



Implementation of the ETUC¹/BusinessEurope/SMEUnited/SGI Europe Framework agreement on Digitalisation

2nd Joint Report

2022

¹ Including the Liaison Committee Eurocadres/CEC

<u>Country</u>	<u>Implementation results /initiatives</u>
Austria	<p>1.) Content of the initiative that was undertaken in 2021</p> <p>Austria has adopted a new legislation on “homeoffice”, regulating the most important aspects that are also dealt within the framework agreement on digitalisation.</p> <p>The new provisions are based on negotiations between the Austrian social partners (AK; WKÖ; ÖGB) and IV and the Government. They provide for:</p> <ul style="list-style-type: none"> • A definition of homeoffice (only work carried out in private homes is covered. Digital mobile work is not affected) • The obligation to conclude a written agreement between employer and employee • The possibility to conclude a voluntary works council agreement • The obligation of the employer to provide digital work equipment to the employee OR – in case the worker uses his/her own work equipment to reimburse the adequate and necessary costs • Tax law: The employer can reimburse such costs up to 300 €/year tax-free to the employee • Employees who buy ergonomic furniture can claim a tax credit up to € 300/year if they spend at least 26 days/year working from home • Working time and rest times remain unchanged and remain valid during working from home • Accidents at home during working time are covered by the occupational accident insurance • The scope of application of Austrian Occupational safety and health regulation is not extended, but specific information obligations of the employer apply. Thus the ministry elaborated guidelines in cooperation with social partners and IV on <ul style="list-style-type: none"> ➤ organisational rules for mobile working and their sustainable implementation ➤ ergonomic working during homeoffice and ➤ Occupational health and safety during homeoffice • Labour inspectors have no access to the private homes. • In case the digital work equipment provided by the employer is damaged by the worker or members of his/her family, the worker is held liable according to the law on employee liability. • Social Partners adopted a model agreement on homeoffice

	<p>2.) Difficulties encountered since the implementation</p> <p>There were no difficulties reported, neither from the employers nor from the employees. Until today, both sides are satisfied with the above mentioned law. The law focuses on special home office topics while the general employment law applies further on.</p> <p>3.) Initiatives on digital skills and securing employment</p> <p>In 2021, the Employment Service Austria (AMS) implemented the "Corona Job Offensive" program. The program started in 2020 with the aim of helping 100,000 unemployed people to receive digital education and training. An important area in which the training took place was the area of "electronics/digital technology". With 17,400 participants in the field of "Electronics/Digital Technology" the goal of training more unemployed people in this important area has been exceeded.</p> <p>More than 10 years ago, on the initiative of the industrial association, the AMS founded the "Committee on New Skills", a platform in which the AMS-stakeholders, research institutions and the industry develop courses with focus on future qualification needs.</p> <p>4.) Artificial intelligence</p> <p>As part of the "AI for good" project, Plattform Industrie 4.0 published a guideline entitled "AI for good - human focused use of AI" in November 2021. The guideline is based on the thesis that the consideration of human focused factors makes AI systems more successful. It promotes user acceptance and thus significantly increases the effectiveness of these systems. There are a number of positive and negative acceptance factors in the operational environment - which are highlighted in the guideline. https://plattformindustrie40.at/wp-content/uploads/2021/11/AI-for-GOOD-Leitfaden_Plattform-Industrie-40.pdf</p> <p>5.) Digitalisation Fund</p> <p>In 2018, the Austrian Federal Chamber of Labour initiated a program addressing the digital challenges of future labour relationships. 150 million Euros were budgeted for the years 2019 - 2023 aiming at providing scholarships for training and education as well as establishing a fund to finance projects to develop, use and implement technology aiding the interests of dependently employed</p>
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	<p>people in Austria. Examples range from enhancing workplace participation in times of mobile work to artificial intelligence, platform algorithms for job allocations and workplace data processing, surveillance, and control. Ultimately these projects seek to highlight best practices on how to go about the digital transformation in a broadly beneficial way.</p> <p>A list of supported projects can be found following the Link below and by browsing through the federal country sites of the respective chamber of labour.</p> <p>https://wien.arbeiterkammer.at/service/digifonds/gefoerderte-projekte/index.html</p>
Belgium	<p>L'accord-cadre européen sur la numérisation, adopté le 23 juin 2020, est une initiative autonome et le résultat de négociations menées entre les partenaires sociaux européens dans le cadre de leur sixième programme de travail pluriannuel pour 2019-2021.</p> <p>Un rapport de mise en œuvre de cet accord-cadre est demandé chaque année pendant trois ans par les partenaires sociaux européens. Le Comité de dialogue social européen préparera et adoptera ensuite un tableau annuel récapitulant le déroulement de la mise en œuvre de l'accord. Un rapport complet sur les actions de mise en œuvre menées sera préparé par le Comité de dialogue social européen et adopté par les partenaires sociaux européens au cours de la quatrième année.</p> <p>Le présent rapport contient un aperçu des actions menées en matière de transformation numérique dans le monde du travail en Belgique depuis le rapport n° 122 du 5 mai 2021. Ces mesures ont été prises tant au niveau interprofessionnel que par les secteurs et les Régions et Communautés.</p> <p>Les contributions transmises au Conseil, qui se charge de leur centralisation, sont reprises en annexe du présent rapport. Une synthèse en a été réalisée à l'attention du Comité du dialogue social européen et est jointe en annexe.</p> <p>Sur rapport du Bureau, le Conseil a approuvé, le 6 avril 2022, le rapport suivant.</p> <p>RAPPORT DU CONSEIL NATIONAL DU TRAVAIL</p> <p>-----</p>

I. INTRODUCTION

L'accord-cadre européen sur la numérisation constitue l'engagement commun des partenaires sociaux intersectoriels européens à optimiser les avantages et à relever les défis liés à la transformation numérique du monde du travail.

Il s'applique à l'ensemble de l'UE/EEE et couvre tous les travailleurs et employeurs du secteur public et du secteur privé, dans tous les domaines d'activité économique (y compris ceux qui font usage de plateformes en ligne) dans le cadre desquels il existe une relation d'emploi, selon les définitions nationales.

Cet accord-cadre porte sur les opportunités et les défis de la transformation numérique dans le monde du travail et couvre divers aspects souvent liés entre eux : contenu du travail et compétences, conditions de travail (modalités et conditions d'emploi, équilibre vie privée et vie professionnelle, environnement de travail, santé et sécurité au travail), relation de travail et organisation du travail.

Les objectifs suivants sont par ailleurs poursuivis :

- compétences numériques et protection de l'emploi : encourager les stratégies de transformation numérique favorables à l'emploi ;
- modalités de connexion et de déconnexion ;
- intelligence artificielle (IA) et garantie du principe de l'humain aux commandes ;
- respect de la dignité humaine et surveillance : utilisation des données et transparence.

Le télétravail est ainsi l'un des aspects de la numérisation.

La Belgique étant un Etat fédéral au sein duquel coexistent différents niveaux de pouvoirs, chacun d'entre eux est amené à assumer des responsabilités dans les domaines liés à la numérisation. Compte tenu de cette structure institutionnelle particulière, le Conseil national du Travail (CNT) a endossé un rôle de centralisation des informations disponibles.

	<p>Afin de refléter ce paysage institutionnel, le présent rapport dresse, à l'instar des rapportages antérieurs du CNT portant par exemple sur l'accord-cadre autonome européen sur le vieillissement actif (rapport n° 119 du 14 juillet 2020), un aperçu des actions menées par les interlocuteurs sociaux au niveau interprofessionnel (II. A), au niveau sectoriel (II. B) et régional/communautaire (II. C) et présente les évolutions intervenues depuis le précédent rapport n° 122 du 5 mai 2021.</p> <p>Les contributions qui ont été transmises au CNT sont reprises en annexe du présent rapport. Une synthèse en a été réalisée à l'attention du Comité du dialogue social européen et est également jointe en annexe.</p> <p>II. MISE EN OEUVRE DE L'ACCORD-CADRE EUROPÉEN SUR LA NUMERISATION</p> <p>A. Mise en oeuvre au niveau fédéral</p> <p>1. Compétences numériques et protection de l'emploi : encourager les stratégies de transformation numérique favorables à l'emploi</p> <p>Le CNT a été saisi début 2022 d'une demande d'avis portant sur un avant-projet de loi portant des dispositions diverses relatives au travail. Celui-ci constitue le premier axe du plan de reprise et de transition adopté par le gouvernement fédéral dans le cadre de l'accord budgétaire 2022. L'accélération et la facilitation de la transition digitale constitue l'un des piliers de ce plan. L'avant-projet de loi précité contient une série de mesures en vue de réformer le marché du travail et notamment en matière de formation.</p> <p>Cet avant-projet de loi prévoit ainsi notamment l'instauration d'un système informatique et d'une application électronique, dénommée « Individual Learning Account », en abrégé « ILA », avec comme objectif de supporter de façon digitale la création d'un compte formation individuel pour chaque personne qui entre sur le marché de travail en Belgique.</p> <p>Les travaux se poursuivent activement au sein du CNT quant à ce dossier.</p> <p>Par ailleurs, le Groupe des Dix (groupe de négociation des instances dirigeantes des organisations représentatives des travailleurs et des employeurs du secteur privé) se penche sur la question des tensions sur le marché du travail, c'est-à-dire les inadéquations</p>
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	<p>entre l'offre et la demande d'emplois, tenant compte notamment de la digitalisation et son impact sur le marché du travail. Il souhaite appréhender les difficultés en la matière et chercher les pistes de solution les plus adaptées. Ce point est lié aux mesures envisagées par le gouvernement fédéral dans le cadre de l'accord budgétaire (métiers en pénurie) qui ont fait l'objet de la saisine susvisée du CNT.</p> <p>2. Organisation du travail</p> <p>a. La CCT n° 85 du 9 novembre 2005 concernant le télétravail règle le télétravail structurel et prévoit entre autres qu'une convention écrite doit déterminer notamment les moments ou périodes pendant lesquels le télétravailleur doit être joignable et suivant quels moyens.</p> <p>Des travaux en vue d'une évaluation de la réglementation existante en matière de télétravail structurel et occasionnel et de déconnexion sont par ailleurs en cours au sein du CNT. La déconnexion est par ailleurs l'une de thématiques figurant dans l'avant-projet de loi portant des dispositions diverses relatives au travail visé au point 1 ci-dessus (voir également le point II. B.).</p> <p>b. Dans le cadre de l'ensemble des mesures prises par le gouvernement belge en vue de lutter contre la crise sanitaire du coronavirus COVID-19, le télétravail a été tantôt fortement recommandé tantôt obligatoire par les autorités fédérales.</p> <p>Les interlocuteurs sociaux ont décidé d'encadrer la situation particulière découlant de la crise sanitaire en adoptant le 26 janvier 2021, la CCT n° 149. Cette CCT est à durée déterminée, à savoir jusqu'à fin 2021 et concerne spécifiquement le télétravail recommandé ou obligatoire. Elle a ensuite été prolongée jusqu'à fin mars 2022 par la CCT n° 149/2, en raison de la continuation de la situation de crise sanitaire.</p> <p>Cette CCT prévoit d'une part des principes et un cadre de référence permettant de préciser certains points au sein des entreprises par des accords portant entre autres sur les horaires de travail, le contrôle sur les résultats à atteindre et/ou les critères d'évaluation et l'accessibilité ou la non-accessibilité des télétravailleurs et d'autre part, la politique du bien-être au travail liée spécifiquement au télétravail.</p>
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	<p>Cette CCT n° 149 se réfère d'ailleurs explicitement à l'accord-cadre européen du 23 juin 2020 des partenaires sociaux européens sur la numérisation, et notamment dans son article 10, lorsqu'elle évoque la communication des télétravailleurs avec les représentants des travailleurs et vice versa.</p> <p>c. L'avant-projet de loi portant des dispositions diverses relatives au travail susvisé contient un chapitre prévoyant un nouveau cadre légal quant à l'organisation du e-commerce.</p> <p>d. Dans la fonction publique fédérale, un arrêté royal du 2 décembre 2021 modifie l'arrêté royal du 2 octobre 1937 portant le statut des agents de l'Etat en ce qui concerne le droit à la déconnexion. Une circulaire n° 702 du 20 décembre 2021 apporte des explications sur ce droit à la déconnexion et propose une feuille de route pour la concertation relative à la déconnexion pour le personnel des services de la fonction publique administrative fédérale (Moniteur belge du 3 janvier 2022).</p> <p>3. Respect de la dignité humaine et surveillance : utilisation des données et transparence</p> <p>a. Le CNT mène depuis un certain nombre d'années des travaux portant sur le retour au travail volontaire des personnes présentant des problèmes de santé. Au cours de ses travaux, le Conseil s'est prononcé en faveur de l'instauration d'une banque de données d'échange d'informations entre les médecins concernés (médecins traitants, médecins du travail, médecins des mutuelles). Il y souligne en effet la nécessité d'améliorer la collaboration entre tous les médecins concernés et d'organiser un échange sécurisé d'informations.</p> <p>Il précise que le développement d'une telle plateforme doit se réaliser dans le respect de la déontologie médicale et du secret médical et plus largement de la protection de la vie privée des travailleurs concernés.</p> <p>b. Le CNT s'est prononcé au sein de plusieurs avis quant à l'envoi et l'archivage électronique des documents sociaux. Ainsi, dans son avis n° 2.272 du 25 janvier 2022, il se prononce sur la transposition de la directive (UE) 2019/1152 du Parlement européen et du</p>
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	<p>Conseil du 20 juin 2019 relative à des conditions de travail transparentes et prévisibles dans l'Union européenne, dans lequel il rappelle les travaux du CNT en la matière.</p> <p>Dans cet avis, le Conseil souligne que les informations à fournir aux travailleurs sur leurs conditions de travail doivent pouvoir leur être communiquées et être archivées sous format électronique. Toutefois, les contrats de travail et documents électroniques, qui sont envoyés et archivés sous format électronique dans le cadre de la relation de travail, doivent répondre aux exigences en matière d'archivage électronique qualifié qui sont imposées par le Code de droit économique.</p> <p>Par ailleurs, il a été saisi d'une demande d'avis concernant l'archivage électronique automatique de certains e-contrats de travail.</p> <p>B. Actions au niveau sectoriel</p> <p>Lors des négociations sectorielles pour la période 2021-2022, les secteurs ont abordé de diverses manières le thème de la numérisation.</p> <p>1. En matière de connectivité, la loi du 26 mars 2018 relative au renforcement de la croissance économique et de la cohésion sociale prévoit dans sa section 2, une concertation entre l'employeur du secteur privé et le comité pour la prévention et la protection au travail (CPPT) sur la déconnexion et l'utilisation des moyens de communication digitaux.</p> <p>Cette concertation a pour objectif d'assurer le respect des temps de repos, des vacances annuelles et des autres congés des travailleurs et de préserver l'équilibre entre le travail et la vie privée. Cette concertation se déroule à des intervalles réguliers et à chaque fois que les représentants des travailleurs au sein du Comité le demandent, au sujet de la déconnexion du travail et de l'utilisation des moyens de communication digitaux. Le Comité peut formuler des propositions et émettre des avis à l'employeur sur la base de cette concertation. Les accords qui découlent de cette concertation peuvent être intégrés dans le règlement de travail ou faire l'objet de la conclusion d'une CCT d'entreprise.</p>
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	<p>L'avant-projet de loi portant des dispositions diverses relatives au travail susvisé prévoit que les modalités du droit à la déconnexion pour le travailleur d'une entreprise avec au moins 20 travailleurs, ainsi que la mise en place par l'entreprise de dispositifs de régulation de l'utilisation des outils numériques, doivent faire l'objet d'une convention collective de travail conclue au niveau de l'entreprise, et à défaut, ces modalités et ce dispositif doivent être repris dans le règlement de travail. Une évaluation du CNT est prévue pour le 30 juin 2024. Les travaux quant à l'examen de cet avant-projet de loi sont en cours au sein du CNT.</p> <p>En ce qui concerne l'adoption de CCT sectorielles, sept secteurs ont introduit dans leur accord social, une recommandation en matière de déconnexion. Par exemple, il est recommandé aux entreprises d'initier une discussion au sein du CPPT et de sensibiliser tous les acteurs quant aux risques d'une connectivité excessive.</p> <p>2. En matière de digitalisation, une douzaine de secteurs ont constitué un groupe de travail chargé d'examiner l'impact de celle-ci sur le secteur. Une attention est également portée à la formation des groupes à risque concernant les effets de la digitalisation ou des travailleurs qui sont confrontés aux nouvelles technologies.</p> <p>3. En matière de télétravail, une quinzaine de secteurs ont abordé ce sujet au cours des négociations sectorielles. Il s'agit essentiellement de recommandations en vue de mener un dialogue social à ce sujet au niveau des entreprises.</p> <p>4. En matière d'innovation, en application de l'article 22, § 1er de la loi du 15 mai 2014 portant exécution du pacte de compétitivité, d'emploi et de relance, une cinquantaine de CCT (à durée déterminée ou indéterminée) ont été conclues au sein des secteurs depuis lors.</p> <p>Ces CCT contiennent des engagements relatifs à l'amélioration de l'innovation. En lien avec la digitalisation, sont notamment pris en compte au sein de plusieurs de ces CCT, la numérisation de documents (sociaux), l'adaptation aux nouvelles technologies (mise à niveau), les efforts de recherche technologique dans le secteur, le besoin de formation et la mise à disposition d'équipements et de machines modernes. Pour assurer le suivi, des groupes de travail sont souvent mis en place.</p> <p>C. Actions au niveau régional</p>
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	<p>1. Région de Bruxelles-capitale</p> <p>a. Le télétravail</p> <p>Un groupe de travail « Télétravail » a été mis en place au sein de Brupartners, le conseil économique et social de la Région de Bruxelles-capitale, afin de réfléchir aux conséquences de la pérennisation du télétravail. Les travaux ont pour l’instant débouché sur plusieurs auditions.</p> <p>b. Initiatives et outils de numérisation impactant la relation de travail</p> <p>Brupartners s’est prononcé dans un avis portant sur le Plan Régional pour l’innovation 2021-2027 (A-2021-039-BRUPARTNERS). Ce Plan, articulé autour de 4 axes (Sensibiliser – Fédérer – Outiller – Accompagner), propose des mesures concrètes pour améliorer l’accessibilité de l’outil numérique, la formation dès le plus jeune âge et l’accompagnement de tous les publics bruxellois pour la période 2021-2024. Dans le cadre de ce Plan, les 66 actions proposées seront opérationnalisées par de nombreux acteurs bruxellois (notamment les Espaces Publics Numériques, les CPAS, les bibliothèques, ...).</p> <p>Dans cet avis, les partenaires sociaux de la Région de Bruxellescapitale visent directement ou indirectement la digitalisation de l’économie, notamment dans les considérations générales. Au sein de celles-ci, l’attention est attirée sur le fait que « la digitalisation, axe transversal aux différents domaines, recèle en elle-même des enjeux écologiques (consommation d’énergie et de matières premières) et sociaux (fracture numérique, emploi et protection de la vie privée) qu’il faut pouvoir mettre en balance lors de chaque prise de décision avant sa mise en oeuvre ».</p> <p>2. Flandre</p> <p>a. Les actions menées dans le cadre du PRR</p>
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	<p>En exécution du PRR, divers projets ont été approuvés en lien avec la digitalisation :</p> <ul style="list-style-type: none"> - dans le cadre du volet « transformation digitale », le projet FIT (Flanders Investment & Trade, l'agence flamande pour l'entreprenariat international) a pour objectif de soutenir les entrepreneurs flamands sur le terrain international grâce à une accélération de leur digitalisation afin d'améliorer leurs prestations de service ; - le plan d'action E-leren (E-apprendre) fait partie du plan « Alle Hens aan Dek » conclu entre les interlocuteurs sociaux flamands et le Gouvernement flamand. Il a pour objectif de favoriser l'e-apprentissage et la formation digitale par un soutien aux fournisseurs de formation ; - également dans le cadre du plan « Alle Hens aan Dek » et faisant suite à la crise sanitaire du coronavirus, un soutien unique en matière de formation au digital est accordé aux entreprises de l'économie sociale. Un soutien unique peut également leur être octroyé pour des investissements stratégiques et l'innovation. En outre, un soutien unique en matière d'investissements et d'innovation leur est accordé afin de conceptualiser, développer et mettre en œuvre leur transformation stratégique, en vue d'une plus forte collaboration avec l'économie régulière, en conséquence de la nouvelle réalité économique ; - au sein du plan « Alle Hens aan Dek », l'accent est mis sur les talents et compétences digitaux, sur la base d'initiatives en matière de transformation digitale. Dans ce cadre, plusieurs projets ont débuté, dont le compte formation et de carrière, des incitants à la formation, des expériences et recherches portant sur l'activation de nouvelles technologies et/ou processus. Ainsi, les données et informations déjà disponibles ne devront plus être communiquées lors de la demande d'un nouvel incitant et des principes de convivialité, comme le caractère central du demandeur, seront pris en compte lors du développement et des phases de test des systèmes afin d'améliorer leur accessibilité et leur utilisation. <p>b. Intelligence artificielle</p>
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	<p>En 2019, un Plan gouvernemental a été adopté en matière d'intelligence artificielle. Dans ce cadre, le gouvernement flamand a décidé d'investir dans ces technologies. Un subside a été alloué à un programme de recherche « Intelligence artificielle » pour l'année 2022 et la « Vlaamse AI Academie (VAIA) a été instituée. Celle-ci reçoit un soutien en vue de formations.</p> <p>c. Projet « Digibanken »</p> <p>Le projet « Digibanken » a pour objectif d'accorder un accès égalitaire à la technologie digitale par la distribution de hardwares, de renforcer les compétences digitales tant personnelles que techniques (comme par exemple, la réparation de matériel IT), par la formation et le partage des compétences et, par le biais d'un accompagnement, de veiller à un meilleur accès digital aux services essentiels grâce à des points de contacts physiques. Le gouvernement flamand a fixé en décembre 2021 les conditions à remplir en vue de l'octroi des subsides.</p> <p>d. Formations et Educational technology (EdTech)</p> <ul style="list-style-type: none"> - Le congé de formation flamand permet à un travailleur de s'absenter de son travail pour suivre une formation axée sur le marché de l'emploi si elle remplit un certain nombre de conditions. L'apprentissage mixte combinant une offre « face-à-face » et une composante « on-line » a reçu un cadre légal définitif ; - Syntra (centre de formation) a reçu un subside afin d'offrir des formations en ligne dans le cadre de trajets vers l'entrepreneuriat ; - la banque de données « Preuves d'apprentissage et d'expériences » (Leeren Ervaringsbewijzendatabank – LED) centralise les preuves de qualifications (diplômes, certificats,...) en un point central, qu'elles résultent de l'enseignement ou qu'elles aient eu lieu en dehors du réseau régulier d'enseignement ; - par le projet Digisprong, des subsides sont alloués à des plans d'action (activités non commerciales comme de la recherche et la diffusion des connaissances et extension de l'écosystème et incubation de start-ups) en vue du renforcement et de l'internationalisation de l'écosystème EdTech.
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	<p>e. Actions destinées aux entreprises et aux indépendants</p> <ul style="list-style-type: none"> - Le « werkbaarheidscheque », qui permet aux entreprises de cartographier les capacités présentes en leur sein, de mettre sur pied un plan d'action et/ou des changements, a été institué pour 3 ans. Afin de mettre concrètement ces actions en oeuvre, les entreprises peuvent bénéficier des moyens de financement déjà existants mais certains plafonds ont été augmentés ; - l'exercice d'une activité professionnelle indépendante par des entrepreneurs étrangers a été facilité par le biais d'une demande digitale et d'une procédure de traitement simplifiées, en vue de l'obtention de la carte professionnelle ; - un subside a été accordé au projet « Proeftuin Industrie 4.0 – Technologie voor Werkbaar werk » qui a pour ambition de déterminer comment l'industrie 4.0 peut jouer un plus grand rôle dans l'accroissement du taux d'emploi par un soutien à l'intégration dans le marché du travail des non-actifs et plus de travail faisable. <p>f. Actions du VDAB</p> <p>Le rôle du VDAB a été actualisé et adapté. Son rôle comme régisseur d'activation, de données et de carrière a en outre été renforcé. Dans ce cadre, une attention a été portée à l'intelligence artificielle, en vue d'optimiser ses prestations de service.</p> <p>Un arrêté de février 2022 donne une base légale pour l'offre digitale de services et pour des entretiens de suivi digitaux par le VDAB, en particulier pour contrôler la disponibilité des demandeurs d'emploi.</p> <p>3. Région wallonne</p> <p>Le Conseil économique, social et environnemental de Wallonie (CESE Wallonie), dans son avis A.1462 de mars 2021, rappelle les attentes importantes des interlocuteurs sociaux wallons en matière de digitalisation et de simplification des procédures</p>
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	<p>administratives et ils demandent qu’une attention particulière soit portée dans ce cadre aux possibles biais dans les algorithmes utilisés ainsi qu’à la fracture numérique.</p> <p>Par ailleurs, le Plan de relance de la Wallonie comprend 13 projets en faveur d’une intensification de sa numérisation (sur 319 projets au total), avec un budget représentant 3,3 % du total de moyens alloués. Ces projets visent :</p> <ul style="list-style-type: none"> - une mise en adéquation entre l’offre et la demande des services numériques pour le citoyen ; - un investissement dans les nouvelles générations de technologies de télécommunication fixes et mobiles ; - un déploiement du réseau de la fibre optique¹ (deux projets) ; - un déploiement du WIFI dans les établissements scolaires ; - une amplification de la connectivité numérique avec un accent particulier sur les zones rurales, les secteurs de la santé et de la mobilité, les parcs d’activités économiques et les établissements scolaires ; - le développement de technologies et d’initiatives qui sont de nature à amplifier la compétitivité du territoire wallon par le recours au numérique (projet intelligence artificielle (DigitalWallonia4.ai) et projet Blockchain) ; - le déploiement des technologies 4.0 au sein des entreprises manufacturières ; - l’accompagnement vers la digitalisation des entreprises et la création numérique sectorielle (offre de services numériques pour échanger avec les services publics); - le développement de l’open data et la mise en oeuvre d’une gouvernance de et par la donnée ;
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	<ul style="list-style-type: none"> - la création du Pôle d'excellence wallon en cybersécurité ; - le développement de l'Institute of Analytics for Health qui a pour vocation de permettre l'utilisation éthique et sécurisée des informations de santé produites par le système de santé au bénéfice des chercheurs, entreprises, médecins et à terme, des patients ; - le déploiement du Smart farming, qui consiste en l'augmentation de la maturité numérique du secteur agricole. <p>En outre, la stratégie numérique « Digital Wallonia » se poursuit et reste articulée autour de 5 axes : la compétence numérique dès le plus jeune âge et tout au long de la vie, l'économie numérique (transformation numérique des entreprises), le secteur du numérique (faire évoluer la taille et la valeur des entreprises du secteur du numérique), le territoire numérique (infrastructures, haut débit), l'administration numérique.</p> <p>4. Communauté Germanophone</p> <p>En Communauté germanophone, outre le déploiement du réseau de la fibre optique, la création d'un guichet de coordination permettant la mise en réseau des acteurs potentiels dans le domaine de la numérisation et la réalisation d'une recherche approfondie d'exemples de bonnes pratiques se poursuivent, dans le cadre du schéma de développement de la Communauté.</p> <p>En outre, une série de séminaires de formation sont en préparation concernant le monde du travail numérique pour le personnel qualifié.</p>
Bulgaria	<ul style="list-style-type: none"> • The translation of the agreement: The agreement had been translated soon after its official signature and the translation has been agreed between the social partners

- **The dissemination of the agreement:** The translated version of the agreement is/will be at a later stage published on the respective websites of the social partners:

CITUB:

<https://knsb-bg.org/index.php/2021/03/26/startira-evropejski-proekt-na-knsb-za-digitalnata-transformacziya-na-truda/>

CL PODKREPA:

<https://podkrepa.org/2022/04/ramkovo-sporazumenie-na-evropeiskite-socialni-partniori-za-digiralizacia>

BIA:

<http://eu.bia-bg.com/businesseurope/esd/european-autonomous-agreements>

BICA:

<https://bica-bg.org/%d0%b7%d0%b0%d0%bf%d0%be%d1%87%d0%b2%d0%b0-%d1%80%d0%b0%d0%b1%d0%be%d1%82%d0%b0%d1%82%d0%b0-%d0%bf%d0%be-%d0%bf%d1%80%d0%b8%d0%bb%d0%b0%d0%b3%d0%b0%d0%bd%d0%b5%d1%82%d0%be-%d0%bd%d0%b0-%d1%80%d0%b0/>

- **The actual implementation of the agreement:**

As pointed out in the first implementation report:

1. CITUB and BIA applied for a joint project “**Social partners together for digital transformation of the world of work. New dimensions of social dialogue deriving from the Autonomous Framework Agreement on Digitalisation – *TransFormWork***” that aims to support the implementation of the Framework Agreement. (Project duration 01/03/202 – 01/03/2023, with the financial support of the EC).
2. Social partners in Bulgaria implement a joint project in partnership of Ministry of labour in Bulgaria: “**Development of digital skills**” The project aims to develop, test and validate unified profiles of digital skills of the workforce in Bulgaria for key professions. The

	<p>project focuses on identifying the specific levels of digital skills of the workforce on a sectoral level, the concrete deficits and supporting the acquisition of digital skills, required for the implementation of daily work tasks. (Project duration is 2 years, with the financial support of the ESF.);</p> <p>3. Within Activity 9 of the CITUB project "Partnership in Digital Environment" a draft of a National Agreement between National Social Partners for Joint Activities for the Implementation of the European Social Partners Autonomous Framework Agreement on Digitalization from June 2020 has been developed. It contains national digitalization measures in order to introduce the European Framework Agreement. The draft of a national agreement has been sent to the employers' organizations for their opinion, and on May 12, 2022 the first working meeting of the trade unions and employers' organizations will take place on the proposal of the Minister of Labour and Social Policy for preparation of a joint national agreement.</p> <p>In the frames of the TransFormWork project:</p> <ul style="list-style-type: none"> Based on a desk, a National report has been prepared and published on December 26, 2021 (https://transformwork.eu/research/national-report-bulgaria/). The aim of the report was to see what the starting point of Bulgaria is when the Digitalisation agreement was concluded and the national context in terms of digitalisation of the society and the economy. The Report contains the following topics: <ol style="list-style-type: none"> Historical Trends and Development of Digital transformation <ol style="list-style-type: none"> The structure of the economy in Bulgaria Recent developments Forecasts and the future developments National framework of digitalization and collective bargaining The role of social partners <ol style="list-style-type: none"> State of play on the main issues, arranged by the FAA on Digitalisation Challenges and opportunities faced by social dialogue deriving from the digital transformation of the world of work Examples of good practice. As a next step, we have elaborated online questionnaires, covering the respective sections of the Framework Agreement. There are 3 types of questionnaires for 3 different target groups: <ul style="list-style-type: none"> ✓ Employees (https://transformwork.eu/questionnaires/questionnaire-employees-2/);
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	<p>✓ HR manager/Line production managers/Data protection officers (https://transformwork.eu/questionnaires/questionnaire-hr-manager-line-production-managers-data-protection-officers-ireland/);</p> <p>✓ Social Partner Representatives (https://transformwork.eu/questionnaires/questionnaire-social-partner-representatives-ireland/)</p> <p>The aim is to collect practical data from employers, employees and social partners at the sectoral level on the issues, covered by the agreement.</p> <ul style="list-style-type: none"> • BIA and CITUB organized a National Information Day (Feb 15 2022), where we presented the agreement. The event was attended by representatives of BIA and CITUB, of the Ministry of Labour and Social Policy, the Executive Agency "General Labour Inspectorate", representatives of branch organizations of social partners, representatives of the Management and HR teams of companies, members of BIA. The discussion that followed pointed that the pandemic caused by Covid-19 is the factor that has most encouraged the acceleration of digitization in all economic sectors, but now both management and workers, meet new challenges: digital competences, motivation for a life - long learning in the field of digital competences, the work-life balance. <p>A focus group was also held. Representatives from different sectors shared their views and experience how they manage with digital challenges. A delay in the digitalization process in Bulgaria was found out by the focus group and was confirmed by a survey done within the project. The conclusion made from the First National Information Day is that digitalisation issues are new elements of social dialogue that need to be promoted more.</p> <p>The entire survey and presentations from the information day are uploaded to the project's website: https://transformwork.eu/news-bg/first-bulgarian-national-info-day/?lang=bg</p> <p>The topic on the “right to disconnect” was also discussed. The participant shared the view that digitalisation may lead to increased psychological risks, incl. isolation. The measures, related to modalities of connecting and disconnecting were generally found appropriate. Some of the participants presented good practices in companies that implement programs for mitigation psychological risks and isolation. Development of corporate culture and trainings are considered as appropriate instruments to tackle this issue, rather than introducing legislative amendments.</p>
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	<p>2. In the frames of “Development of digital skills”:</p> <p>CITUB: http://digital.dostoentrud.org/index.php Project: BG05M9OP001-1.128-0001 "Partnership in the Digital Environment", funded by the Operational Program Human Resources Development, under procedure BG05M9OP001-1.128 - Development of digital skills - Component 2</p> <p>CL PODKREPA: https://podkrepa.org/topical/projects/digital/ DIGITAL SUPPORT – PODKREPA Project: BG05M9OP001-1.128-0005 Execution: 01.10.2021 - 31.05.2023 Procedure: BG05M9OP001-1.128 – Development of Digital skills – Component 2.</p> <p>BIA: https://digital.bia-bg.com/ Project № BG05M9OP001-1.128-0007-C01 "Ready for digital transformation in joint actions of the social partners for the development of the specific digital skills of the workforce in enterprises " Beneficiary is Bulgarian Industrial Association - Union of the Bulgarian Business (BIA) in partnership with Ministry of labor and social policy, Confederation of Independent Trade Unions of Bulgaria</p>
Croatia	
Cyprus	<p>Following your email on 11 February, 2022 regarding the above-mentioned subject, please note the following:</p> <p>The Social Partners in Cyprus that are members and actively participate to the respective Employer and Workers organizations at the European level, i.e., the Cyprus Employers & Industrialists Federation (OEB), the Cyprus Workers Confederation (SEK) and the Democratic Labour Federation of Cyprus (DEOK), have agreed to translate the Framework Agreement and enter into negotiations for the adoption of a ‘Policy Statement’, intended to complement the Framework Agreement.</p>

	<p>Unfortunately, due to the outbreak of the COVID-19 pandemic and its consequences on the economy and on society in general, there was a delay in the procedure.</p> <p>The text of the Framework Agreement has been translated in Greek and the Policy Statement has been drafted.</p> <p>Currently, the two documents are under review by the Social Partner Organizations. The text will be edited accordingly and the aim is to reach consensus regarding its contents.</p> <p>Once finalised, the documents will also be forwarded to non-members of the European Organisations – signatories of the Agreement.</p> <p>It is noted that this has been the way Cypriot Social Partners have implemented other European Framework Agreements in the past.</p> <p>It is expected that the Agreement and the Policy Statement will be signed in an official signatory ceremony to be held in the presence of the Minister of Labour, Welfare and Social Insurance, as was the case with previous Framework Agreements.</p>
Czech Republic	
Denmark	<p>Referring to the joint request for the 2nd national report on the implementation of the European Framework Agreement on Digitalisation, please find the report from the Danish national social partners below.</p> <p>In Denmark, the public and private sector have worked with digitalisation for many years. The Danish labour market has a long tradition for close cooperation between management and employees. The cooperation is characterised by a low power distance and deep involvement of the employees in the joint efforts to reach the goals for ensuring and enhancing the companies' competitiveness and a framework for well-being and job satisfaction. These goals can be realised through collaboration on e.g. the use and exploitation of new technologies, education, competence development and employee well-being. Both in the private and the public sector this</p>

	<p>cooperation has been formalised and regulated by Cooperation Agreements establishing Cooperation Committees at the workplace. The duties of the committees are very similar to the processes described in the European Framework Agreement on Digitalisation.</p> <p>The Disruption Council was established by the former Danish government to discuss and analyse the effects, challenges and opportunities of new technological developments and globalisation on the labour market. The council was a partnership between businesses, governmental institutions, academics, entrepreneurs, civil society organisations and social partners. In 2019 the council concluded its work and provided suggestions and recommendations about e.g. future skills and labour demand.</p> <p>The Danish model for upskilling and reskilling through adult education is built on a close cooperation between social partners and the government. In October 2017, a tripartite agreement to strengthen the access to upskilling and to improve the quality and flexibility in adult education and training was concluded. The agreement contains 81 initiatives with a budget of 330 mil. EUR. One aim is to keep up the skills of the labour force with the rapid changes of the labour market due to transitions. The agreement expanded the adult education programmes to include courses in the use of digital technologies and created a financial fund of more than 50 mil EUR. The fund is targeted labour market transition by strengthening the possibilities for employees to participate in job-oriented training and education, either during or outside their working hours. In October 2021, it was agreed to prolong this tripartite agreement for one year. In the tripartite agreement, preparatory adult education was extended with a digital course. The course is a labour market-oriented course for adults who need to develop their digital skills. The new course deals with practical use of digital solutions in job functions with a transfer value for education, private and community life. The demand for this new course has increased significantly each year it has been offered. The tripartite agreement will be re-negotiated later in the spring 2022 after preliminary discussions between the partners. These discussions are expected to have a focus on digitalization.</p> <p>In October 2021, the social partners together with business stakeholders and leading experts published recommendations for expanding Denmark's position as a digital pioneering country as part of the Danish government's Partnership for Digitalization. The partnership was Side 2 af 2</p> <p>established in March 2021. Among the recommendations is a proposition regarding strengthened training (continuing education) within digitalization.</p>
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	<p>Adapting the labour market to meet the digital transition is an ongoing process as part of the cooperation between the Danish social partners and the work will continue. In the public sector, the social partners of the municipalities and regions have agreed to initiate projects on the influence of digitalisation on carrying out tasks and for the users and employees in the municipalities and regions. The projects will support the existing local practice on developing a constructive, result oriented and well-considered approach to digitalisation and new technologies. The project will shed light on various aspects of digitisation and new technologies as well as collect and disseminate best practices. The social partners have agreed to discuss the European Framework Agreement on Digitalisation.</p> <p>As part of the settlement from the 2021 collective bargaining round between the state sectoral partners, it was agreed to establish a partnership between The Central Federation of State Employees' Organisations (CFU), the Academics and the Danish Employee and Competence Agency. The purpose of the partnership is to sustain and develop an attractive labour market in the state sector by a thematic mapping of upcoming labour market trends and tendencies through the newest research, workplace visits and dialogue. One of the themes the partnership will focus on is expected to be “the digital working life”.</p> <p>The municipal social partners also agree that the joint efforts can, for example, be about good examples of implementation of welfare technology, management of digital change processes and employee involvement in the introduction of new digital solutions. Efforts will be based on the already established projects and collaborations between the social partners, for example under the auspices of Fremfærd (a collectively agreed project).</p> <p>During the COVID-19 crisis, the Danish workforce and companies have adopted digital solutions to a large extent. Figures from Statistics Denmark show that digital learning, digital communication and online courses boomed in 2020. The Danish population has to a large extent embraced digital learning through videos, e-books and other learning software. During 2020, 35% of the population has used e-learning activities compared to only 22% in 2019. Mainly driven by schools and social partners in the local committees (not at national level), there has also been a development in the use of digital courses.</p> <p>The agreement is being translated to Danish.</p>
Estonia	1. The different initiatives undertaken:

	<ul style="list-style-type: none"> - Summer 2020 Ordering translations from the European social partners. - Joint approval of the translation on 02.09.2020. - The social partners disseminated the translated agreement and introduced it to their members. - EAKL introduced the agreement at the annual autumn collective bargaining conference. - January 2021 Discussion of a possible action plan at a bilateral meeting of the social partners. - January-March preparation of the air action plan. - March - EAKL and the governing bodies of the Employers' Confederation approved the action plan agreement. - On March 30, 2021, a joint action plan was signed. <p>Implementation of the action plan:</p> <ul style="list-style-type: none"> - Estonian Trade Union Confederation (EAKL) run a project granted by Google “Assisting employees in adapting to digitalisation and managing processes” (training). <p>There were two different programs in the project: one for workers and the other for leaders.</p> <p>The duration of the program was one year (January 2021-January 2022). During this project, EAKL reached 800 people: 680 workers with a program of practical digital skills, and 120 leaders with a program of digital future, technology, and cooperation.</p> <p>There are 1100 potential participants had registered for our courses, 800 have completed them. The rest of them had not participated because of covid.</p> <p>According to the questionnaire (65% of participants had answered) program increased their salaries, increased confidence, gained new skills such as programs for office work: Zoom, Teams, Google Forms, Trello, Microsoft 365 office tools.</p> <p>The impact of our courses is very high, especially for the low-income people, who now got practical basic skills and desire to learn more to improve them.</p> <p>You will find some statistics about our participants below:</p>
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	Age breakdown % of Individuals Reached	
	18 - 24	0
	25 - 34	12
	35 - 49	40
	50 - 64	40
	65+	8
	Level of education % of Individuals Reached	
	Less than a high school diploma	5
	High school degree or equivalent	10
	Some College	20
	Bachelor's degree or higher	65
	Other	N/A
	Gender breakdown % of Individuals Reached	
	Women	80

	Men	20
	Non-binary	0
	Prefer not to Answer	N/A
	<ul style="list-style-type: none"> - At the annual conference of the collective bargaining strategy organized by EAKL in September 2021, the secretary of the ETUC, Liina Carr, gave a presentation introducing the Framework Agreement on Digitization. - On April 29, 2022, EAKL will organize a conference on digitization, where the effects of the digital revolution on the labour market, productivity, the learning needs and opportunities of employees will be discussed. We also listen to the German experience in applying new technology. - Estonian Employers' Confederation has many activities deriving from the project of "Social partners together for digital transformation of the world of work. New dimensions of social dialogue deriving from the Autonomous Framework Agreement on Digitalization – TransFormWork VS/2021/0014": - 03.December 2022 Estonian Employers` Confederation organized international round table about digitalisation. <i>Eesti Eenergia</i>, <i>Cybernetica</i> and Enterprise Estonia shared their digitalisation best practices. - 09.December 2021 and 12. January 2022 Estonian Employers' Confederation organized seminars for its members about digital channels and trends. - regular meetings and round tables with international partners about the actions concerning Framework Agreement on Digitalization. - In 2021 Estonian Employers` Confederation together with Estonian Association of Information Technology and Telecommunications organised series of seminars for companies "The company's practical digital journey". 	

	<ul style="list-style-type: none"> - In 2021, the social partners continued to promote digital training at the Unemployment Insurance Fund, mainly due to the continuing COVID crisis. - The social partners have continued to participate in public policy development working groups and permanent tripartite institutions, such as: <ul style="list-style-type: none"> • Adult Education Council • Supervisory Board of the Unemployment Insurance Fund • OSKA Coordination Council - The implementation of the Action Plan will be discussed in further bilateral meetings and supplemented, as necessary. <p>Information on any difficulties encountered during the different processes (<i>i.e.</i> translation, dissemination and actual implementation), as well as explanations on how they were overcome, or why they currently still remain;</p> <p>There is still a problem in our case, that According to the Article 155 TFEU <i>“agreements concluded at Community level shall be implemented either in accordance with the procedures and practices specific to management and labour and the Member States”</i>. In Estonia implementation should be mostly via legislation. Agreements between employers and TU organisations on other matters than wage and working and rest time, cannot be extended to all employees. But agreement is valid to the members of signed parties. So, in the case, where the membership of social partners’ organisations does not cover vast majority of companies, the agreements on other topics than wage and working time are mandatory only for the members of those partners.</p> <p>Still, we must confirm that the dialogue between national level social partners as become regular and also effective.</p> <p>As for the past two years the biggest difficulty has been COVID-19 pandemic, which prevented the parties from physical meeting. Meetings on web were still possible, but any kind of dialogue is mainly affected by the pandemic and raising new topics is more difficult.</p> <p>Now there is new – the refugee crisis, which has also some influence, as both social partners are involved in the dialogue on that matter.</p>
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	Action plan of the Estonian social partners for implementation Framework Agreement on the Digitalisation of the European Social Partners was attached to the first report.
Finland	<p><u>Dialogue on the use of digitalization in workplaces and industries</u></p> <p>In Finland, digital tools are already in use in all professions and are developing rapidly. The digital services offered are also growing rapidly. However, the biggest benefits of digitalisation usually come only when practices and service processes are renewed. Dialogue between management and staff is needed in the workplace.</p> <p>The common view of the labour market organisations is that there is a need for more dialogue on digitalisation in all workplaces and in all industries.</p> <p>Dialogue in workplaces and industries is the most appropriate way to implement the European framework agreement on digitalisation for employers and employees in Finland.i To this end, this discussion initiative has collected discussion topics, examples and questions that we hope will encourage discussions that we find useful, and further experimentation and codevelopment. Through good dialogue, the successful use of new technologies and the development of perceived better practices will be accelerated.</p> <p>New technologies enable different new ways of working, but it is up to us which ones we choose and whether we succeed in exploiting them: Will the work we do and the services we provide be better because of it or not?</p> <p>Successful use of digitalisation will enable significant improvements in productivity, public services, work communities and well-being at work.</p> <p>Example 1: Appreciation and dialogue in the company - When I started as managing director, the first thing I did was to set aside three hours to talk to each of our employees. I asked what each of them would do if they were in my position and mostly I listened. I think it shows appreciation to involve people in doing something new, rather than just thinking things through on your own or in the management team.</p>

	<p>This is how the managing director of a successful company described his own way of engaging in dialogue with his company's staff. Similar stories of the importance of dialogue can be found in the background of many successful companies, organisations and their units.</p> <p>Example 2: DIALOGUE IN THE INDUSTRY: The future of work in the financial sector has been examined together since 2014 - The Prosperous Financial Sector is a joint industry initiative between employers and employees in the financial sector, which has organised joint seminars and workshops with companies on digitalization and the future of work. They were also attended by bank customers and students in the industry. The project has received a lot of positive attention and has served as a model for similar sectoral dialogues and joint development projects between labour market partners. The financial sector is one of the pioneers of digitalisation in Finland. The results of the project include:</p> <ul style="list-style-type: none"> • Mapping the impact of digitalisation in the financial sector (2015). • Bringing together best practices in the industry (2016). • A study on teleworking and a workbook for workplaces to improve productivity and wellbeing at work (2017). • Anticipating future skills needs together with the institutions that train people in the sector at the Finance Finland (2018). <p>How to succeed in dialogue in your own work community, organization and industry?</p> <p>Digitalisation – for example digital tools, artificial intelligence or different working platforms – now affects almost all work communities and professions. The new ways of serving customers, working with others or, for example, working from multiple locations, made possible by digitalisation, are changing the way we work, which makes dialogue interesting.</p> <p>The dialogue is facilitated by the fact that it is given time and space. For example, it could be a series of conversations in the workplace. Ongoing informal discussion is also useful. Discussions can be prepared with thematic introductions and other content.</p> <p>In the following chapters, four themes for discussion and related perspectives and questions are proposed:</p> <ol style="list-style-type: none"> 1. Digitalisation for people
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	<ol style="list-style-type: none"> 2. Building digital skills 3. Work from anywhere, anytime 4. When AI enters the workplace <p><u>1. Digitalisation for people</u></p> <p>Perhaps the most significant impact of digitalization on working life has been that it accelerates change in work and working practices. However, it happens differently in different industries and professions. The use of digitalisation and other new technologies in working life is also changing the skills needed for work in all industries.</p> <p>At the same time, this means that over the coming years and decades, some of the old tasks will disappear or be taken over in other ways. Meanwhile, however, new tasks, sets of tasks and professions are emerging.</p> <p>For example, the car factory in Uusikaupunki has the largest number of industrial robots in use in Finland. However, in the 2010s, Valmet Automotive Oy was one of the manufacturing companies that has increased its workforce the most.</p> <p>When the heaviest, most dangerous and monotonous jobs are outsourced to machines, there is more room for other types of work. It is also an encouraging idea that artificial intelligence is gradually being acquired to support work, as support intelligence for various tasks. The final report of the AI programmeⁱⁱⁱ put it like this: “Artificial intelligence is support intelligence, and often the combination of the best performance of machines and humans.”</p> <p>It is likely that the effects of digitalisation will be best seen in the coming years in the form of better services, smoother processes and improved usability of software and hardware.</p> <p>The most significant new issue</p> <p>In monitoring the change in work in the municipal sector iv hospital management and staff were asked what they considered to be the most significant new issues in the transformation of work and technology. In response, we received the following Top 5 list:</p> <ol style="list-style-type: none"> 1. A culture of cooperation as a guarantee of good care
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	<p>2. Smooth, disease-specific care pathways, and a holistic approach to the patient</p> <p>3. Doctors, nursing and other staff work together to think about how to implement the changes and how the client will benefit most from them</p> <p>4. Systematic accumulation and sharing of expertise</p> <p>5. AI will help monitor early symptoms, diagnose diseases, advise on and encourage healthy lifestyles.</p> <p>Similar responses were also found in 15 other occupations. Despite the fact that new technology and medicine, for example, are advancing rapidly, the most significant new issues were often related to the culture of collaboration and how to deal with other people such as customers, partners and colleagues. During the corona period, remote communication and the associated change in culture and mindset also emerged in the follow-up.</p> <p>Example: Digitalisation for people - HealthVillage.fi is an online service for specialist care provided by the best experts in university hospitals together with patients, which is always open regardless of the place of residence, offering information and support to citizens and tools for professionals. The online service has millions of users a year. Already in 2017, the one million user mark was passed.</p> <p>HealthVillage (Terveyskylä) has also changed the way we work: In the online service, the treatment paths have been described and implemented in such a way that the patient always has the support of an expert and the information needed at any given time. In 2021, the Health Village had 32 houses, including a children's house, a mental health house and a pain management house.</p> <p>The views of the labour market organisations</p> <p>Technology in itself is not good or bad, but people determine and appraise how technology is used. Digitalisation is used for people: to deliver value to customers, to solve difficult problems for the industry and for humanity as a whole, and to help people do and improve their work.</p> <p>While digitalisation is changing the way we work together and the content of our work, technology will continue to be used by people. It is people, alone and together, who make the most significant changes, not technology per se.</p> <p>Digitalisation and future work should be considered and developed together. Because changes in operating methods, operating culture and required skills do not happen overnight, it is important to get started as soon as possible.</p>
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Questions to stimulate discussion

1. How has digitalisation changed your industry and customer behaviour?
2. What would your management and staff highlight as the most significant new things in the transformation of work and technology in recent years?
3. What are the expectations of management, staff, customers and partners for the development of your operations and services or products?
4. What kind of discussion do you have about the future of work and where your company or organisation is going?
5. What are the most interesting aspects of using new technologies for your own work and your organisation at the moment?
6. Which tasks would you prefer to leave to machines? What tasks would you use the time freed up from this to do?

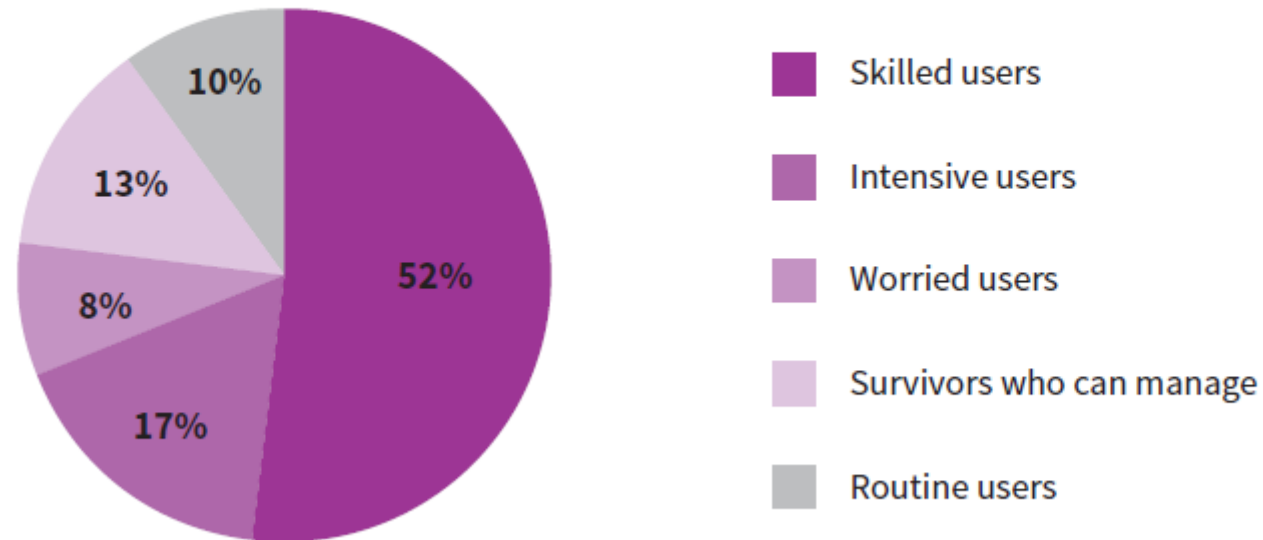
2. Accumulation of digital age skills

When some jobs moved to teleworking with only a few days' notice during the coronavirus crisis, not everyone was yet a master of remote working. Even then, the key to success was the support of colleagues and the work community for their members, and the sharing of their own expertise. Finland was already well advanced in the use of digital tools even before the corona time (Picture 1).

Workplaces should build up digital age skills in a systematic way. By discussing this among the entire work community, it is possible to strengthen community spirit and encourage the development of the necessary skills in the coming years. It is advisable to have regular discussions about the direction in which we are heading, and what kind of skills will be needed.

It has been estimated that for those already in working life, most learning – around 70% – takes place on the job, by taking on challenges and responsibilities, 20% by getting feedback from others, sharing experiences with them or following the work of experienced colleagues, and 10% through formal training such as courses, coaching or seminars.

Picture 1. Different user groups of digital tools in Finnish working life^v



Example: **A strategic approach to skills development at ABB** - At ABB, part of business development has been to identify talent and develop skills and capabilities. Knowledge management has been integrated into strategic planning. The company has built a model that combines innovation, new services development and skills development, which can be applied to new business areas regardless of their size or complexity.

– Not everyone needs to know everything, but it is important that the work community and its network of partners build up the skills needed for the digital age and the future. Continuous, lifelong learning is vital. Even a good business idea won't work if you can't find the right people to make it happen. Continuous competence development, "upskilling" and "reskilling" are a key part of strategic business development at ABB.

The views of the labour market organisations

Competence is Finland's strength. An increasing proportion of learning will continue to take place through work and doing new things. This is why it is important that both management and employees are committed to developing their own skills. It is advisable for management and staff to look together at what skills will be needed in the future, how they will be acquired and how study and learning will be integrated into everyday work.

What is important is that more and more workplaces are places where employees and the whole work community can learn new things. The best way to do this is to develop activities, services and products in the workplace, and to involve everyone: staff, supervisors and management. Identifying and responding to the competence needs is essential for all development. It is also necessary to look at future work and the skills needed in the industry on a sectoral basis, together with representatives of the workplace.

Questions to stimulate discussion

1. Do you integrate knowledge and learning into your company or organisation's strategy, management and business development?
2. Did you think together about what kind of skills are needed in the future?
3. Are there suitable digitalisation related projects, programmes, networks or training courses available to build up the necessary skills?
4. How could your company or organisation make better use of and collaborate with educational institutions?
5. What kind of digital skills should every member of your work community have? (e.g. to master the software, data security and communication etiquette needed at work)
6. What kind of digital skills do your own tasks require?
7. In what matters is it enough that only some members of your work community have digital skills?
8. How could the development of digital skills be integrated into everyday work?

3. Work from anywhere, anytime

The changes brought about by digitalisation are challenging working life practices. The corona time has contributed to accelerating the change.

	<p>In the first corona year 2020, almost half of Finnish employees worked partly or fully remotely, which is probably a European record. When Statistics Finland surveyed the impact of the corona crisis in spring 2021, 70% of those who worked remotely said they wished they could work at least half of their working hours remotely even after the pandemic. In the August 2021 Yrittäjä Gallup opinion pollvii, one in three companies also planned to permanently increase their multi-site working.</p> <p>Once the teleworking recommendations expire, workplaces will be able to adopt a wide range of solutions combining remote and local working. Many of them require more detailed rules of the game to be agreed within work communities or units. Whereas it used to be agreed when you could work remotely, nowadays it may also be necessary to agree when to meet at the workplace.</p> <p>Boundaries and coordination of work and leisure time also need to be addressed in the digital age and when working remotely, hybrid or from multiple locations. There are also limits to working time when the work is done regardless of location. It is important to preserve the right of workers to take a break from work and have time off in the future.</p> <p>In the digital age, workplaces need to have a common discussion about the culture they want to create and the practices and rules that go with it. It's not just about data security and contacting others, but more broadly about building a sense of community and keeping workloads under control.</p> <p>Task clutter refers to messages that flood in through various channels, which demand action from the recipient and easily fill even small free moments at work. This is also a phenomenon typical of the digital age.</p> <p>Example: Hybrid work aims to combine remote and on-site work in a natural way - A group of Finnish digital pioneer companies drew up a checklist for workplaces during the coronaviii crisis for hybrid work:</p> <ol style="list-style-type: none"> 1. Consider and define the principles of hybrid work, including: <ul style="list-style-type: none"> • roles and responsibilities • teleworking times and places • meeting practices and accessibility • security, including cybersecurity • wellbeing
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2. Involve teams and employees in the development process.
3. Draw up concrete checklists.
4. Train managers to lead hybrid work.
5. Be prepared to learn from experience and adapt to changing situations.
6. Remember to share information and maintain dialogue.

The views of the labour market organisations

Digital tools now allow you to do expert and office work regardless of time and place. The Working Hours Act, the Co-operation Act and health and safety regulations set limits for teleworking to ensure that work does not extend beyond the norm.

It is necessary to respect the employee's rest and leisure time. Managers, supervisors and employees have effective ways of dealing with their own or a member of the work community's excessive workload. In teleworking, it is important to acquire the skills to manage yourself and your work.

It is a good idea to discuss the teleworking guidelines to be followed together, but also the procedures to be followed in case teleworking does not go well.

When working remotely, particular attention must be paid to work-life balance and telework management.

Questions to stimulate discussion

1. How and for what purpose should you use the different communication channels, and how do you reduce the message overload and task overload?
2. How do you improve the work-life balance?
3. Is it possible for you to combine local and teleworking when the workload allows?
4. What is the experience of teleworking or hybrid working in the organisation among supervisors and staff?
5. If there is a lot of teleworking in the work community, how is the welcome of a new employee, various meetings and joint development handled?
6. How can flexible working and teleworking be used to ensure that employees are able to cope and keep to their working hours?

4. When AI enters the workplace

Artificial intelligence, and in particular what we call machine learning, could have a major impact on the work of the future. Today, most organisations are still in the early stages of exploiting them and creating better work processes and new business models. This is a good opportunity to reflect and discuss how machine learning or other AI can best be used in your organisation and how it can deliver economic results, improve services and support work.

The use of AI is an opportunity to increase the productivity of the organisation and at the same time the wellbeing of the work community, and to make a smart division of labour between employees, machines and different parts of the organisation. At the same time, we need to ensure that AI applications do not undermine but support people's work and taking responsibility for their actions. AI and robots also bring new data protection and security issues that need to be addressed from the start.

According to the EU Commission's guidelines, there are three factors that identify trustworthy AI: ix

- it must be legal, fair, safe and secure,
- it must operate ethically and ensure compliance with ethical principles and values,
- it must be both technically and socially reliable and not cause unintended harm. Social trustworthiness means, for example, that the AI does not act in a discriminatory or unfair way, and that people know they are dealing with AI.

Example: The OP Group was surprised by the number of operational benefits of AI - The OP Group has been one of Finland's pioneers in the use of artificial intelligence in the workplace. In 2017, one of the drivers of development was supporting the work of people working in customer service. For example, the development of chatbots and digital advisors has transformed customer service in recent years, so that simple and frequently asked customer questions are answered by artificial intelligence instead of humans.

Chatbots are currently being developed by AI teachers trained in 2018 by customer service professionals. They do most of the small-scale development work for chatbots in production. Over the past three years, studying AI in other jobs has also been very popular at OP. The Introduction to AI e-learning training is among the most popular voluntary training in the group. In addition, more than 1,000 OP employees have been trained in AI through working day-long classroom training sessions.

	<p>The views of the labour market organisations</p> <p>With the introduction of new technologies and digital services that enable the movement and use of data, particular attention must be paid to ensuring digital security at all stages. The reliability of AI (the three principles mentioned earlier, such as ethics, legality and security) needs to be ensured at the procurement planning stage, and should be monitored as data accumulates in the system. Control systems created through digitalisation and artificial intelligence enable improvements in occupational safety, wellbeing, productivity and customer service quality. They also allow issues that should be avoided such as advanced control, intrusive monitoring and misuse of personal data. The positive and negative potential of AI should be recognised in the workplace.</p> <p>The rules on the processing of personal data, based on the data protection regulation, limit potential risks and guarantee the integrity of our operations. When using AI to support decision-making in areas such as recruitment, selection or human resource management, care must be taken to ensure that the algorithm does not lead to a discriminatory outcome.</p> <p>Questions to stimulate discussion</p> <ol style="list-style-type: none"> 1. What is the best way to ensure data protection and security in your organisation? 2. What does everyone need to know about data protection and security? How will the relevant skills be ensured? 3. How do you get started or move forward in the acquisition and use of AI/machine learning/robots? 4. How do you ensure the ethical and fair operation and technical reliability of the AI to be acquired? 5. What personal data about staff will be collected through digital tools? What is the data used for? How and for how long will the data be stored? 6. How is confidential information concerning customers protected? 7. Where can you find information on good practices, projects, networks or similar related to AI or machine learning that you could learn from or participate in?
France	
Germany	
Greece	Emp only.

	<p>The autonomous European Framework Agreement on Digitalisation has been translated and was put forward for public debate by SEV in February 2021.</p> <p>The translated text has been placed among other bargaining issues of the National General Collective Labor Agreement of the year 2021. All social partners agreed to adopt the Agreement in article 4 - Autonomous European Framework Agreement on Digitalisation, is annexed to the NGCLA and is an integral part thereof. Furthermore, all social partners agreed in article 5 -Digital Skills of the NGCLA, to draw up an action plan for the implementation of the Agreement with priority on establishment of a joint working group on Digital Skills and Employment, with the aim to prepare human resources and enterprises to seize the opportunities and meet the challenges of digital transformation in the world of work.</p> <p>In this context – especially article 5 – Digital Skills, SEV took the initiative to invite all signatory parties in a meeting to proceed with the implementation. Unfortunately, for various reasons, this first meeting could not be held in 2021.</p> <p>SEV has also invited all other social partners in Greece to prepare jointly the second report on the implementation of the autonomous European Framework Agreement on Digitalisation but, with the exception of one, all others didn't respond on time.</p> <p>In the next bargaining round in the coming weeks, we will try to revive the commitment of the other national social partners to undertake joint activities and draft a road mapping of joint actions.</p>
Hungary	
Iceland	
Ireland	<p>Following on from the first meeting on the Framework Agreement in May 2021, Ibec, ICTU and affiliated unions have continued to work, together and bilaterally, on implementation of the Framework Agreement in Ireland over the past year.</p> <p>Ibec, ICTU and SIPTU trade union are working on a number of projects, in some cases on a partnership basis, that address issues raised in the Framework Agreement. Ibec and SIPTU, for example, are involved in the EU-funded TransForm Work project which aims to support the implementation of the Framework Agreement, involving social partner organisations in Ireland and six other member states (Bulgaria, Cyprus, Estonia, Malta, Romania and Sweden). SIPTU is a co-participant in this project and Ibec is participating as an associate organisation. The project is currently at research stage and Ibec is assisting SIPTU in gathering data for the purposes of informing the recommendations to the European Commission in the final report.</p>

	<p>On November 9, 2021, ICTU, Ibec and several other interested stakeholders participated in a government round table meeting on the development a new national digital strategy (NDS). On February 1, 2022 the new National Digital Strategy DS “Harnessing Digital – the Digital Ireland Framework” was published. The Government has stated that this strategy was developed in line with both national priorities under the Economic Recovery Plan and Ireland's NRRP, and European Union priorities under the Digital Decade 2030 and the associated Digital Compass, including the digital transformation of business; digital infrastructure; skills; and digitalisation of public services, and that it is intended to also support the achievement of Ireland’s climate targets, with green and digital ambitions reinforcing each other. The NDS includes the targets of increasing the number of learners graduating with higher-level digital skills to over 12,400 graduates, apprentices and trainees by the end of 2022, and of increasing the share of adults with at least basic digital skills to 80% by 2030, compared to 53% in 2019.</p> <p>Both Ibec and ICTU have engaged in the pre-legislative scrutiny of the Government’s Right to Request Remote Work Bill 2022. This is being put forward by Government as one element of its broader Remote Working Strategy, with the aim of providing employees with the right to request remote working and a legal framework around which requesting, approving or refusing a request for remote work can be based. Ibec and ICTU both participated in the 2021 public consultation which preceded the publication of the draft legislation in January 2022. Both appeared before the Irish Parliament’s Joint Committee on Enterprise, Trade and Employment during its pre-legislative scrutiny of the draft legislation. Following criticism of the Bill, the Government has indicated its willingness to revise provisions of the Bill and its intention to see it passed and enacted in 2022.</p> <p>ICTU’s recommendations to Government for Ireland’s National Reform Programme 2022 identified advancing the digital transition as one of the major challenges that need to be addressed in Ireland’s NRP 2022.</p> <p>On 21 April 2022, the Government presented its ‘General Scheme of a Work Life Balance and Miscellaneous Provisions Bill 2022’. This is intended to transpose elements of the Work-Life Balance Directive (2019/1158), including Article 9 concerning the right of parents and carers to request flexible working arrangements such as through the use of remote working arrangements. The Government has also indicated its intention that this legislation be passed and enacted by July 2022.</p> <p>Ibec is finalising its work on the Ibec Guide to Hybrid Working. This guidance document outlines best practice for organisations on the management of hybrid working including how best to ensure digitalisation is best managed to allow employers and employees alike reap the benefits that flexible and hybrid work practices can offer.</p>
Italy	

Latvia	<p>During the second year after the Autonomous Framework Agreement on Digitalisation (Agreement) entered in force, national level social partners in Latvia - the Free Trade Union Confederation of Latvia (LBAS) and the Latvian Employers' Confederation (LDDK):</p> <p>(1) LDDK and LBAS jointly organized international online conference “Remote work and social dialogue” (13 October 2021) to analyse the labour market development trends affected by the Covid-19 pandemic and the public's readiness for new forms of work organization. International and national experts discussed telework, virtual platforms, online services and acceleration of digitalization processes and role of social dialogue in promoting high-quality and meaningful telework.</p> <p>The event was well attended: 994 participants, including speakers from Eurofound and the Organization for Economic Co-operation and Development's (OECD), European Policy Research Institute at the Latvian Academy of Sciences, social partner representatives from Ireland, Belgium and Germany and Latvian companies Tet, Sadales tīkli, Schwenk Latvija.</p> <p>More information (general information and presentations) is available at the LDDK website along with the live stream recording of the event.</p> <p>The conference was organized in the framework of the European Social Fund project “Developing LBAS Bilateral Social Dialogue for the Development of a Better Legal Framework for the Improvement of the Business Environment” No.3.4.2.2/16/l/002 and “Developing Social Dialogue for the Development of a Better Regulation in the Field of Business Support” (No. 3.4.2.2/16/l/001).</p> <p>(2) LDDK in cooperation with international partners from Bulgaria, Slovenia and Lithuania in 2021 has developed and launched online learning tool for instructors of the work-based learning (WBL) “E-learning Tool for WBL in-company trainers” aimed at using the digital tools for more successful reach out to SMEs in the field of vocational education and promoting WBL and raising the profile of vocational education by involving companies in the training of a skilled workforce.</p> <p>More information and link to the e-tool is available at the LDDK website. The e-learning tool has been developed with the support of Erasmus+ financing.</p> <p>(3) LDDK and LBAS continued to manage activities of project Balance for all (B4A) with support of the European Union financing to put into practice and implement measures in Latvia that would create and improve preconditions for more equal access to the labour market and work-life balance in line with the objectives of the Agreement and DIRECTIVE (EU) 2019/1158 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 June 2019 on work-life balance for parents and carers and repealing Council Directive 2010/18/EU. The project activities cover topics of role of digitalisation and it's impact of work organisation (teleworking, flexible work arrangements, social dialogue):</p>
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	<ul style="list-style-type: none"> a. In October 2021 the LDDK launched e-learning program for employers “Work-life balance in a company or organization” with an open access approach to self-directed learning. The program includes also topics on teleworking and flexible work organisation in digital era and e-tool for evaluation of the working environment developed by the LDDK in cooperation with the International Centre for Work and Family (ICWF) of Business School of University of Navara based in Spain. The e-learning tool is available on LDDK website. b. From October 2021 to February 2022 the LDDK organised a series of webinars with 15 online classes for employers on practical solutions for a better work-life balance in the workplace (a total of 30 hours of lessons with 283 participants and best-practice presentations from, 25 Latvian companies and organizations). The webinars for entrepreneurs included topics of teleworking and flexible work organisation in digital era. More information available on LDDK website; c. For the second year the LDDK in February 2022 organised award for the best practice to companies, including teleworking and flexibility. Balance Awards 2021 were presented to Latvian employers for special attention to ensuring work-life balance. The online - ceremony was watched online by 18,374 spectators. More information available on LDDK website; d. LDDK in February 2022 updated recommendations for work-life balance in the workplace address to policy makers and employers on various aspects of inclusive labour market and work –life balances, including topics of teleworking and flexible work organisation in digital era. Updated recommendations are available on LDDK website; e. In October 2021 LBAS organised annual work-life balance week. The week addressed stress and burn-out at work, challenges of teleworking and the right to disconnect. Within the work-life balance week the conference on 4 October "Stress and burnout at work - where is the balance?" analysed the impact of stress on the quality of work and private life, both from a practical point of view, based on scientific research data, and from the legal point of view. In the concluding part of the conference, the companies shared their best practices on reducing stress and burn-out in the company. Recording and presentations of the forum are available on LBAS website; f. On 8 February 2022 LBAS organised work-life balance forum "Striving for balance - what's next?" The aim of the forum was to raise awareness on the latest trends in the promotion of work-life balance, present support tools for parents and carers, including the right to telework. The forum concluded with recommendations for further action. Recording and presentations of the forum are available on LBAS website. <p>(4) LDDK continued to organize a series of webinars for entrepreneurs “New work environment” for various industry sector representatives at different Latvian regions within the framework of the European Social Fund project “Improvement of practical implementation and supervision of labour safety regulations”. During the webinars employers are consulted on various aspect</p>
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	<p>of inclusive labour market and social security, such as flexible employment relationships, legal regulation of new forms of work in companies, safe and inclusive work environment. Around 200 employer representatives participated in the webinars;</p> <p>(5) LDDK continued to co-ordinate the work of the Sectoral Expert Council (SEC) in the field of electronics and ICT which involve 19 voting and 10 non-voting voluntary experts representing employer organisations, state institutions and trade unions. The Sectoral expert councils are mandated by the Vocational Education Law to decide on vocational education issues that affect the development of human resources in the sector, including the sectoral qualifications framework, occupational standards and the provision of vocational education that meets the labour market needs. SEC in the field of electronics and ICT strengthened cooperation with vocational education institutions by participating in planning of the vocational education programs. SEC in the field provided proposals on the number of educates in vocational education institutions for years 2023/2024, made proposals on professions for sectoral qualifications framework, delegated experts for the development of occupational standards and also assessed and provided an opinion on occupational standards.</p> <p>(6) LDDK has involved LDDK members and experts in the artificial intelligence coordination network to jointly ensure the formulation of EU policy and the representation of national interests.</p> <p>(7) In autumn 2021 and spring 2022 LBAS organised annual labour law and OSH training and competition for vocational school students "PROFS". The training and competition were focused on the legal framework of telework, especially during the Covid-19 pandemic. PROFS related documents are available on LBAS website.</p> <p>(8) LBAS prepared review of the study "Digital, Technological and Language Skills: Opportunities and Challenges for Development in Latvia", as well as other reviews on digital skills on the portal Electronic Platform for Adult Learning in Europe.</p> <p>(9) In 2021 LBAS organised a conference the consequences of Covid-19. The conference addressed the impact of telework and development of digital skills at work places.</p> <p>(10) In April 2022 LBAS organised annual OSH conference devoted to OSH as a fundamental right of every employee. The conference discussed the development of digitalization, aspects of telework as well as stress and burn out related to digital work. Recording and presentations of the forum are available on LBAS website.</p> <p>(11) Both LDDK and LBAS participated in numerous public debates on work-life balance, including, topics of teleworking and flexible work organisation in digital era, to raise public awareness on the new forms of work and role of social dialogue in tackling both challenges and opportunities in the world of work during the processes of digital transformation.</p>
Lithuania	

Luxemburg	<p>On April 8th, 2021, the trade unions OGBL and LCGB sent a letter to the <i>Union des entreprises luxembourgeoises</i> (UEL) in order to begin discussions about the implementation of the European agreement on Digitalisation of June 26th, 2020 in Luxembourg, with the objective of concluding an inter-professional agreement. As discussions have not yet taken place, the present report does not contain specifications about the implementation of this European agreement in Luxembourg nor information on any difficulties encountered during negotiations between the social partners.</p> <p>However, it is important to note that the Luxembourgish social partners OGBL and LCGB, on the one hand, and the UEL, on the other hand, signed <u>a new inter-professional agreement on telework on October 20th, 2020</u>, which is applicable since February 2nd, 2021. This agreement has been declared a general obligation by the means of a Grand-Ducal regulation, meaning that it is binding for all employers in Luxembourg. This step was undertaken by the Minister of Labour, Employment and Social and Solidarity Economy, upon request by the social partners. Due to the COVID crisis, telework has become the rule for many workers over the last year and has significantly contributed to stabilizing the Luxembourgish economy during these difficult times. Where possible, the use of telework allows companies to continue their activities, while respecting health and safety provisions from public authorities and protecting the health of their employees.</p> <p>In this context, there was an urgent need to modernise the legal framework currently in place, which was signed in 2006. Though it has been renewed several times, it has remained unchanged - despite the rapid advance of digitalisation within companies.</p> <p>The social partners decided, together with the Minister of Labour, Employment and the Social and Solidarity Economy, to discuss this issue within the Economic and Social Council (hereafter "ESC"), an advisory body to the government with the responsibility to investigate economic, financial and social issues affecting either several economic sectors or the national economy as a whole. On September 11th, 2020, the ESC adopted a joint opinion on telework, including a new proposal for an agreement.</p> <p>Following the work of the ESC, the LCGB, the OGBL and the UEL signed the inter-professional agreement on telework on October 20th, 2020. While innovating several aspects of the old agreement, the new agreement maintains the voluntary nature of telework for the employee and the employer, a fundamental point for both trade unions and employers.</p>
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	<p>The definition of telework is shortened and the scope of application is clarified through clearly defined exclusions. The new agreement regulates both regular telework and occasional telework and clarifies these notions by setting a threshold to counter the previous legal uncertainty at this level.</p> <p>The agreement also modernises the ways in which telework can be introduced in companies and clarifies the role of employee representatives in this context, which have been attributed a right of co-decision for companies with over 150 employees. It also sets out the rights and obligations of the parties in relation to data protection, work equipment, health and safety, work organisation and training. The principle of non-discrimination between teleworkers and other workers has been highlighted by the introduction of a specific provision on equal treatment.</p> <p>This new agreement is designed to regulate telework on a long-term basis. Although the current work environment is still being disrupted by the COVID-19 crisis and does not allow to predict the extent of telework under this new agreement for the years to come, it is certain that telework will be more popular and more widely used by employees and companies that have experienced it in recent months.</p> <p>The Luxembourgish social partners have also negotiated a provision on the right to disconnect, which is foreseen to be integrated into the Luxembourgish Labour code. The respective <u>bill of law</u> has been tabled in the Chamber of deputies on 28th of September 2021 and it repeats what was negotiated between the social partners. The issue of professional disconnection is closely linked to the social phenomenon of digitalisation and the generalisation of IT tools and solutions allowing constant contact. Due to the rapid development of smartphones, tablets, high-speed Internet access and Internet coverage in public spaces, the population is now interconnected from an early age. This has become an essential feature of our society to such an extent that non-participation in this interconnected world, whether for financial reasons, through ignorance or choice, has become a new form of social exclusion. For the digital individual, the risk of information overload and the inability to disconnect from the digital world are the dangers of this almost constant connection.</p> <p>This societal phenomenon has raised the question whether there is or should be a right for everyone to cut this constant link to their work. Several countries have chosen to clarify the right to disconnect through legislative initiatives, while others have found it unnecessary.</p>
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	<p>As indicated, in September 2020, the ESC adopted its opinion on telework, thus paving the way for the new inter-professional agreement of October 20th, 2020. In this opinion, the ESC was not intended to deal with a possible right to disconnect because it goes beyond the framework of telework. By declaring in point 10 that any provision on the right to disconnect applicable to a “normal” worker shall also apply to a teleworker, the door was thus opened for an ESC opinion devoted to this particular subject. The ESC has adopted a joint position on this subject in its plenary session on April 30th, 2021. This joint position also contained the provision on the right to disconnect negotiated between the social partners that has been integrated in the bill of law on the right to disconnect in Luxembourg.</p>
Malta	<p>During the past year The Malta Chamber of Commerce, Enterprise and Industry (TMC), member of BusinessEurope and the General Workers Union (GWU), member of ETUC, have conducted several initiatives implementing the EU social partners Autonomous Framework Agreement (AFA) on digitalisation. The activities have been conducted within the context of the TransFormWork project funded by the European Social Dialogue Programme.</p> <p>TMC and GWU have reached out to their members with a survey to understand the application of topics from the AFA on digitalization in collective bargaining agreements or management practices. This initiative is still under review and outcomes will be reported in next year’s joint-report. The survey aimed to gather data on the awareness and priority attributed to the topics covered by the AFA on digitalisation, in collective bargaining and company policies.</p> <p>A seminar was organised involving the participation of all Maltese cross-sectoral social partners to discuss two topics covered by the AFA on Digitalisation, namely (i) Modalities on Connecting and Disconnecting, and (ii) Respect of Human Dignity and Surveillance. The event included presentations on the psychological impact of digital tools and the legal parameters of surveillance. The purpose of the seminar was to create more public awareness as well as in-depth discussion among the social partners on the AFA on digitalisation.</p> <p>In terms of outcomes of the seminar, the social partners agreed on the need to promote more positive cultures in companies and implement proactive human resources policies that are centered on flexibility, respect, and trust, in the relationship between employers and employees alike.</p>

	<p>There was also agreement on the need of continuously creating awareness on the downside effects of excessive use of technology. It was agreed that performance monitoring tools could be used to ensure that there is a level playing field amongst all employees in terms of their output and job responsibilities. Company policies should clearly stipulate monitoring policies, which must be in full compliance with GDPR requirements.</p> <p>There were different views on aspects of legislation, between the need for specific legislation on the Right to Disconnect or reviewing existing legislation such as the Working Time Directive and evaluating whether it needs to be refined to the fast-evolving digital realities. Nonetheless, it was stated that any future legislation should not be overly prescriptive and should avoid a one-size-fits all solution, given the diverse conditions applicable to companies of different sizes and operating in different economic sectors.</p> <p>Finally, and as a separate initiative, TMC developed policy guidelines on the Right to Disconnect. The guidelines outline the responsibilities of employers and workers as well as promote recommendations on good management practices and a collaborative company culture. The purpose, of the initiative was to create more awareness on the topic of modalities of connecting and disconnecting and encourage companies to incorporate internal policies on the subject matter.</p>
Netherlands	<p>This is the response of the Dutch social partners, jointly represented in the Labour Foundation [<i>Stichting van de Arbeid</i>], to questions for the second progress report on implementation of the European Framework Agreement on Digitalisation (EFAD). Representatives of the social partners are available at any time to provide further explanation.</p> <p>1. Translation, dissemination, and implementation of the Framework Agreement</p> <p>A Dutch translation of the EFAD was made available through ETUC in May 2021, uploaded to the <i>Labour Foundation website</i>, and distributed to the affiliated organisations (VNO-NCW, MKB-Nederland, LTO Nederland, FNV, CNV, and VCP).</p> <p>The social partners' highest priority in the past year has been to limit the harm caused by the ongoing COVID-19 crisis and recently also by the war in Ukraine. Nevertheless, various initiatives have continued and been undertaken in the past year to raise awareness of digitalisation and to encourage consultation on this subject.</p>

	<p>2. Potential issues during this process</p> <p>As noted, a Dutch translation of the EFAD has been published by ETUC, which helped to inform the Dutch social partners. The Labour Foundation has not identified any problems during this process.</p> <p>3. What has happened since the previous report was published?</p> <p>• <i>Preliminary remarks</i></p> <p>The social partners wish to emphasise that implementation of digitalisation cannot be viewed in isolation from other policy areas such as lifelong development, sustainable employability, working conditions, social innovation, privacy, and digital security. Moreover, digitalisation involves customisation, given that its implementation depends to a great extent on the specific sector, company, or organisation. What the social partners can do is encourage consultation on digitalisation between employers and employees by drawing attention to it and, for example, rolling out good examples. Agreement can also be reached on certain facilitating frameworks in collective labour agreements. It is a matter of successfully integrating digital technologies in the workplace, exploiting the opportunities, and preventing and minimising the risks for both employees and employers.</p> <p>Developments are more advanced in some sectors than in others. There are companies, for example, where technological applications and artificial intelligence form part of the production process (sometimes since well before the EFAD was drawn up), while other companies are still in the exploratory phase. In other words, digitalisation is mainly a matter of customisation, and its implementation and agreements on this will mainly need to take place at organisation level. The role of the social partners is primarily one of encouraging and, if necessary, facilitating consultation on the pros and cons of digitalisation.</p> <p>Some examples of activities and initiatives are given below; these relate to the four themes of the EFAD.</p> <p>• <i>Digital skills and securing employment</i></p> <p>Despite the numerous initiatives and activities that have been set in motion, there is still a lot of work to be done in order to train workers sufficiently and in good time, and to prepare them for the consequences of the ever-increasing digitalisation of work. A joint effort will remain necessary, with systematic scrutiny of training programmes and on-the-job training receiving constant attention.</p>
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Lifelong development and keeping up with an increasingly digitalising world are not matters that everyone takes for granted. Promoting awareness, especially among employees, and actual implementation of arrangements within sectors and companies demand a policy approach in the form of a continuous process, commencing with awareness each time. The organisations affiliated to the Labour Foundation are therefore continuously engaged in internal “awareness-raising activities” regarding digitalisation and the EFAD. It is also important, however, for attention to be paid to digital skills at an early stage, for example in primary and secondary education. The social partners have therefore urged the government to include acquisition of those skills in the curriculum.

- *Modalities of connecting and disconnecting (i.e. availability and non-availability).*

The wide application of ICT has increased the accessibility and possibilities of work that is not site-specific, This provides more opportunities to carry out work at different locations and at different times. However, this can also blur the distinction between one’s work and one’s private life. The social partners will therefore focus increasingly on arrangements for when employees are available or not available. Specific arrangements on availability or non-availability are often made at company level and are increasingly laid down as yet in collective labour agreements. Such arrangements are often company-specific and job-dependent, however, and therefore often need to be tailor-made. Another trend is for arrangements on availability and non-availability to also be laid down in agreements on working from home. The COVID-19 crisis – during which the advice was to work from home as much as possible – encouraged such arrangements. It is expected that after the crisis more employees than before will work from home or partly from home. This means that the importance of good arrangements between employers and employees about availability and non-availability will further increase. In this connection, the Social and Economic Council of the Netherlands [*Sociaal-Economische Raad*] (SER) published an advisory report on the future of hybrid work on March 31th which addresses several aspects of working from home.

- *Artificial intelligence and guaranteeing the human-in-control principle, and*

- *Respect for human dignity and privacy*

In principle, artificial intelligence offers opportunities for more effectively coordinating the integration of technological developments and the utilisation of talents. Artificial intelligence (machine learning) makes it possible to create a better match between work and skills, which can lead to greater job satisfaction. The same applies, for example, to interaction with customers and self-learning as regards complaints and problems at call centres. However, artificial intelligence can also entail certain risks, for example when the activities of employees are continuously monitored and employee performance is then assessed by a computer. There is also the risk of an employee relying blindly on artificial intelligence when performing the work, thus forfeiting his or her autonomy.

	<p>The further development and/or deployment of artificial intelligence within companies therefore requires a joint implementation process, with the social partners being involved. The government, together with the social partners, also plays an important role in promoting the use of artificial intelligence with a view to benefitting from opportunities for innovation. It is also important in that regard for the right preconditions to be set.</p> <p>• <i>Shared activities and initiatives at central level</i></p> <p>In the Netherlands, the social partners have already been discussing digitalisation at central level for some considerable time. In that connection, reference is made (as in the previous report) to the analysis that the Social and Economic Council published in October 2016 on the consequences of the transition to a digital economy for the labour market, the organisation of work, and labour relations. The Council's analysis also sets out principles and action points by and for the social partners. An English summary of the analysis has also been published: <i>People and Technology: Working Together</i>.</p> <p>The social partners, represented in the Council, have also jointly organised specific activities and taken various initiatives in the field of digitalisation, including the following:</p> <ul style="list-style-type: none"> • In 2020 and 2021, the Council organised a number of webinars on the theme of "What does digitalisation mean for lifelong development?". These focused on how people can remain properly prepared for the changing labour market. • Since 2021, the Council has been one of the main parties involved in the "<i>FutureLab 50+</i>" project, which aims to raise awareness of the importance of the right digital skills for the 50+ target group. The project will be continued in 2022, with greater attention also being paid to guiding people into a new job. • A webinar on "Transitions in the labour market: the digital transition" was presented in June 2021. Eight successful projects in the ICT sector shared their experience regarding, for example, how to keep one's digital skills up to date and how to mobilise people from underrepresented groups towards jobs in ICT and technology. <p>In its advisory report "<i>Strengthen the agility and resilience of our economy and provide people with greater security</i>" for the new Dutch government (June 2021), the Council indicated that it would continue to focus on the opportunities and risks of the digital transition and on making organisations and people more aware of the impact of digitalisation. Digitalisation must increase the opportunities of children and adults as well as of (SME) companies and bring equal opportunities closer instead of the opposite.</p>
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	<p>As a follow-up to this, the Council set up a special “Digital Transition Working Group” at the end of 2021. This will focus on three main activities in the coming period:</p> <ul style="list-style-type: none"> • monitoring the impact of the digital transition on socio-economic issues; • organising meetings and issuing exploratory reports; • ensuring the internal coherence of ongoing Council activities with a digital component. <p>In the first year, the main focus of these activities will be on creating support for the urgent need to monitor impact. The working group will publish exploratory reports and organise knowledge-sharing meetings on topics within the theme of digitalisation that require greater attention, such as the importance of being digitally aware and skilled. It will also concern itself with digital government.</p> <p>• Examples of the social partners’ activities and initiatives</p> <p>In addition to joint initiatives and activities at central level, the employers’ and employees’ organisations regularly bring digitalisation-related issues to the attention of their own members by organising meetings, providing information (online or otherwise), and sharing good examples. There are also initiatives undertaken jointly at decentralised level by the parties to the collective labour agreement. The following are a few of the many initiatives by the social partners:</p> <ul style="list-style-type: none"> • MKB-Nederland, VNO-NCW, and the public authorities have jointly set up the “Digitally Secure Together” project – in which sector organisations play an important role – with the aim of helping companies guard against cybercrime. • A number of “digital workshops” have been launched, through which entrepreneurs are given customised assistance with digitalisation issues by partnerships involving educational organisations, businesses, and public authorities. • Employers’ organisations are supporting the Human Capital Agenda ICT action plan (<i>HCA-ICT</i>). This initiative aims to increase the digital skills of the workforce and boost the number of ICT professionals through regional and intersectoral partnerships. • In 2019 the Netherlands AI Coalition (NL-AIC) was established, partly at the initiative of VNO-NCW, to accelerate and connect up AI developments in the Netherlands. One of the programmes that it organised last year is <i>ELSA-labs</i>, the aim of which is to ensure that companies, public authorities, knowledge institutions, civil-society organisations, and individuals jointly develop responsible applications of human-centred AI.
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	<ul style="list-style-type: none"> • VNO-NCW and MKB-Nederland set up the '<i>ondernemen.nl</i>' portal to provide entrepreneurs with practical tools. One component of this is online business, where practical information and tools are available for online business activities. • FNV Havens devotes constant attention to robotisation in the ports sector, and has also dedicated a conference to this topic. • The FNV Academy has produced an e-learning module on digitalisation for trade union officials. • Last year, FNV promoted dialogue with and among its members in the form of theatre performances. Together with "New Utrecht Theatre" [<i>Nieuw Utrechts Toneel</i>], there were thirteen performances about the impact of robotisation and automation at work. • CNV is organising five events throughout the country this month on the theme of "The Future of Work", in which the focus will be on such themes as robotisation and digitalisation. • LTO-Nederland is one of the founders of the <i>Join Data Platform</i>. This enables farmers and market gardeners to manage and exchange data flows with their customers, buyers, and the authorities, while remaining owner of the data. The platform helps entrepreneurs to maintain a strategic view of their data flows and support possible data flow valorisation. • LTO-Nederland is investing in training and education for entrepreneurs' digital skills through the LTO Academy. • LTO-Nederland has taken part in the EU's <i>Data Fair</i> project. Production processes can be improved by cleverly linking up objective measurement data on crops and animals. • At Smurfit Kappa, a supplier of paper-based packaging materials, a workshop was set up in accordance with the collective labour agreement to think about the factory of the future in which digitalisation is an integral component. • Collective labour agreement parties in the metal sector jointly drew up the "Strategic Agenda for the Metalektro 2022-2027". Digitalisation forms an important part of this agenda, emphasising the mutual interest of employers and employees. • Knowledge institutions and employers' and employees' organisations are working together on the European Industry 5.0 project. TNO's Smart Industry programme focuses on optimising use of digitalisation by linking up products, machines, and people in a smart manner. • An increasing number of sector training funds have programmes that focus specifically on the development of digital skills, such as the funds for the metalworking industry (OOM) and for the installation sector (Wij Techniek). • Dutch agriculture and horticulture, together with suppliers, are continually investing in new technology aimed at "smart farming". This involves such things as the use of robot technology in plant and animal care as well as GPS technology for tillage, fertilising, and crop protection. Applying and exploiting this technology demands new skills on the part of entrepreneurs and workers. • The VCP regularly organises meetings focusing on working with algorithms. These deal not only with the opportunities but explicitly also with the risks.
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	<p>• Agreements with government</p> <p>The first progress report already noted that the social partners and the government had made arrangements for various schemes to promote sustainable employability and lifelong development in enterprises and sectors. These concerned mainly the following schemes:</p> <p>1. With effect from 1 June 2021, sectors will be able to make use of the Customised Arrangement for Sustainable Employability and Early Retirement (<i>MDIEU</i>); this was agreed on in the June 2019 Pension Agreement [<i>Pensioenakkoord</i>] and runs until 2025. This arrangement makes at least EUR 250 million in co-financing available so as to implement sustainable development schemes for employees.</p> <p>2. With effect from 1 January 2020, a scheme has been created specifically for SMEs to invest in employee development so that employees remain permanently employable, i.e. including for other positions, duties, and roles within or outside their own organisation. This <i>SLIM</i> arrangement (Subsidy Arrangement for Learning and Development in SMEs) makes EUR 48 million available annually for that purpose. In addition, EUR 1.2 million will be made available for the same purpose in large companies in the agricultural, hospitality, and leisure sectors.</p> <p>3. With effect from 1 March 2022, job-seekers and those in employment can apply for an annual grant of 1000 euros for training and development (the “STAP budget”). This scheme replaces the tax rebate for training costs.</p> <p>4. In conclusion</p> <p>The social partners within the Labour Foundation consider it a primary policy challenge for the near future to both capitalise on the opportunities offered by digitalisation for entrepreneurs, employees, and jobseekers and to boost confidence in their future. With a view to a successful approach, the social partners have for some considerable time committed themselves to cooperating on this in the coming years. That was one of the reasons for the Social and Economic Council to set up the aforementioned <i>Digital Transition Working Group</i>.</p>
Norway	

<p>Poland</p>	<p>The issue of preparation for the substantive implementation of the European Agreement is dealt with by the permanent bilateral social partners' Working Group on European social dialogue established in 2016, operating within the Social Dialogue Council (RDS) - the main institution of tripartite discussions between representative organizations of employers, trade unions and the government. Currently, RDS consists of 3 cross-sectoral trade union organizations (all affiliated to the ETUC) and 6 cross-sectoral employers' organizations (including 3 affiliated to European social partners – Konfederacja Lewiatan, ZRP, Pracodawcy RP).</p> <p>During last year, the implementation efforts (continuing the activity described in the first joint table) have entered the next -detailed phase.</p> <p>Subsequent expert seminar was held in July 2021 with the participation of academics, trade unions and employers' organisations. The following issues were discussed: employees' competences (including digital competences) and possible actions of social partners in the area of improving competences and qualifications, the right to be offline, the role of AI and algorithms in the employment relationship - opportunities and threats, technological unemployment in Poland - whether it is real and how to counteract it. The implementation initiatives undertaken so far by social partners in other EU countries were also discussed.</p> <p>Then, based on the results of 2 expert seminars, an ad hoc team of internal experts from social partners' organizations started its work in Autumn 2021. It was decided that it would be optimal to select those elements of the European agreement which are important from the point of view of the needs of social partners and the situation on the Polish labour market.</p> <p>In December 2021, the following catalogue of issues for further bilateral talks was agreed.</p> <ol style="list-style-type: none"> 1. Electronization of some documentation in labour law procedures. Considering introducing appropriate changes to the Labour Code. The topic is included in Chapter 1 of the European Agreement - Digital skills and job security. 2. Strengthening digital competences of economically active people (working and unemployed) - a necessary debate covering the following issues: <ul style="list-style-type: none"> - the need to involve social partners more widely in the work on digitization of the economy carried out by public authorities; - analysis of the demand for digital competences on the Polish labour market; - analysis of the availability of the existing instruments for improving the qualifications of adults active on the labour market and the sources of their financing (including training leaves, training for the unemployed and jobseekers, the National Training Fund); - analysis of the adequacy of the existing forms of support to the current needs of people active on the labour market and employers. <p>The topic is included in Chapter 1 of the European Agreement - Digital Skills and Securing Employment.</p>
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	<p>3. Joint analysis whether the current legal situation sufficiently protects the right of a Polish employee to disconnect (to be off-line) in the light of the following provision of the European agreement - "the employee is not obliged to be contactable". The topic is included in Chapter 2 of the European Agreement – Modalities of Connecting and Disconnecting.</p> <p>4. Analysis of the current situation in the use of algorithms in the work environment:</p> <ul style="list-style-type: none"> - discussion of legislative work carried out at the EU level, - presenting the practices and experiences of using algorithms in Polish enterprises. <p>The topic is included in Chapter 3 of the European Agreement - Artificial Intelligence and Guaranteeing the Human in Control Principle.</p> <p>5. Discussion on the possibilities of access of employee representation to facilities and digital tools in order to conduct trade union activities at the workplace. The topic is included in Chapter 4 of the European Agreement - Respect for Human Dignity and Surveillance.</p> <p>After the catalogue was formally approved by representatives of social partner organizations, in March 2022 it was submitted to the presidium of the Social Dialogue Council (RDS) with a request that the above-mentioned issues be dealt with by the relevant RDS thematic teams.</p> <p><u>Other initiatives</u></p> <p>NSZZ Solidarność is getting ready to launch the project "Initiating Activities to Implement the European Social Partners Framework Agreement on Digitalisation", which received support from the budget line of the European Commission SOCPL-2021-SOC-DIALOG, sub-measure "Support for Social Dialogue". The two-year project will start in September 2022 and will be implemented together with social partners from Lithuania, North Macedonia, Romania and Italy.</p>
Portugal	
Romania	
Slovakia	
Slovenia	
Spain	<p>In accordance with the commitment made in the Autonomous Framework Agreement on Digitalization, adopted by the European social partners, BusinessEurope, SGI Europe, SME United and ETUC, on June 26, 2020, the business organizations CEOE and CEPYME and the trade unions CCOO and UGT, make the following CONSIDERATIONS:</p>

	<p>First.- As we have already pointed out in previous report, the Spanish social partners participated actively in the negotiations held for the drafting of the European Framework Agreement on Digitalisation, with representation from both the business organizations (CEOE) and the trade unions (CCOO and UGT).</p> <p>Second.- The Spanish social partners jointly requested the translation of the Framework Agreement, (1) (2) which was carried out in September 2020. The quality of translation was low and we have also collaborated in this translation to make the text as clear as possible.</p> <p>Third.- The social partners have adequately disseminated the Agreement, publishing it on the web pages and in the different bulletins of the respective organizations and disseminating its contents among the different committees, the companies and associated sectorial and territorial organizations, and among the workers, through the different committees and working groups of both. The Agreement has aroused considerable interest in the legal and Academy fields, and has been analyzed in several studies, publications, web, blog, etc.</p> <p>CCOO and CEOE have participated in a Seminar held at the University of La Rioja on November 2021 about “<i>Collective bargaining and social dialogue in the digital transformation of industrial relations from a european perspective</i>”.</p> <p>UGT has organized a workshop on labor algorithms in November 2021 (city of Valladolid) where it has valued social dialogue in general and the Autonomous Framework Agreement on Digitalization in particular.</p> <p>CCOO has disseminated the Agreement within its national Seminar on "Digital rights at national level" and has also included the Framework Agreement in its Guide to Collective Bargaining and digitalisation.</p> <p>UGT has published various studies in 2021, in the field of digitization: Algorithmic decisions in labor relation, and Investment in digital skills in Spain. These include objectives allied to the framework agreement, given the call to build a digitalization based on social dialogue, with a human approach and anchored in collective bargaining agreements.</p> <p>Fourth. Regarding the modalities of digital connection/disconnection and teleworking, in September 2020, the social partners reached an agreement within the framework of the tripartite social dialogue, which was transferred to a National Labor Law (Real Decreto Ley 28/2020, de 22 de septiembre, de trabajo a distancia).</p> <p>The agreement specifically includes the employer's duty to guarantee disconnection, which entails a limitation on the use of technological means of business communication and work during rest periods, as well as respect for the maximum duration of the working day.</p>
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	<p>It also includes the duty of the company to draw up an internal policy addressed to employees, after hearing their legal representatives, defining the modalities for exercising the right to disconnection and the training and awareness-raising actions on the reasonable use of technological tools to avoid the risk of computer fatigue.</p> <p>In addition to the above, it is contemplated that in the social dialogue and collective bargaining agreements may be established to guarantee the exercise of this right. <i>In this sense, more and more agreements on connection/disconnection and teleworking policies are being developed.</i></p> <p>Fifth.- In relation to the matters of Artificial Intelligence and the guarantee of the principle of human control, in May 2021 an agreement was reached between the social partners and the Government to guarantee the labor rights of persons engaged in the provision of services in the field of digital platforms, which has materialized in a new regulation (Real Decreto-ley 9/2021, de 11 de mayo, por el que se modifica el texto refundido de la Ley del Estatuto de los Trabajadores, aprobado por el Real Decreto Legislativo 2/2015, de 23 de octubre, para garantizar los derechos laborales de las personas dedicadas al reparto en el ámbito de plataformas digitales).</p> <p>Specifically, this regulation involves the amendment of the national labor legislation, the Texto Refundido de la Ley del Estatuto de los Trabajadores, in the sense that a new letter d) is introduced in section 4 of Article 64 (which applies to all companies in general, not only to digital platforms), where the Rights of information and consultation and competences are dealt with. Reflecting the right of the works council to be informed by the company of the parameters, rules and instructions on which algorithms or artificial intelligence systems are based that have an impact on decision-making that may affect working conditions, access to and maintenance of employment, including profiling.</p> <p>Also, as a result of the agreement, this regulation includes the presumption of employment in the relationship between "riders" and digital delivery platforms.</p> <p>In this regard, social dialogue has deepened the spirit of this law and two agreements have been reached in Spain (XXIV Collective Agreement of the banking sector and an agreement of a company in the delivery sector), which provide for the transparency of algorithms and the creation of commissions that monitor their optimal functioning (respectively).</p> <p>Sixth.- With the aim of disseminating the contents, the social partners are contemplating the possibility of including the Framework Agreement as an annex in the next (V) Agreement for Employment and Collective Bargaining (AENC) or making recommendations to our collective bargaining partners aimed at implementing the contents of the Agreement.</p> <p>We also specifically reviewed the contents of the collective bargaining that has taken place following the signing of this framework agreement to examine the pace of implementation of the agreement.</p>
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	Finally, we also analyzed the statistical data provided by the Ministry of Labor and Social Affairs on the number of sectoral collective bargaining agreements and companies introducing clauses in the content of the agreement.
Sweden	
United Kingdom	
Candidate countries	
Turkey	