



European Foundation  
for the Improvement  
of Living and Working  
Conditions

The tripartite EU Agency providing  
knowledge to assist in the development  
of social and work-related policies

# Social changes in business

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Eurofound

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# Eurofound

- Agency of the European Union
- Established in 1975
- Comparative socio-economic research
  - Restructuring/structural change
  - Working conditions
  - Industrial relations
  - Living conditions

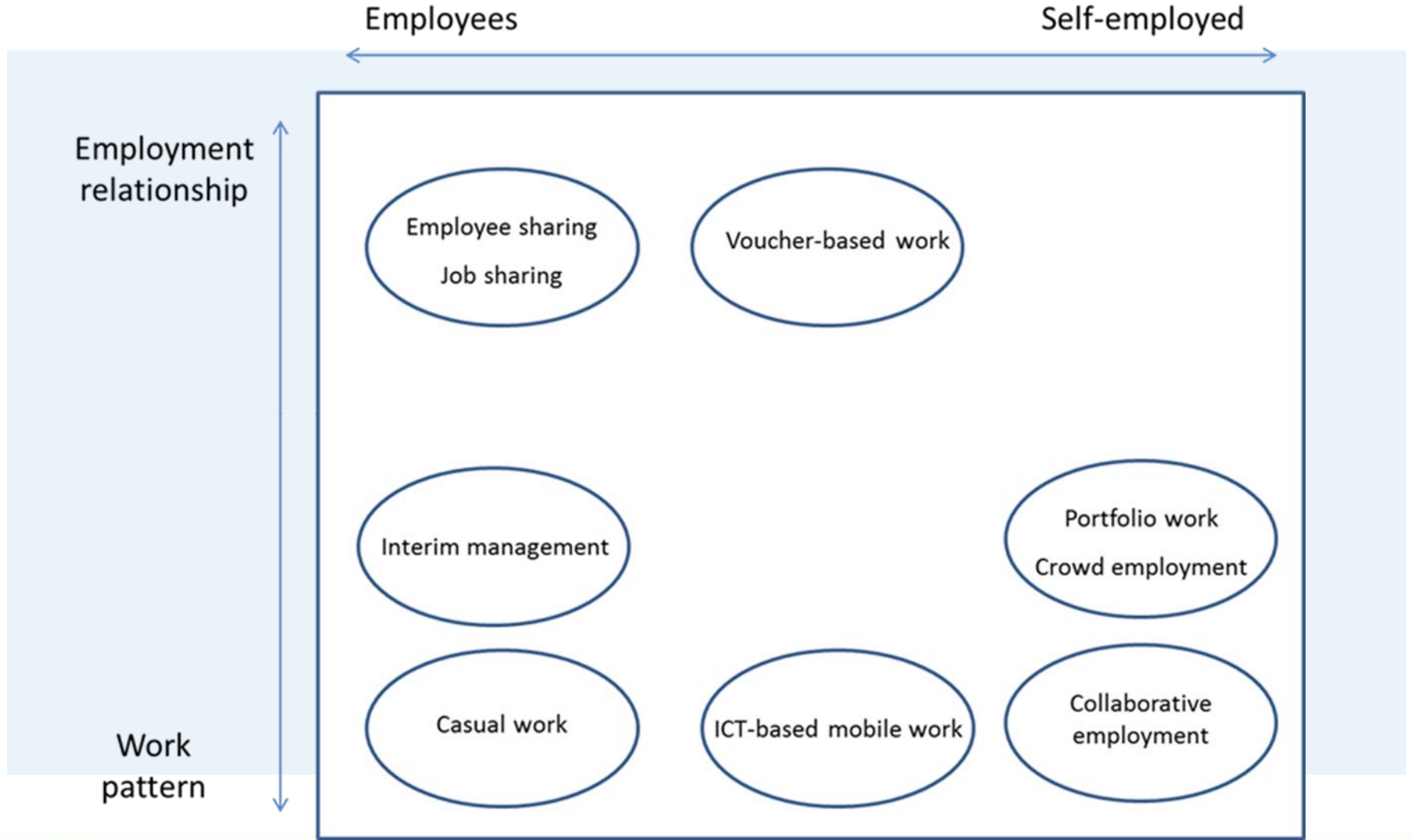


# New forms of employment - Background and objectives

- Anecdotal evidence of new employment forms
- Little information on characteristics and implications
- Research objectives
  - Identify and characterise the new employment forms
  - Illustrate their implications for working conditions and the labour market
  - Derive policy pointers
- Methodology
  - EU wide mapping exercise
  - Literature review and data analysis on selected forms
  - 66 case studies on selected forms across Europe

<http://www.eurofound.europa.eu/publications/report/2015/working-conditions-labour-market/new-forms-of-employment>

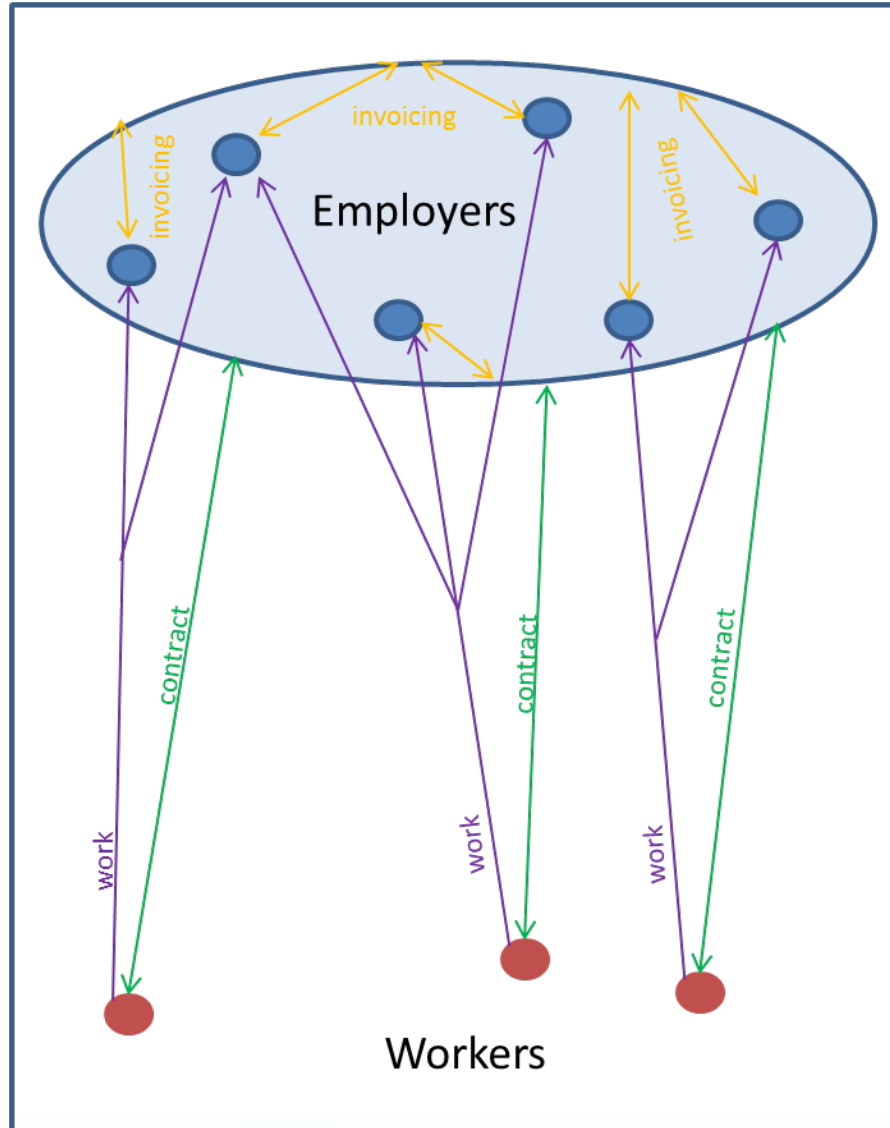
# 'New forms of employment'- Overview (1)



# ‘New forms of employment’- Overview (2)

- Variety of new employment forms
  - Mainly driven by the need for flexibility
  - Employees and self-employed affected
  - Social change in business
    - Relationship employer – employee
    - Jobs vs. tasks
    - Relationship between staff members
    - Win-win outcome vs. exploitation of one party
    - Contribution to labour market integration vs. segmentation
-

# Strategic employee sharing



# Job sharing

- One employer – several workers – one job
- ‘Extraordinary’ part-time work
- Design and implementation up to employer-employee
  - Division of tasks on skills vs. time
  - Split of working time
  - Strict task allocation vs. autonomy of the job sharers
  - Communication flow
  - Hand-over practices
- Not suitable for everybody

## Social change ...

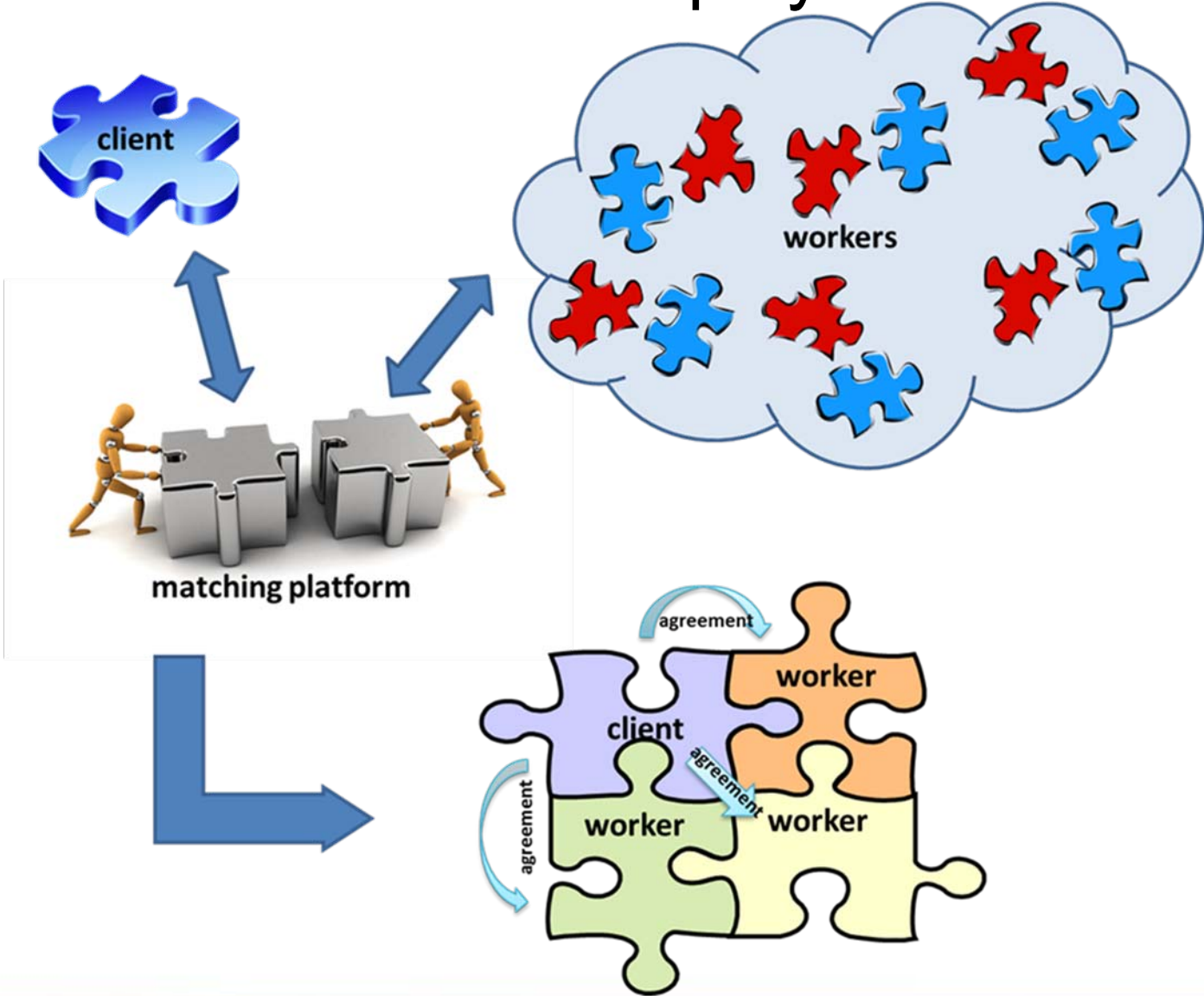
- More than 2 parties involved in an employment relationship
- New understanding of part-time work
- New understanding of staff/teams
- New requirements as regards cooperation
- New requirements as regards work organisation, communication



# ICT-based mobile work

- Work outside the employer's or a client's premises
- Reliance on ICT, access to a shared computer network
- Informally implemented
- Preconditions for implementation to be considered
- Rather young, male workers
- Rather high-skilled specialists, management
- Demand driven

# Crowd employment



## Social change ...

- Digitalisation of work
- New understanding of place of work
- New understanding of time of work
- Involvement in the overall business process
- Role of trust

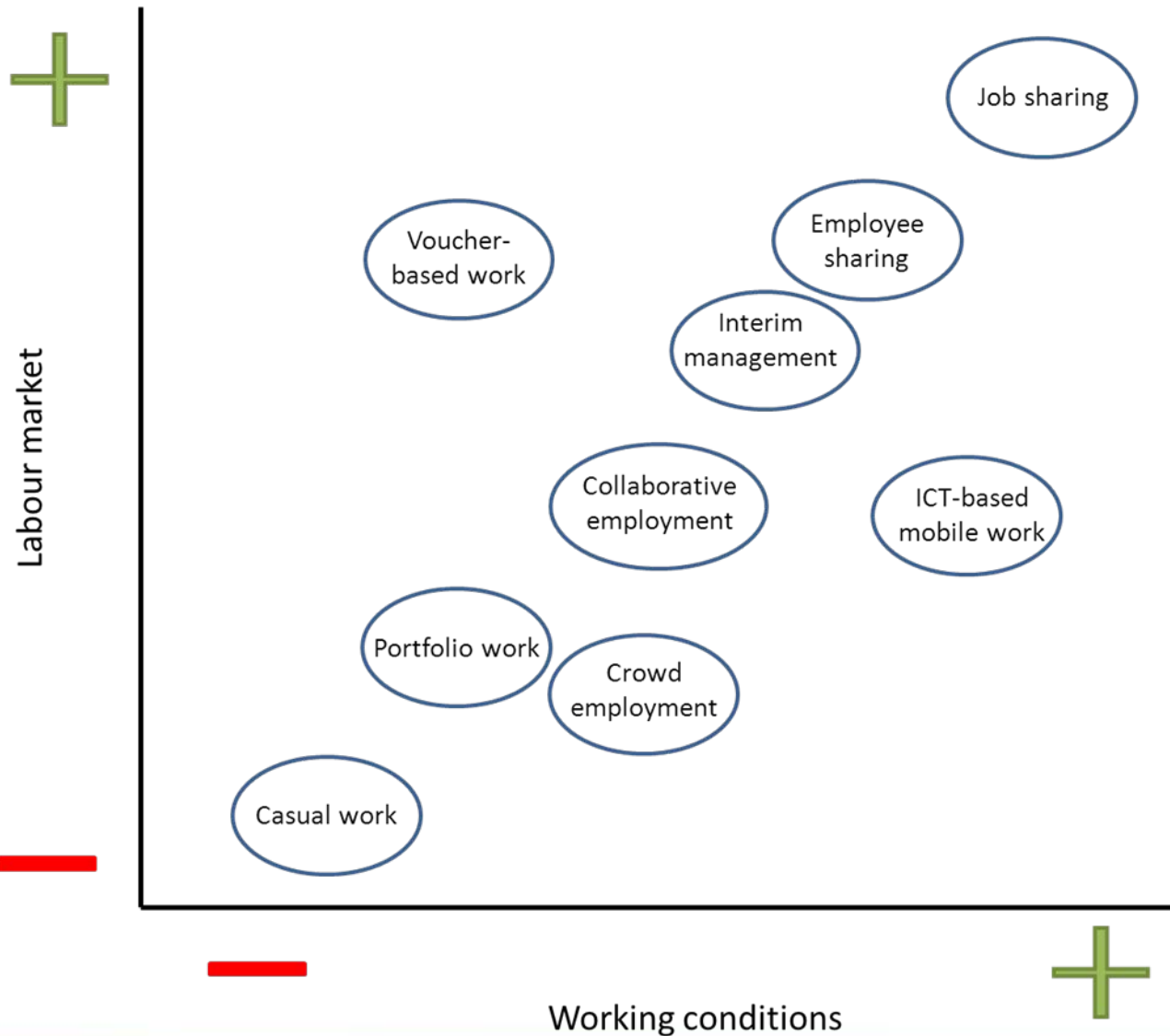
# Collaborative employment

- Umbrella organisations
  - Support services for independent self-employed
  - Partly related to special benefits (tax, social protection)
- Coworking
  - Shared premises and services, peer exchange opportunities
  - Non-traditional sectors, urban
  - Young and skilled workers
- Cooperatives
  - Increased dynamism and resilience in the crisis
  - ‘new forms’, e.g. FR, DE
  - Traditional sectors

## Social change ...

- Changing format of self-employment
- Collaboration to overcome professional and social isolation
- Physical and virtual environment

# Impact on working conditions and the labour market



# Conclusions and policy pointers

- Potential for structural change of the labour market
- Win-win potential vs. Concerns
- BUT: effects not fully explored - yet
- Potential interventions
  - Awareness raising
  - Public support/incentives
  - Clarification and facilitation of legal frameworks
  - Safety nets
  - Monitoring and control mechanisms
  - Exchange of experiences and lessons learned



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Thank you for your attention!

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