shareholders alone.
- The proof of the pudding is in the eating. Still, it highlights raised concern by some of the biggest global companies on social and regulatory developments in the US and beyond, and the lacking capacity of government to effectively deal with it.

## UN High Level Policy Forum Reviews SDG8: Decent Work and Economic Growth

In July the United Nations organised the annual High Level Policy Forum. This Forum seeks to monitor and review the Sustainable Development Goals (SDGs). This year SDG 8 'Decent Work and Economic Growth' was reviewed.

Its review showcased decreasing progress towards the achievement of SDG8 (as defined by the 17 indicators of SDG8). Apart from decreasing progress, differences between regions grow and differences between labour markets groups grow. Finally, issues on informal employment and youth unemployment remain high.

To tackle these issues the UN (and the ILO specifically) *provided policy assessment and recommendations* ([link](#)) for the UN and its bodies (ILO, IOM, UNESCO, UNICEF, World Bank etc.) and its members states. To do so it assesses the synergies between the achievement of the various SDGs. To leverage those synergies, it arrives at the following over-arching policy recommendations:

1. More emphasis on national employment creation and policies:
  - a. Macro-economic policies
  - b. Sectoral policies
  - c. Enterprise support
  - d. Inclusive wage policies
  - e. ALMPs
  - f. Lifelong learning
  - g. Gender responsive labour participation policies
  - h. Coordination of employment policies
2. Improvement of labour market standards and institutions
  - a. Promote ILO convention ratification
  - b. Investing in labour market institutions
  - c. Labour market Governance:
    - i. Regulating diverse forms of work
    - ii. Improve Migration governance
    - iii. Occupational Safety and Health
  - d. Universal Social Protection
3. Supporting social dialogue and partnerships
  - a. Promote Social Dialogue through Freedom of association
  - b. Improving labour market information
  - c. Building capacity
  - d. Building partnerships

### Assessment

The Sustainable Development Goals are the mandate and agenda of the UN system. As such this review of SDG8 'Decent Work and Economic Growth' highlights the overall policy assessment and direction. In terms of implementation the ILO is in the driver seat of SDG8. In the 'post ILO Future of Work Declaration world' this report highlights the direction the ILO is taking to deal with the SDG8 challenges.

The response proposed focus very much on integrating job creation in macro-economic policies (i.e. government spending) through investment in sectors, skilling, ALMPs and social protection. It seeks to promote labour productivity and demand by promoting higher wages and greater wage equality and labour participation. In terms of labour market structure and



regulation, the ILO remains concerned on the growth of diverse forms of work. Still, the focus is less on its growth per se, but on quality issues related to access to rights and training.

### Joint Webconference World Bank / WEC on Public Private Partnership

The World Bank and WEC jointly hosted a web conference on partnership between public and private Employment Services (PPP). The conference featured two public-private initiatives (Argentina & Italy) and was geared towards World Bank advisors and executives in national World Bank offices around the world as well as their internal employment policy division.

#### Assessment and next steps:

This was a good opportunity to promote public private partnership, especially for the developing countries. The WEC and World Bank will assess the added value of a follow-up web workshop on the regulatory environment conducive to partnership between employment services.

### WEC joins RSPP/ACHAZ Conference on Private Employment Services

WEC came to Russia for a business event to highlight the importance of the employment industry. The Russian Employers Federation (RSPP), and Russian WEC member, ACHAZ, together organised this Conference to promote private employment services in Russia. WEC President Annemarie Muntz and Jochem de Boer (Global Public Affairs Manager) participated in the event to share global labour market trends and Social Innovation Best-Practices from across the industry.

The event was attended by members of ACHAZ and RSPP and allowed for discussion on the industry and the opportunities, regulation and market in Russia. Two national news outlets covered the event and addressed the role of employment agencies in a changing world of work as well as Social Innovation in the Employment Industry.

WEC attendance also allowed for better understanding and knowledge of Russian challenges and ACHAZ membership. To promote public private cooperation, WEC joined a meeting with ACHAZ President Ekaterina Gorokhova and the Director of the Moscow Employment Centre to discuss the venues for collaboration with Russian private employment services.

#### Assessment and next steps:

WEC participation and support to the event allowed for raising the profile, as well as provide international expertise and best-practices and learn about Russian Labour market development and challenges.

## WEC provides training for ILO Skills Academy

To promote the role of the private employment industry in skilling of workers, WEC joined the Skills Academy of the ILO International Training Center. To an audience of labour market policymakers and public employment professionals, Global Public Affairs Manager Jochem de Boer addressed the urgency of the skills challenge and industry case studies on skilling and public-private partnership.

The International Training Center is the capacity building center of the ILO. Year round it organizes training and courses for representatives from government, business and workers from around the world. Topics are aligned with the ILO agenda and seek to contribute the implementation of the ILO agenda, as well as allow for a space of peer to peer learning and exchange. The training provided by WEC focused on the conditions and elements of skilling by private employment services. It served as a good opportunity to showcase the growing amount of case studies from the employment industry showcased on [www.socialinnovationstories.org](http://www.socialinnovationstories.org).

### Assessment and next steps:

Participation in these trainings serve to reach a broad audience on the role of private employment services and strengthen the ties with the ILO Office. As such they contribute to advocacy on promoting appropriate regulatory frameworks and public private partnership, and the consolidate WEC thought leadership.

## Business Roundtable Statement on CSR

The Business Roundtable, an American association of CEOs of global companies, provided a statement on the purpose and commitment of its members. In it, the CEOs pledged to balance their commitments to all stakeholders including workers, suppliers and the communities they operate in. Doing so highlights the commitment to go beyond serving mainly shareholders.

The statement touches upon employment related issues in four ways. Firstly it addresses the investment in employees through fair compensation for work. Secondly it addresses the need to invest in skilling to prepare them to labour market changes. Thirdly it underlines the importance of workplace diversity and Finally the statements highlights the commitment to deal fair and ethically with suppliers and serve as good partners.

### Assessment and next steps:

The statement has been presented as a major change away from traditional shareholder focus by companies, aligning stronger with the notion of corporate citizenship. In any case, it reflects growing scrutiny by US politicians, consumers and employees alike. It is a sign that global CEOs perceive a stronger role in society is needed to meet corporate goals, and most possibly that society and regulation is growing detrimental to these goals. Still, unclarity remains how companies are going to define this commitment and how this aligns with the legal and economic reality in and beyond the USA.

## European Public Affairs

### Executive Summary

**New European Commission and new European Parliament:** Following the European Parliament elections of May 2019 and the election of Ursula von der Leyen as new European Commission President, the new leadership of the EU institutions and the agenda for the coming years is taking shape. The World Employment Confederation-Europe is contributing actively to these discussions.

**Infringement procedure launched against Google Jobs:** Several European jobs boards have launched an infringement procedure against Google Jobs, arguing that the algorithms used by Google Jobs imply unfair practices which are not in line with EU Competition policy. The European Commission is examining the case, while a decision on the matter will only be taken after the new European Commission has taken office.

**Stakeholder workshop on Social Innovation and steering committee in the context of the EU Sectoral Social Dialogue project "Social Innovation in the temporary agency work industry"**

The European Commission published the **Employment and Social Developments in Europe report 2019**.

### European Commission and European Parliament: New EU leadership is taking shape

After the European Parliament elections in May 2019 and the election of Ursula von der Leyen as new European Commission President, the new EU leadership is taking shape.

In the **European Parliament**, David Sassoli (MEP, S&D, Italy) has been elected as President in July. The European Parliament's Employment and Social Affairs Committee will be chaired by Lucia Āuariš Nicholsonov (MEP/ECR/Slovenia), the committee for the internal market and services will be chaired by Petra de Smitter (MEP, Greens, Belgium). The focus in the European Parliament will be laid in the coming months on the hearings of the EU Commissioner candidates in the respective committees and the election of the new European Commission in October.

At the level of the **European Commission**, the elected, new European Commission President Ursula von der Leyen has started in July and August consultations with the EU Member States to form the next European Commission. Most EU Member States have by now nominated their candidates for the European Commission. Brussels sources indicate that the next EU Commissioner for Employment and Social Affairs will most certainly be Nicolas Smit, a social democrat who is currently Member of the European Parliament and has been serving as Employment Minister in Luxembourg before. Ursula von der Leyen also underlined that she will be striving for gender parity in the new European Commission. WEC-Europe members can obtain an overview on the nominated EU Commissioners by contacting Michael Freytag at the Head Office.

Based on the political guidelines of Commission President elect Ursula von der Leyen and her speech in the European Parliament, there are several key employment and social affairs themes that will feature prominently on the agenda of the next European Commission.



Commission President-elect Ursula von der Leyen underlined in her speech in the European Parliament that it was "...high time that we reconcile social and market in today's modern economy. This is why I will put forward an action plan to fully implement the European Pillar of Social Rights." This includes a debate on a European Minimum Wage, a European Unemployment Reinsurance Scheme, a common, European approach on addressing and regulating the online talent platform economy and progress on the individual learning accounts. The new European Commission will also have to start working on a new, European Employment and Growth Strategy, which will be replacing the Europe 2020 Strategy.

The WEC-Europe Head Office has sent a letter to the European Commission President-elect Ursula von der Leyen to introduce the World Employment Confederation-Europe and present our priorities. A comparable letter will be sent to the incoming EU Commissioner for Employment and Social Affairs after his election. The World Employment Confederation-Europe Public Affairs Manager Michael Freytag published in July the opinion piece "What's next for the European Commission?" in the European affairs online media Euractiv.

#### Assessment:

The election of Ursula von der Leyen has been criticised as a deal made by the EU Heads of State and Government, which is not respecting the lead candidate principle. Ursula von der Leyen indeed did not campaign in the European Parliament elections for becoming the next European Commission President and her agenda was set up very quickly at the time of her election in the European Parliament. It has also become clear that von der Leyen had to make important concessions to the European Parliament to secure her election, which influenced the strategic agenda she presented in July.

### Antitrust complaint against Google Jobs launched by several job boards

23 European job boards have launched an antitrust complaint against Google jobs. Google Jobs is a fast-growing tool for searching job, which is increasingly used by both candidates and employers. However, several competitors of Google Jobs argue that the algorithms used by Google Jobs include anti-competitive behaviour. The job boards call on the EU Commissioner for competition, Margrethe Vestager to temporarily order Google stop acting unfairly while the case shall be investigated. Rivals of Google Jobs argue that Google is abusing its dominant market position. Google includes jobs only from websites that follow its guidelines, which require postings to be structured such that its computers can easily interpret them.

EU Competition policy and antitrust complaints are typically handled by the European Commission within a period of several months, within which the European Commission decides whether to open a formal infringement procedure. Given the fact that the mandate of current Commission ends on 31<sup>st</sup> of October, no decision on the case will be taken by the current Commission, but Commissioner Vestager will be preparing an "intensive" handover dossier to her successor.

#### Assessment:

The complaint is of interest to the World Employment Confederation-Europe due to its linked to debates around the changing world of work, new recruitment channels and new forms of matching labour market demand and supply. The World Employment

Confederation-Europe Head Office will monitor the proceedings in this complaint and maintain contacts with the relevant stakeholders.

## Stakeholder Workshop on Social Innovation in the context of EU Sectoral Social Dialogue Project

In 2019/2020, the World Employment Confederation-Europe and UNI-Europa are conducting the joint project on “Social Innovation in the temporary agency work industry” in the framework of the EU Sectoral Social Dialogue on temporary agency work.

The aim of the project is to build up a compendium of practices of social innovation in the agency work industry focusing on training, working conditions and social protection for agency workers. The project is implemented with two external partners, namely the Centre for European Policy Studies (CEPS) and the Catholic University of Leuven.

In September, a further main project activity will take place, namely the second steering committee and the first stakeholder workshop, which will be focused on social innovation in access to training. A range of experts will come to Brussels to present new and innovative practices and to discuss these with the social partners of the sector and other stakeholders.

### Assessment:

The joint social dialogue project on social innovation in the temporary agency work industry is a key pillar of the World Employment Confederation-Europe thought leadership and advocacy on social innovation. The project will contribute to raising the awareness on social innovation practices in the industry and thereby contribute to an improved image of our industry and a better recognition of its contribution to well-functioning labour markets.

## European Commission published Employment and Social Developments in Europe Report 2019

On 4<sup>th</sup> of July 2019, the European Commission published the 2019 edition of its yearly Employment and Social Developments in Europe review.

In light of global long-term trends such as ageing, globalisation, technological transformation and climate change, the 2019 Report is dedicated to the theme of sustainability. The report shows that tackling climate change and preserving growth go hand in hand. It sets out several policy options that are able to preserve the EU's competitiveness, sustain growth and spread its benefits to the entire EU population and future generations, while pursuing an ambitious transition to a climate-neutral economy. The 2019 report also confirms the continued expansion of the EU's economic activity, with new record levels in employment and an improving social situation.

This annual review report shows that the recovery has taken hold in the European economy. With 240.7 million Europeans at work, up by 13.4 million jobs since the start of the Juncker Commission, the employment rate in the EU is the highest ever recorded. Unemployment in Europe is historically low.

The transition to a carbon-neutral economy will increase the number of jobs available, and have an impact on labour market structure, job distributions and skills needed. By 2030, the

transition is expected to create an additional 1.2 million jobs in the EU, on top of the 12 million new jobs already expected. The transition could mitigate the ongoing job polarisation resulting from automation and digitalisation by creating jobs also in the middle of the wage and skill distributions, particularly in construction and manufacturing.

The impacts of the transition will vary across countries and sectors. Therefore countries must prepare for this transition to make sure that people in occupations, sectors and regions that are still linked to high-carbon models are not left behind. Integrating the social dimension from the outset, for example through measures that provide income support during transition or combine higher energy taxation with redistribution, is of key importance. Social dialogue can also contribute to a just transition by ensuring the involvement of workers and employers.

More generally, the review shows that to continue economic growth, the EU will need to invest in people's skills and innovation. The best performing EU firms are those that invest most in workers' training and high-quality working conditions. Indeed, investments in skills, qualifications, and formal adult training support employability of workers, wage growth, and firms' competitiveness. The ESDE review also finds that social investments, such as access to childcare and early childhood education, make people more productive and increase their well-being. Affordable and adequate housing enables Europeans to fulfil their potential on the labour market and participate in society.

#### Assessment:

The European Commission's Employment and Social Developments in Europe Review Report is a main, annual flagship publication of the European Commission on employment and social affairs. The 2019 theme of sustainability and transitions in the labour market is certainly also of interest to the private employment services industry. A main weakness of the Report, which could also be observed for previous editions, is the fact that it addresses "temporary work" in a very generalised way, thus not differentiating between direct fixed-term contracts, temporary agency work and other forms of flexible employment.

## National Public Affairs

### Germany: Research shows that agency work is crucial for the labour market integration of asylum seeker

The German institute for employment research, IAB, underlined that agency work is crucial for the labour market integration of asylum seekers. Many of the recognized asylum seekers that have a residence and work permit are employed by the private employment services industry, which helps asylum seekers to enter the labour market. Data shows that one in three refugees was able to successfully complete their jobs thanks to agency work.

#### Assessment:

The new research of the German institute for employment research (IAB) is valuable as it illustrates the positive contribution of the private employment services industry to inclusive labour markets.

### SwissStaffing launched a complaint at the federal tribunal against unjustified restrictions on agency work and launched new research on social protection

In July 2019, the World Employment Confederation-Europe member SwissStaffing launched a complaint at the Federal Tribunal against restrictions on the use of agency work in the public sector in the canton of Teslin. The new law will in principle prohibit the use of agency work in the public sector in the canton of Tessin. SwissStaffing argues that it has already extensively determined the conditions to be fulfilled for providing services in the public sector and that a federal law already regulates and limits the use of agency work in the public sector.

In July 2019, SwissStaffing also published a new White Paper on Flexwork and Social Protection, which sets the overall framework for social protection of agency workers and addresses specifically the dimensions of illness and accidents at work, retirement provisions, unemployment benefits and further training. The White Paper can be downloaded on the SwissStaffing website.

#### Assessment:

The complaint launched by SwissStaffing can be an important instrument to fight and lift unjustified restrictions faced by the private employment services industry in Switzerland.

The White Paper published provides an important contribution to the discussion on social protection and social innovation in Europe.

## ABU concludes new Collective Labour Agreement, which is harmonised with the CLA of the second agency-worker federation NBBU

The Dutch World Employment Confederation member ABU and the second agency work federation NBBU and the Dutch trade unions FNV, CNV Vakmensen, De Unie and LBV signed a harmonized, collective labour agreement, covering all 850.000 agency workers in the Netherlands. The collective labour agreement builds on five key principles:

1. Equal pay for equal work
2. More work security through a faster building up of rights
3. Promote sustainable employability
4. The commitment to reach a new agreement on supplementary pensions for agency workers
5. A period of validity of the new collective labour agreement from 30 December 2019 to 1 June 2021.

### Assessment:

The collective labour agreement signed by ABU, NBBU and the Dutch trade unions for the agency work industry is an important step in settling employment and working conditions for agency workers in the Netherlands. Through its focus on promoting sustainable employment and on providing supplementary benefits to the agency workers, the collective labour agreement also illustrates the role of the private employment industry in fostering social innovation.

## Portugal: Private employment services industry faces new challenges

The private employment industry in Portugal is facing new challenges. Among the measures adopted are the limitation of fixed-term contracts and double extension of very short-term contracts, as well as the limitation of the maximum number of temporary contract renewals and the creation of an additional contribution for the Social Security system to be paid by the companies that use more fixed-term contracts than the average of the industry. This new rules, which have been based on a negotiation in the social dialogue penalises employers that use many fixed-term contracts, such as the private employment services industry. While APESPE RH advocated for an exception for the agency work sector from this new rules, such an exception was not endorsed in the social dialogue negotiations. New regulation limiting the number of renewals for temporary agency work contracts is another element of great concern, as it will lead to a tightening of the labour market. This effect will be particularly strong in some sectors, such as hospitality or industry.

### Assessment:

The recent reform in Portugal illustrates the lasting pressure the private employment services industry is confronted with due to tighter labour market regulation in several European countries. Comparable, concerning trends could be observed in the recent past in for example in Italy, Norway, France and Germany. The WEC-Europe action plan on fighting adverse regulation and the playbooks to be presented in October are important activities to support World Employment Confederation members in addressing and fighting this trend.



## Thought Leadership

### New research on platform economy by Uni Europa and the University of Hertfordshire

UNI-Europa, the European trade union of the services sector, the University of Hertfordshire and the Foundation of European Progressive Studies published a new research report on the platformisation of work in Europe, which provides highlights from research in 13 European countries.

The report looks at the platform economy as a source of income, the occasional and supplementary character of platform work, the employment and income status of labour suppliers working through online platforms and the spread of digital work organization and management practices as well as the general trend of platformisation of work.

#### Assessment:

The role of the platform economy, which was also subject to a WEC-Europe/UNI-Europa joint project in 2017/2018 continues to be heavily debated at EU level. Several, European trade unions are calling for specific European regulation to address the working conditions for labour suppliers working via online platforms. The next European Commission under Commission President-elect Ursula von der Leyen will most certainly also address the topic.

### WEC-Europe stakeholder lunch debate “Fostering social innovation to reform social protection systems in Europe”

On 2<sup>nd</sup> of October, the World Employment Confederation-Europe will host a lunch debate for Members of the European Parliament and stakeholders on “Fostering social innovation to reform social protection systems in Europe.”

Two main keynote speakers have already been secured for the event, namely Ana-Carla Pereira, Head of Unit Modernisation of Social Protection Systems at DG Employment/European Commission and Claire Dhèret, Head of Social Europe Programme at the European Policy Centre.

The lunch debate is planned as a two-hour, interactive session with short, introductory statements of the main keynote speakers followed by a moderated, debate on the key theme of social innovation and social protection for diverse forms of work. Around 25 participants are expected for the event, including Commission officials, Members of the European Parliament, think tanks, social partners and academic experts.

#### Assessment:

The World Employment Confederation-Europe lunch debate will be a further, important building block in our advocacy and thought leadership on social innovation and social protection. It will bring together key European stakeholders from EU institutions, European social partners, academic experts and thought leadership to provide a platform for discussion and exchange.

## Abbreviations

ALMPs	Active Labour Market Policies
CEPS	Centre for European Policy Studies
CLA	Collective Labour Agreement
ECR	European Conservative and Reformist Group in the European Parliament
EU	European Union
ILO	International Labour Organisation
IOM	International Organisation for Migration
MEP	Members of the European Parliament
PP	Public Private Partnerships
S&D	Socialists and Democrats Group in the European Parliament
UN	United Nations