

CHALLENGING THE NEW NORMAL: THE FUTURE OF WORK IS HUMAN

UNI
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& managers



UNI P&M EUROPA CONFERENCE 2021

CHALLENGING THE NEW NORMAL: THE FUTURE OF WORK IS HUMAN

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THANK YOU

We should like to take this opportunity in thanking our speakers for their invaluable contribution during the two day conference.

The speakers in question are:-

Marie Christine Lebert
President, UNI Europa P&M

Oliver Roethig
Regional Secretary, UNI Europa

Prof. Rosalind Searle
PhD. MBA, Psychologist

Dr David Holman
Professor of Organisational Psychology, University of Manchester

Jérôme Chemin
Vice Secretary, CFDT Cadres

Nuria Lobo
Servicios CCOO on remote working and digital rights in the banking sector

Dr Christina Colclough
The Why Not Lab

Andrew Pakes
Director of Communications & Research, Prospect

Birte Dedden
UNI Europa ICTS Director

Sebastien Brossard
PHD, Engineer Copenhagen Business School

Veronica Fernandez Mendez
UNI Global Union Head of Equal Opportunities Department

Alke Boessiger
UNI Global Deputy General Secretary

Ben Egan
Organizing Director, UNI Europa

Christina Hoferl
GPA Austria

Gareth Murphy
FSU Ireland

Florentin Iancu
SITT Romania

Closing remarks by

Ulf Bengtsson
UNI Global President P&M

INTRODUCTION



We are pleased to present this report which compiles the speeches from 16 union leaders, academics and organizers at the European P&M conference in November, 2021.

Although the COVID-19 emergency did not allow us to hold the event face-to-face, the quality of the discussion and the participation were high: 36 trade unions from 16 different countries, a diversity of voices which makes us stronger.

The different sessions at the conference covered the challenges arising from a new normality after the COVID-19 crisis, together with changes to the organization of work. P&Ms are particularly impacted by the new ways of working, such as telework, but also by associated health issues that are becoming more complex in this context.

Artificial Intelligence and its impact on the world of work was at the heart of the conference. Digitalization has not only brought new work tools for employees, but has also brought new monitoring, performance evaluation and management systems, many of which introduced AI into the workplace. It is easy to forget that codetermination and worker rights must apply even when management is a machine.

How are unions coping with this development? What can be done? And how can we maintain and expand our opportunities to fight for good working conditions and decent work in a digitalized work life?

Organizing professionals and managers is not easy but in today's world, with all its complex issues, it is crucial to include this part of the workforce in unions. We must strengthen solidarity among workers and the sense of being part of a community where no one is left alone to face difficulties.

We warmly thank all the actors of this success: the speakers, the participants, and all the staff. They have shown a common European commitment to support one another, which is precious and essential as one crisis follows another. The conference, on which this report is based, enriched and nourished us on three main topics of our work, helping us to prepare for the years ahead.

Enjoy the read!

Marie Christine Lébert
UNI Europa P&M President

Massimo Mensi
UNI Global P&M Director

As Canadian philosopher, Marshall McLuhan, once said: "Our Age of anxiety, in great part, is the result of trying to do today's jobs with yesterday's tools and yesterday's concepts."

With the UNI Europa Professionals & Managers (P&M) 2021 conference, we tried to address the priority issues for our future, using tomorrow's tools and tomorrow's concepts!

OPENING



It is always a pleasure to be with UNI Europa professionals and managers.

Working for you was my first job in UNI Europa.

Professionals and managers are a key group for UNI Europa, but indeed for our industries.

The service economy is changing.

We will see more high-skilled jobs but also a decrease in the jobs in the middle.

From both trends, you are affected.

Together, across the services sectors we need to address the forthcoming challenges.

Let me just mention some: upskilling, algorithmic management, surveillance.

You, as P&M, are not only affected by these changes, you also have an enhanced role in shaping them - not least towards other workers.

This is not only about exchanging expertise and finding solution.

It is broader than this.

It is about building trade union power and collective bargaining throughout Europe.

This is the best way forward to meet the challenges for professionals and managers and all workers.

Our guiding beacon is the slogan of our Congress last April.

Forward through collective bargaining.

Collective bargaining is about the ability of workers to shape their own working lives collectively and have a real say in their workplaces.

UNI Europa's mission is to reinforce the collective bargaining power of our affiliates, especially at sectoral level.

Our aim is to build a transnational environment that strengthens and promotes collective bargaining nationally.

It is about us coming together to defend, expand and (re)build collective bargaining.

In a nutshell, this aim is the central campaign we launched at our Conference in April:

No public contracts for companies without collective agreements.

Over 100 trade union leaders, send a simple request to European Commission President Ursula von der Leyen: Change EU public procurement rules now.

Getting this change will not only generate a leap for collective bargaining, the lowest paid will benefit in particular.

UNI Europa will not rest until we get this change to EU law.

“ Together, across the services sectors we need to address the forthcoming challenges.

Strategic Priorities

Going into details, for the next years, our three strategic priorities are:

- 1) Establishing organizing capacity that mobilizes the active involvement of workers in collective bargaining and enables trade unions to negotiate successfully;

one that seeks fully unionized services sectors where every worker is covered by a collective agreement.
- 2) Fighting for an EU legal and political framework that is conducive for the ability of our affiliates to bargain collectively at the national level;

one that stops the negative impact of EU legislation and the European Single Market in its current form.
- 3) Demanding an active commitment by multinational companies to champion and engage in collective bargaining at all levels wherever they operate;

one where they are social partners for trade unions and urge other companies to do the same.

A key point in this strategy is to mainstream these priorities into our work and mobilize members.

This includes having your input as professionals and managers in our overall activities, but also for us to see what we can do for professionals and managers across UNI Europa but also in every sector in which you are represented.

You are in a unique position.

You are by nature cross-sectoral and in a leadership position.

You have the networking advantage and you are at the levers of power in a company.

Let's work together to explore this advantage for UNI Europa P&M, for UNI Europa and the entire trade union movement, with Marie-Christine and Massimo, you have strong leaders in place.

Colleagues, Our mission is not only about the workplace!

Democracy at work and democracy in society are the two sides of the same coin.

When democracy is under attack, it is the workers' movement that is first targeted.

We have witnessed this again in Rome last month, where fascism targeted the CGIL head office. In many countries, right-wing populists, you all know whom I am talking about, say democracy doesn't work and that they are the real advocates of workers.

No, it is the workers' movement present here today. It is the trade unions. We are the collective voice of workers coming together to have a say! Collective bargaining is the antidote to populism! Collective bargaining is about working life allowing workers and their families to live in dignity!

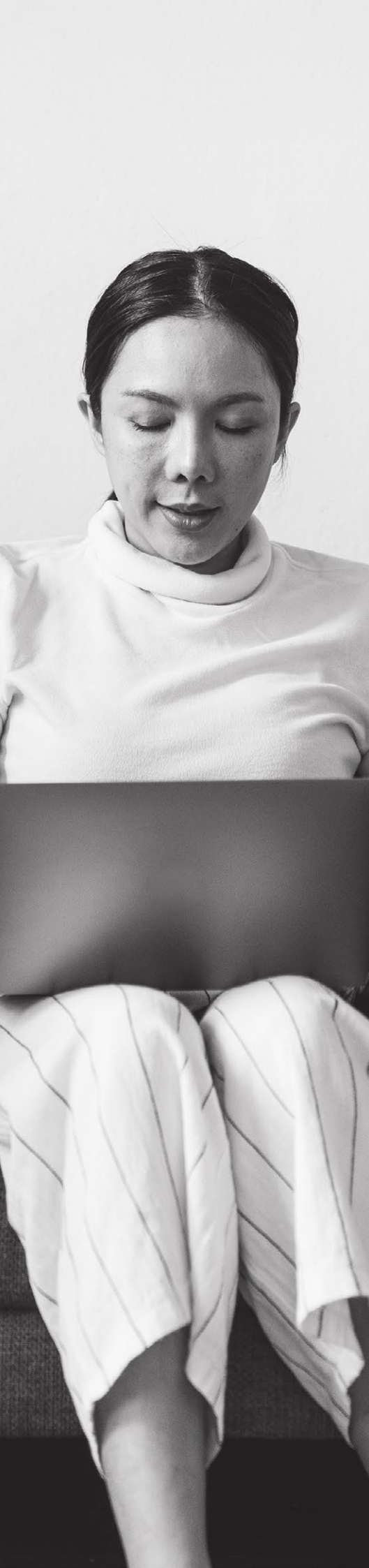
Thank you!

I wish you a great conference!

Forward through collective Bargaining!

Oliver Roethig

Regional Secretary, UNI Europa



AFTER COVID19 EMERGENCY; THE “NEW” NORMALITY

DR. DAVID HOLMAN



**PROFESSOR OF ORGANISATIONAL PSYCHOLOGY,
UNIVERSITY OF MANCHESTER**



What I'm going to be talking about today is surveillance and hybrid working. So the first part of my talk, I'm going to talk about hybrid working, and then I'm going to move on to talk about some issues to do with surveillance and monitoring, and then I'm going to bring them together. Now I know that immediately these things might not seem relevant to each other, but hopefully at the end of my talk, I'll be able to show that issues to

do with surveillance are very much becoming much more important as we move towards the greater use of hybrid working.

So first, what I would like to do would be to define what I mean by hybrid working. In a general sense, hybrid working just means that you are regularly working at different locations and for most people that is working in the office and working in the home regularly, it might be

50% in home and office or 60 40 or whatever. And as I'm sure you're all aware, the pandemic has induced several significant changes in the world of work and in particular, in the location where we work.

And so I'm sure you're all aware about the growth in home-working. And there are various estimates about the extent to which it's increased. Some surveys show it's going up from 5% to 10%, others show it's going up from ten to 25. So I think it depends slightly on how you measure how you measure it. But I think the general message is that home-working, where people are permanently working at home has doubled as a result of the pandemic. And there are obviously variations by country. For example, in Belgium, it went from somewhere from 50% of people in Belgium were working at a home during the pandemic, whereas in Croatia it was much lower at 25%.

And this reflects the occupational structure within those countries, and there are obviously also variations within occupations. For example, ICT workers, managers, the extent to which they were working at home was far greater than in other occupations. And one of the key outcomes of this is that it has shown both to employees and to employers that people can work effectively from home. And also it's given many people a taste for working at home. And there's a recent report by Eurofa which showed that 60% of EU workers now prefer some form of hybrid working.

And as I'm sure you're all aware, with the sort of hastened to say, the end of the pandemic, but the end of lockdowns. We are seeing a great propensity among many organizations to move or at least experiment with hybrid working. So, for example, at my university, the University of Manchester, they were implacably opposed to the

“ But now they are experimenting with hybrid working, and I think this is perhaps a general trend. We don’t know where it’s going to end, but I think the general implication here is that hybrid working is now a key part of the working landscape.

professional staff and administrative staff working from home. But now they are experimenting with hybrid working, and I think this is perhaps a general trend. We don’t know where it’s going to end, but I think the general implication here is that hybrid working is now a key part of the working landscape.

Many more people will work in a hybrid way. They’ll be working both at home and in the office. It’s no longer the preserve of what it used to be was typically it was senior managers who were rewarded by being able to work at home. So there are many, many more people who are now working at home. And there’s been actually a lot of research on home-working on hybrid working before, and it clearly has or can have several benefits. And one of the key benefits is that it gives employees much more control and flexibility over their working time, what they do in the day when they do it, who they work with, for example, and clearly some of the benefits of this are greater work-life balance.

People feel more engaged in their work, they’re more satisfied with their work, how they’re working, and this can lead to improvements in productivity. There is, however, a big how this depends on various factors. So, for example, the benefits depend very much on the quality of the workspace at home. So I’ve been doing some research on this myself, looking at how the workspace at home

affects people’s engagement, satisfaction and perceptions of their own performance. And what this shows is that where people have spaces that enable them to engage in long periods of concentration without interruption, where they have spaces at home that allow them to make social connections both virtually and in real time and also where they have spaces for recovery so that they might have a dining room, they might have a garden or something like that.

All these help to contribute to people having a positive experience with hybrid and home-working. It also very much depends on the quality of workplace relations, and in particular, as Ross has just shown, the quality of trust between managers and employees. So if there is a high level of trust, this means there is less likely that the manager is going to engage in the sort of micromanagement, constantly phoning up, constantly wanting meetings to see how the employee is performing. Also, it depends on the quality of feedback that employees receive.

How am I doing at home? Am I performing at the right level? Am I performing well compared to my colleagues? So all these things affect how people experience hybrid work and working from home. And obviously technology plays a key role. Do you have good Wi-Fi is clearly one of the most basic ones, but as these potential benefits or research has shown

that there are several problems that can emerge from hybrid work and from home-working. So one of the key ones is isolation, so that people feel a lack of connection to others at work. They get isolated; they become isolated.

And actually, there’s a really interesting work that’s coming out that was recently published in Nature that shows that people in the pandemic when they worked at home, their social networks actually reduced. And so you tend to when you’re working at home, develop a much stronger network with a fewer number of people over time. And what that means is you become more isolated and also you have fewer connections with other teams with the wider organization. And this has implications for the quality of opportunities and knowledge that people have access to.

It also means that things can become less transparent. You know, less about who’s doing what, who’s getting, what rewards, who’s getting what opportunities. And another impact or problem with hybrid working is that people overcompensate. I mean, this idea that people sit around at work and loafing around not doing anything is far from the case. And actually, in most instances, people overcompensate and the overwork we go from one zinc call to another, and we cram a lot of work in. And the other key issue in hybrid work is that many don’t benefit.

So clearly people who are carers, they might have very young children, they might have to care for a person who’s ill or elderly relations. Clearly, there’s quite a lot of evidence that shows that these people find it very difficult to capture the benefits of hybrid working. Also, a colleague at Leeds has been doing some research, and they showed that young and new starters, they often find it

much more difficult to socialize and become inducted within an organization, and they lose out on that sort of informal knowledge and understanding of the culture that you need to learn if they are engaged purely in homework, for example.

So there clearly are several benefits, and there are problems, and these benefits depend on a range of factors. So that's how hybrid working. Now, let's look at surveillance and monitoring. So basically, a surveillance system is any system that assesses your performance or behaviour. But the debate has very much been about electronic performance monitoring. And this is because electronic performance monitoring is a step change in the monitoring process because it allows much more intrusive and extensive monitoring of people's behaviour. And it's also an developing field.

And so there are new, evolving forms of performance monitoring. So we've all heard about AI, which is basically software systems taking over managing your tasks. Allocating work, but they depend very much on monitoring where people are what they're doing, and so on. Then there's biometric, and these come under the guise of recognition software. But actually, what they also allow you to do is to monitor where people are, what they're doing and so on. Then there're things like productivity tracking software, which this is the software that goes on people's computers, and it tracks when you're working, what sort of work your keystrokes, it can take screenshots of what you're doing and so on.

And there are other things like emotion monitoring, which is new, which one is where sentiment analysis, which is the analysis of people's emails to see if they're being aggressive or abusive or

whether they're engaging in the right customer orientated behaviours. Okay, I'm very sceptical about their ability to do that anyway. So there are these new forms of monitoring, so you might think, well, how do we understand and characterize these very diverse forms of monitoring? But actually they share a number of key characteristics. And so one characteristic is the extent to which they're intrusive.

Do they intrude on our privacy? To what extent do they intrude on all aspects of our behaviour? For example, do they merely monitor something like how long we're working, or is it much more fine grained on the criteria which they're evaluating? Are they intense? Is it continuous and long lasting? What's the purpose of the monitoring? So is it punitive just to catch people out, or is it used in a more developmental way to provide constructive feedback? How transparent is the monitoring? So do people know that they're being monitored, how they're being monitored, the criteria against they're being monitored and last, but not least, the discretion and extent to which people have to control the monitoring process?

Can they choose when they're being monitored? Do they have some say in the design of the monitoring process? And so what you can see with these key characteristics, you can analyze any monitoring system so, for example, if we take productivity traffic software, this could be very intrusive. It can be very intense because it's continuous. It can be used in a very punitive way. It could be very untransparent because people might not know the extent to which they are being monitored, and they might have very little control over this process.

And in these sorts of systems, it increases one's workload because

it increases the extent to which you have to monitor your own behaviour, so it increases the effort you put into work. It also can reduce the level of trust because these are very much such a system will be indicative that you are not trusted to just get on with your work. Low transparency, again, would indicate a lack of fairness because you don't know the procedures by which you're being assessed. Clearly, it might be perceived to breach Privacy and all these things can contribute and add up to stress.

Okay, we know that high workload, low trust, lack of fairness, privacy breaches are some of the key determinants of stress in organizations. However, we must also think actually some monitoring systems actually might have some benefits. So, for example, we might want to imagine sometimes, perhaps in a call centre where they only monitor the quality of calls, and if this was done in a way where the agent had control over which calls they wanted to select to be assessed, for example, and they were very clear client criteria about what they were assessed.

This and the feedback process were done in a very constructive manner. This would actually give them a lot of more clarity. It would be more developmental and it might help them improve their performance and, as a result, to help in managing their wellbeing. So it isn't necessary that all surveillance systems are always bad. But the point is that, like with any technology, they can be designed in very different ways. They can be designed in ways which promote stress, or they can be designed and used in ways which have the potential to have more positive outcomes.

What I'm going to do to get to now is to smash these two areas together so we can talk about

surveillance and hybrid working. And so what we're finding in recent surveys is that with the move towards home-working to hybrid working, the monitoring systems at work are now being extended to the office and in some recent data from the UK, from the TUC, also from Scotland, the TUC and work has done up there. Actually, the level of surveillance has increased with the increase in hybrid working and in particular, there's sort of anecdotal and some evidence that systems like productivity tracking are being increased in their use.

And so what we can see then, is that the home-working, surveillance and monitoring technologies can present several quite serious problems because they undermine the benefits that you might get from hybrid and home-working. So number one is that they might be perceived to be intrusive of privacy, so they undermine the trust and quality of relationships on which home-working depends. For example, also, surveillance systems have great potential to lack transparency and to be used in a punitive way. So again, you can see that this would undermine the high quality social relationships on which productive hybrid work depends on.

Also, you can see that increased monitoring will lower discretion because people have less discretion in how they do and less discretion over their work. So clearly, one of the great benefits of hybrid working and work at home that people report is it frees me from managerial control? It gives me much more freedom and discretion in how I work. And the issue with surveillance is it undermines that key benefits. So the point is that surveillance clearly seriously undermines many of the key benefits that you might get from hybrid working.

And so to conclude then, from a

policy and practical point of view, it's very clear that organizations really need to develop clear and transparent policies for hybrid work. Who gets to work at home when you can work at home? How is home-working distributed fairly, but also in those policies? To think about how performance is monitored at home, are you simply going to be transferring the monitoring systems you use at work into home? Because this is a recipe for not disaster, but for many problems. And so really, you need policies that at least try to promote the potential benefits of monitoring.

Your monitoring systems need to have a developmental purpose. It stresses high-quality feedback. It stresses outcomes rather than just doing particular tasks. The systems need to be transparent and fair so that everyone knows they are the criteria by which they are being monitored. Ideally, you want some employee participation and control over the monitoring process, and also they need to minimise the level of intrusiveness and in particular, the extent to which it might be seen to be intrusive. In a home situation where I think that people's understandings of what is intrusive and what is an invasion of Privacy are going to be very different from the work.

So I'm going to wrap up there. It was a very quick tour of hybrid and surveillance and I look forward to getting your questions and having a discussion later on.

PROF. ROSALIND SEARLE



**PHD. MBA, CHARTERED PSYCHOLOGIST (OCCUPATIONAL),
FELLOW OF THE BRITISH PSYCHOLOGICAL SOCIETY (FBPS),
ACADEMIC FELLOW OF THE CHARTERED INSTITUTE OF PERSONNEL
AND DEVELOPMENT (ACADEMIC FCIPD), FELLOW ROYAL SOCIETY
FOR ARTS, MANUFACTURES AND COMMERCE (FRSA)**

Links to recent publications:

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during times of threat / Employee
trust preservation](#)

[Trust propensity](#)

[Perceived Mastery Climate, Felt
Trust, and Knowledge Sharing](#)

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[Distrust & change: Insider threat](#)

[Routledge Companion to trust](#)

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Policy matters

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["Money's too tight \(to mention\)": a
review and psychological synthesis
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JÉROME CHEMIN



VICE SECRETARY, CFTD CADRES & MEMBER OF THE NATIONAL INTERPROFESSIONAL AGREEMENT NEGOTIATION ON REMOTE WORK

“

Good afternoon, everybody. Thank you very much for inviting me. I'm about to talk to you about what's happening in France on remote working, as in many other countries. There have been many developments in this area over recent months.

Perhaps I can give you an overview of remote working in France. We can look at the situation before where 4% of workers work from

home, and these were maybe higher level executives. Since as in many other countries, home-working exploded, and we saw the number of executives working from home increasing. But other categories of staff as well, even manual workers, lower category workers worked from home as well. Our trade union has continued to work on the issue of remote working, and we have presented some demands.

But in parallel, we are also looking at some issues that were present in the past, but that have come back to the forefront of work life, such as flex office. Companies are now reducing their office space. They are creating new ways of working to their employees. They dress these systems up with pretty language, calling it things like dynamic desk. But coming back to the subject of remote working in France in terms of the law. This first appeared in 2005 with an interprofessional international agreement on remote working.

In 2020. There was a second international interprofessional agreement on home-working, so there were 15 years in between these two agreements, which is huge when you consider all the developments that have taken place in the field. And it wasn't a simple process to get this new agreement for us as trade unionists. It was difficult to get both agreements to coexist because the most recent one did not replace the previous one. So we have the agreement set out in 2005 and then we have some rules that were added in 2020.

So there's a lot of hard work involved there too. What's changed with covered is that we tend to go more towards company level agreements for home-working and even branch level agreements (pharmacy for example). The article on exceptional remote working in the 2020 agreement was rather underdeveloped and the loopholes were clearly shown during the covered crisis. It meant that there was urgent negotiations that had to take place within the companies in order to put this exceptional home-working in place.

There's another big loophole, which is that these agreements are not actually a binding today. So the business unions are not held to these rules.

“ Remote working is a way of organizing work. It's not a reward. Often when it was reserved for higher level managers, it was considered as a reward.

Remote working is a way of organizing work. It's not a reward. Often when it was reserved for higher level managers, it was considered as a reward. So we really have to break that Association between remote working being considered a reward. Previous speakers have also mentioned the aspect of trust. Company level agreements always include the word trust, and then further on in the text, you'll see that there's lots and lots of surveillance included, but there's still some work to be done on that. The interprofessional agreement is to do with something that workers will demand, so they know that they have to offer it.

Remote working in the 2020 bill is voluntary. When it's regular, it can only be required during a health crisis. There's always an adaptation period. In some way, it's almost like a trial period, both for the employer and the employee. There's always a chance to revoke that it can always be cancelled, and it must be remembered that the remote workers will have the same rights as those on site. Their workload must not be increased, and they have to have a previous or a prior to even get an alert which allows employees to tell their managers if their remote work longer is working for them.

This is in fact, something we've reintroduced into the agreement of professional risks because there could be risks. Earlier on, we talked about the fact that you felt isolated, that's one of the risks you can also, of course, have ergonomic

problems because of bad positioning with your keyboards, et cetera. All of that needs to be assessed. It needs to be evaluated. And there's a document actually designed for that purpose. In remote working, you also need to make sure that the question of isolation, the feeling of isolation is borne in mind.

You're making a lot of people work at home, and you therefore need to make sure that they are taken care of and as a collective too. The presumption of accidents at work when you're in remote work. You may still have an accident at work. It can still happen, so that, too, needs to be something that we are aware of. And, of course, finally, equal treatment between those workers who are on premises and those who are off site.

Remote work should not have a negative impact on career prospects. That's another point. I wanted to flag. There's another chapter where we talk about gender equality, a really important principle as well. I wanted to briefly, perhaps, recall what the 2020 agreement says remote working should not impinge upon the principle of gender equality between women and men. The principle of equality between the sexes is a fundamental one. So this principle of gender equality between women and men is something that is considered to be very important and therefore emphasized in this agreement. Furthermore, we talk about special cases considering special circumstances.

It's important to highlight some special circumstances that might arise. I'll give you an example, for instance, remote working, which can have a positive impact on the question of moving or travelling to go to work. What else? Something else that we've seen during the pandemic is people who are vulnerable and who are particularly affected.

So we talk about vulnerable people, and we also talk about those who are trainees, for instance, those who are coming into the company and have not been there before. You need to really take care of them properly. It's very difficult to have a trainee when the rest of the workforce is in a remote work situation. So bearing that in mind as well, those who are temporary or intern trainees in a company. What else should I mention? The importance of training, training and also the management of one's trajectory, career trajectory.

In February, recently here in France, we reached an interprofessional agreement on management on how they can be trained remotely. It's really important to make sure that training is provided and that the specific circumstances of remote working conditions are considered in that training curriculum and social dialogue.

Another really important issue is we need to take care of that. Some companies have drawn up agreements and they've negotiated with their trade unions. But there are other companies who prefer to do it differently who drove a charter, for instance. So you've got some companies that have drawn up charters. We believe that the best option, of course, is negotiation is bargaining. It is to be negotiated by the two sides of industry. And we also talk about in this text. We talk about the activities that can be done under remote working

circumstances, so not posts, not positions, but activities that can be carried out remotely because some activities can be conducted remotely, others not.

But if your particular activity can't be organized differently, take that into account as well. So it's a question of tasks you might have, for instance, 20% of your tasks that can be done remotely. Well, that means that's accounted for if you like. It's calculated in the overall number of hours you work remotely. So you define the tasks. And I think that this list is going to be really important. Really important for managers. For instance, if a manager refuses somebody to work remotely, that is something that they can then rely upon, and it's once again something that's mentioned in the law.

So if today you have a worker who has tasks that could be conducted remotely, but if the manager refuses to allow that, then at least you have a reference text to which you can refer in that dispute. If there is a claim or a demand by the worker, that the worker can certainly refer to that reference text is helpful. What else we should perhaps also mention cost, making sure that costs are reimbursed and the cost that might arise. There's been quite a debate about this in France, in fact, something that needs to be taken care of by the employer, of course.

Before 2017 there was a law and the law talks about different provisions in terms of reimbursement of costs. But now it's not mentioned anymore in the last version. There's been quite a lot of lively debate around that. Also, of course, equipment, material, resources that need to be provided for those who are working remotely. Also, rules for trainees. You might have someone who is just coming into the company. They're just new to

the company, and they can't, in fact, work remotely for a certain period of time. Let's say, three months, six months.

So that's also something to remember. And again, communications between those who are working remotely and those who are working on site. You need to make sure that the whole system works wherever your workers are located. Another important point for us in France, is, in fact, one of the first countries to introduce this in a law, the right to disconnect, in other words, the right to log off if you like to not be forced to be online constantly because of your work.

That's another really important principle for us. I think I'll conclude just very briefly, a couple of points. Still, this interprofessional agreement really emphasizes the importance of social dialogue. After all, we're trade unionists. We want to make sure that we can still contact the workers, even though not everybody is on site organize, elections, et cetera. We need rules. We need a *modus operandi* if you like. And then also in this agreement, there's a chapter on exceptional remote working.

We actually find that part of the text rather weak, and we don't think it covers the kinds of scenarios that we have experienced during this lockdown and during this pandemic. But that's something else I wanted to flag. What else? Earlier on, I talked about costs, about disbursement of costs or reimbursement of costs. Again, for that, we need to have a social dialogue. Also, of course, board costs counting costs that would normally be reimbursed in a county. So, again, that's an important principle that's been debated in France.

There's another chapter which is on

travel. We have a law in France that says that the employer shall cover 50% of travel costs between your home and your place of work. Now, if you live in a city and you maybe have, what, 30 minutes public transport to get to your place of work, obviously, the cost is not very high. But if you live 300 kilometres away obviously, the amount you have to pay for travel is far higher. And so we know that companies are keen to revisit that particular law. A lot of their workforce has, in fact, relocated. A lot of people have moved out of cities, moved further away. So that question of reimbursement of travel costs and the 50% thing, that is something that will be discussed as well. What else? I talked earlier about the activities that can be conducted in remote work. So that, of course, gives rise to some discussions.

What exactly can qualify as an activity that can be done by remote work? And then another point that we have discussed. We want to look at the ways in which pregnant workers are supported. For instance, if you're very near the end of your term as a pregnant worker, you should almost by right, be entitled to work from home-work remotely. So that's another initiative that we would like to discuss further.

So there you go. In a nutshell, the different discussions that we've been having since the outbreak of this pandemic. It's a social crisis. It's a health crisis. There are a lot of loose ends to tie up, and we've been discussing them all, as you can see. Thank you very much for your kind attention. Thank you so much.

NURIA LOBO



SERVICIOS CCOO, ON REMOTE WORKING AND DIGITAL RIGHTS IN THE BANKING SECTOR

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Good afternoon and thank you so much for your kind invitation to attend this conference. So what I would like to do today is talk about the particular situation of the banking sector in Spain. And I'd like to talk about agreements, sector agreements and about collective bargaining and how that has allowed us to regulate remote working teleworking.

This pandemic led to the

emergence of a lot of remote working, as you might imagine. And these were unprecedented circumstances. So you had remote working, including in the banking sector. I mean, in the past, the number of people who were remote working was minimal and a very low number of people who were actually availing themselves of that possibility of working remotely working from home.

But with the outbreak of the pandemic, you can see that the percentages went way up a lot more remote working during the pandemic. And we're not just talking about central services. You can see that in some of these companies, we had 100% remote working in central services. It went as high as that. You can see that through the graph that I'm showing you right now, you can see all the people who avail themselves or who are forced to avail themselves of the remote working possibility in the banking sector in Spain with a big five here.

That's one thing. So that's the central services, but also the branches you can see many people opting for remote working. One example I would mention is BBVA. I think it's 88%, the blue column. There are 88% of the people working in branches for that bank who were in remote working situations. Since then, the situation has developed. There are more people who are actually physically present on the bank premises. So back in their branches. But as far as Comisiones Obreras is concerned, we thought that this is an opportunity.

Everything that we've lived through, everything that we've seen, is a good opportunity for us to seize and to talk about what we can agree or negotiate in this regard. So that is what we've been doing in terms of the banking sector. We really thought that this was a golden opportunity for us to make the most of this opportunity or momentum. If you like to talk about remote working, to talk about digital rights, about digital communications and to regulate it as best we can, let's seize the moment.

Now, to conduct that work, what I can tell you is that we had some precedents at European level

and also at the national level for the European level, I can refer you to different agreements or declarations signed in previous years, joint declarations you can see here on the screen, the social dialogue at European level, for the banking sector. These are all texts that were adopted jointly, joint Declarations, and I think that it's been quite interesting for us to look at these documents and to see what we now need to broach nationally.

What is it that we need to talk about nationally, in particular, for the Spanish banking sector? So it was a good background, if you like, as far as Spain was concerned. Therefore, we had, first, the organic law of 2018, that's an organic law on personal data protection and the guarantee of digital rights from the 5 December 2018. So that's a law that talks about digital rights specifically. And then in addition to that, we also had because of the pandemic and because of the great amount of remote working because of that in September 2020, the Spanish government also signed a so-called Royal decree law on remote work.

And in that decree law, you had a regulation of several aspects that had to do with remote working, but some aspects were left to collective bargaining. So several elements were reserved for collective bargaining rather than being incorporated into the Royal decree law. So that's the Spanish level we had, of course, quite a lot of discussions, quite a lot of debates. And at the end of the day, we signed two collective agreements. I think they're pioneering in this field.

And this was just after, really, just after the government had signed the Royal decree law that I showed you a minute ago. So shortly after that, we signed a collective agreement that's for savings

banks and financial institutions September 2020, September. And in that collective agreement, we included the regulation of remote work. And we also regulated digital matters, regulation on digital and Labour disconnection. So the disconnection principle is there as well in that first agreement, and then a couple of months later that's in January of this year, in fact, we signed another collective agreement.

This was again for the banking sector, and in that you have a regulation of remote work, that's one thing. But in addition to that, you also have a regulation on digital transformation and digital rights. So again, that's incorporated into the second collective agreement for banks moving on then to the subject of remote work or telework. What we have is a regulation that I think really helps improve the legislation. It improves the laws. Like I said earlier, there was a decree law, but certain aspects were reserved for collective bargaining, and you can see them here.

I mean, you can see some of them here. Obviously, there were many other discussions also on the principle of equality, equal right to work, etc. That's also part of our collective bargaining

provide for the employees who are working remotely. We also agreed on monthly amounts that will be set in order to compensate those employees that are working from home.

Again, a big debate. We've actually set a monthly amount in Spain, which is quite important, so that's the compensation that will be given to those employees who are having to work from home. Telework. Furthermore, it was agreed that the possibility of teleworking would be seen as a mechanism to help solve structural or temporary employment problems in the finance sector. You may know this. There's a whole restructuring process going on right now. Closure of branches, reduction of the workforce, et cetera.

Well, we would say that teleworking is maybe a mechanism that we can use under the circumstances to help mitigate the nefarious effects of the restructuring of the sector. What else? The Royal decree law that I mentioned earlier on also stipulates that teleworking is regulated for less than 30% of the daily workload. Now for the banking sector, we also have regulation on that for the banking sector, 30% of the daily workload, that's the regulation. There is also mention of the unions. The unions

“The unions are allowed to use the telematics of their companies as a means of communication with their employees, those employees who are working remotely.”

agreements. But in this case for the two agreements I mentioned a moment ago, we achieved several things. First, we detailed the type of equipment that companies have to

are allowed to use the telematics of their companies as a means of communication with their employees, those employees who are working remotely.

This is extremely important. We have many people working from home, and therefore we can't rely on the traditional methods of communication as trade unions. But thanks to this regulation, we can contact workers using those telematics opportunities. We can have video conferences, you can have calls, et cetera. And it's therefore possible for us to communicate with them daily, to talk to all those people, all those workers who are working from home working remotely. It really allows us to do our trade union work if you like properly, even under the circumstances.

And then the final point, I would mention, teleworking or remote working is an option is one option, an option that you can resort to if you have to cover some unforeseeable or unforeseen or exceptional circumstances. We've had a pandemic we've had covered 19. That's an unexpected and exceptional circumstance during which we may work remotely. But in the future, you could well imagine other situations arising need not be a health crisis. It might be some other exceptional reason, exceptional circumstance. And under those circumstances, you'd be justified in applying telework.

Now, let me move on to digital rights and digital transformation. We have the collective agreement in the banking sector, which is actually much broader than the one we had for the savings institutions. So what we've broached in this agreement are the points that you can see here. First, it's a process of digital transformation, and therefore trade Union representation needs to be part of that whole process. We've made that quite clear. You can't just forget the trade unions in the process of digitalization where that impacts the people who are working in this sector or impinging upon their Labour rights.

And of course, involve the trade unions. This is very important. It's important for the workforce. You need to make sure that working people have adequate representation through their trade union. So there's a whole process. You can have reports, you can have evaluations and assessments. You can do impact assessments of digitalization, et cetera. All of that will continue to be the case. What else? We've also worked on several digital rights that you can see here on the screen, for instance, the right to disconnect from work to go offline.

We talk about measures we talk about best practises. There're many details given to that to explain what we mean by that. Also the right to privacy. You have the right to Privacy in the use of digital devices and actually hear the companies, together with the legal representatives of the workforce, need to come together and agree on what the privacy rights are in using digital devices. So what exactly are your rights when you are using such devices?

A further point that we've worked on is the right to privacy. Right to privacy. When it comes to the use of video surveillance or sound recording or geolocation devices in the workplace, we want to actually make sure that these systems are used only within certain carefully circumstances and circumstances and only because it is required by law or because it is necessary or because there's an obligation if there's an obligation to, for instance, record calls when we conduct client calls. Sometimes these calls are recorded because we are providing information or advice on products and services that we offer, anyway.

All of that needs to be surfaced. Right. What else? Right to digital training here? The companies

have agreed that they will provide training to workers in the financial sector, helping them improve or upskill their digital skills. So that has become a right, making sure that the workforce can therefore upskill and defend its employability if you like. And then the final point I would mention is rights concerning the use of AI artificial intelligence. That too, has been included. And what I can tell you about that right or that conversation.

What this means is that workers can't be subject to decisions based purely on algorithmic decisions, so you can't just have decisions taken by algorithms by AI. In fact, the workforce can demand or workers can demand that an individual, a human being, is called into the process and therefore contributes to that decision. It can't just be based on AI. And companies need to improve the legal representatives of the workforce need to improve them of the use of any data analytics, for instance, any kind of use of artificial intelligence to take decisions, decisions that have to do with human resources or indeed with Labour relations.

So the company has an obligation to inform the legal representatives of the workforce, so that's on digital rights. And now, of course, having reached these agreements, we now need to look at how this is implemented in practise on a day-to-day basis. And so what we've now reached is the phase of bargaining and implementation at company level. So we're now looking at that stage of the process. And we're doing this in parallel. You've got agreements on remote working alongside this at company level, where you perhaps give a bit more granularity if you like more detail to what's already been regulated within the collective bargaining agreement, the CBA.

And at the level of each company, we're also working on different protocols that have to do with digital rights. But I mentioned and also the use of digital devices. And so we're doing this at company level, looking at it individually for each company. I can tell you, we still have quite a lot of work to do. There's quite a lot still to be developed. These are new forms of work, a new world of work, if you like, and we need to adapt to all of that.

We need to look at what that means in terms of our day-to-day Labour relations and our work. So there's a lot still to do. We've done a lot of work, but there's a lot still to be done, particularly, I would say, on artificial intelligence, how does AI impact on our workforce on our working men and women? How are decisions taken under these new circumstances with the involvement of artificial intelligence, with the involvement of algorithms, that's something else. We still need to work on a lot.

And we need to look at all this mass of information, the information that the company needs to give to us. And again, with the involvement of algorithms and artificial intelligence. All of that needs to be analyzed, if you like, from the vantage point of trade unions. So that's still work to be done. But we shall continue. The struggle goes on. And thank you very much for your kind attention. And, of course, if you have questions or anything that wasn't clear to you, then please, please do get in touch.

These collective agreements deal with a lot of points over and beyond what I've had the time to outline for you on this occasion. So please don't hesitate to get in touch. Thank you so much for your kind attention.



AI: DECENT WORK IN A DIGITALIZED WORKING LIFE

DR. CHRISTINA COLCLOUGH



THE WHY NOT LAB



If you think about your everyday life, you probably go nowhere without your phone. You have lots of apps, of course, that would generate [and] extract data. But the phone itself as well, is one big data-extracting mechanism.

What we must understand is as citizens, as workers, we are becoming commodified through the data extraction that is constantly taking place, rendering you as a person irrelevant. What

your feelings are, what soft competencies, which I know UNI P&M has focused on, the significance of your being becomes insignificant to the data points they are extracting. So how does all of this translate into the world of work? Is productivity being improved?

[According to OECD data] there's been a decline in the growth of labour productivity at the same time as we've had an exponential

growth of introducing digital technologies.

What is at stake if it's not about increasing productivity? Because it obviously isn't, we are not becoming more productive. So what could it be? And here I think we get to the crunch of these systems and why the union response is so desperately needed. It is a question of power. It is a question of power over the competitors, power over the market, the monopolization of the market and ultimately, power over the workers.

Now let's just take Uber, a classical example of one of the most well-funded companies today of the new kind. They have never, ever earned a profit. What they have done is forced other taxis out of the market. They are hoarding the data and through the data controlling the market.

Compare that now to the situation between labour and management. The more data they are extracting from you, the more they also can determine the narrative. Are you being productive? Are you being efficient or are you less so compared to the norm? Now, if we as the workers can't break that narrative, if we don't have the proof ourselves to say, well, you're wrong, then they are grabbing the power, causing the power imbalance between management and labour to tip drastically. So when all is said and done, what type of systems do we observe out there?

Between 2000 and 2021, and between then and now, you have seen a 234% rise in the Google searches for so-called tattlewear. Tattle is an old English word for gossip. So it means, of course, surveillance software for working from home. We have cases of word and voice monitoring systems.

How many of you have electronic key cards to enter your workplace? What do these key cards say other than open the door? Maybe somebody is [tracking] when you log in [and] when you leave the building.

Now all of this sounds dystopian, and we have to realize the destructive potential of these tools unless they're governed.

A few examples here of the working-from-home software systems. Look at the names of these things: Flexi Spy, Spy Tech, Active Track. They're not even trying to hide what they're doing. But it is these tools that have received a sharp increase in demand since the pandemic sent many of us home.

What is different today is that digital monitoring and surveillance is really unavoidable. We can't escape it. It is also comprehensive in its nature. That you are entering the mind is not the only thing. It is maybe your body language, what clothes you have on the pattern of you entering to work and leaving again and all the instant feedback that is giving those who are doing the surveillance.

How Unions Can Fight Back

The Teamsters in the United States have a brilliant example of how they have negotiated the good use of the data and putting red lines down on the misuse of it.

We could easily today have automated systems that automatically check your working time, the time between your shifts or when you came to work, how much work you're doing at what times of the day? All of that could be logged and checked against the collective agreement for compliance. I would dream of a system like that.

And I want to hasten and say here that digital technologies are not born evil. They are not necessarily born good either. And in the workplace situation, the only people

ones who drafted their principles. I have been on the board of the Global Partnership on AI Intergovernmental body and what is astonishing is that they know

“ ... digital technologies are not born evil. They are not necessarily born good either. And in the workplace situation, the only people who can be the watchdogs to make sure that technologies respect your rights, respect as well. You have to do this.

who can be the watchdogs to make sure that technologies respect your rights, respect as well. You have to do this. It is not firsthand going to come from regulation.

Now there are amazing articles in the General Data Protection Regulation (GDPR), which most unions I have spoken to do not use or have never been trained in how to use them. A lot of shop stewards say that they do not know what systems are in place in their companies. And here you have strong help from the GDPR article 35, which is about data protection impact assistance (DPIA). Employers must conduct these DPIAs when introducing any digital tool, be it facing the customers or facing the workers.

Employers should consult with a representative sample of employees when conducting these data protection impact assessments. Now this is not law but is good practice.

Now, to give you an inspiration, the Financial Service Union (FSU) in Ireland successfully negotiated with one of the bank's inclusion of two articles.

I am sitting on the OECD's AI one expert group and we were the

they should move from principle to practice, but they shy away and they being the governments shy away from true multi-stakeholder dialogue around interpreting fairness.

For example, they have a commitment to fairness in their principles. But we must ask: for whom is it fair? For what type of worker? How can we sit at the table and agree on the tradeoffs, maybe between efficiency and fairness, or even adopt positive discrimination if there's a lack of men or women in our workplace? Fairness is never right.

Addressing the clear lines of employer responsibility. I think this is a huge danger that the employers haven't quite figured that one out yet. So who better [than] from you to really ask who is responsible? What are the lines of mitigation liability and the right of redress? And let's face it. And I'm glad to hear that UNI is putting training in place. This is absolutely necessary.

ANDREW PAKES



**DEPUTY GENERAL SECRETARY,
PROSPECT**

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So I'm going to do three things for you. First, give you a bit about this is our data, which is very much how we talk about it, why this is an issue for us in the United Kingdom, what the issues are and how we, as prospects have arrived at this as being one of our industrial priorities that we're beginning to look at. Second, our approach, how we've taken this forward as a union, and then third, some lessons, because I say up front, we are learning on the job.

So the first point for our campaign has been very day to day, which is looking at different tools and ways that we can support our branches and our representatives to challenge employers about what data is being held. How is it being used and understanding that first point about transparency before we move anywhere else? The other issue that has come up to us increasingly during poverty is the issue that Christina mentioned as well, and that's around worker

surveillance. And I just put up here some of the different headlines that have come about in news articles, or we've been involved in that.

Look at the extent of this "bossware" or "tattleware" in the UK now, the last big survey showed that one in five companies are either already using some form of digital monitoring on their workforce or planning to do so coming off the back of the pandemic that says to us, this is now a mainstream activity.

We're also seeing this blurred line between work and home. Digital presenteeism is what we talk about, with nearly half of our members saying they never get to switch off from work now they're always attached to their mobile devices or laptops, and the surveillance.

The polling released in the UK this week shows that now a third of British workers report that they are aware of surveillance software being used on their work technology. Many people may not be aware of the type of software that's being used, and that led us to this question of what we should do as a union.

These are the results of a survey we did of shop stewards and representatives last fall: and broadly, it fits into two categories when we asked them what they want us to do based on these concerns.

First, they wanted work-based policy support. The feedback from the shop floor was: you need to break this down into issues that we can raise with managers and where we can make some tangible gains with employers as well. And we expect the union to deal with some of the big issues. We want to know what questions to ask of our employers. We need to know if they're using technology properly

and what decisions we need to be involved in, so keep it practical.

Second, they want support engaging with employers. And I'll talk shortly about the work we've been doing with GDPR, ensuring the rights we have. Our representatives and stewards are fully trained on them, know their rights and know how to challenge employers when those kinds of things change.

Even though we talk about this as the bad world of surveillance, I think again, another lesson for us is actually there's a lot of employers where unions are recognized who want to get this right.

So our first protocol is to work in partnership, and we've been sharing our guidance with some employers to say, "Look, here's the law as it stands. Let's work together to solve that." And then we've got another group of employers who, whether they know it or not, refuse to engage with us. And they're the ones where we need to do bigger campaigns, particularly in public services and other areas. We're trying to encourage employers to adopt the highest possible standard so that we can then knock on to other areas.

What has been the reaction from the employers? It's mixed. I think you have got a group of employers—where we're recognised and have good working relationships—where they are working with us.

We know as unions, we know power. We may not know how AI works or the algorithm works, but we understand structural discrimination, how power happens. Power over work. And this is some of the ways we're getting some of our other traditional union activists to understand that being able to say that AI can hire us, it can promote us, it can discipline

us and it can fire us all without a human being involved.

That's the reality of where some of this technology is going. So we very much take a power model to understand how technology works. We say that data is a new front line in workers' rights and to try to make this part of a mainstream thing like pay conditions, health and safety.

What We're Fighting For

“Firstly, we want transparency. We want to know what data is harvested and collected by employers...”

First, we want transparency. We want to know what data is harvested and collected by employers and ask the question. Second, we want the involvement in DPIA impact assessments and decision making. Third, what we really want is that put into collective bargaining.

In the UK we have an enterprise model. We don't have that strength of sector bargaining that many [other countries] have where you may put this into sector deals rather than just employer deals.

And then we need the right to redress if the bad decisions are made. How can we challenge this through tribunals, through laws, through taking on employers? And I said all of that, we fit within the organizing approach. This is building the union for the future.

It's really important that we use these rights. I think there are drawbacks. GDPR is about individual rights. What we would like is collective rights, but this is our space to try to collectivize the individual rights we have within GDPR to do that when challenged.

This is the strategy we are developing around how we approach data and digital technology. These are the four pillars we call it. We want a consultation. So we're doing that already with the DPI and going toe to toe to challenge employers. We want to get bargaining data on the bargaining agreement. We've already agreed several data sharing agreements with employers, but we're also looking at tech agreements when new technology

is being used. Can we have a specific agreement about how that technology is used?

An example is some of the work we've done over GPS tracking. We represent some members who work in the front line. They go out in very dangerous situations. So actually, if you don't answer your phone, that can be a sign that you're in real trouble. So we've negotiated with employers. You can use that data to track us if you can't get hold of us on the phone. But you can't use that data in assessing whether we're doing a good job. So it's very clear the data can find us if there is a problem, but it cannot be used [except as] explicitly written.

The technology isn't inherently bad. It's the management intent behind it that often leads to the bad work where we're not getting success. We were part of a group of unions which challenged Microsoft over their productivity score. We work on a range of campaigns on that and organized. We're only going to build power in this if we build our membership as a union and linking that to the work our organizers have done.

The world of work is changing, and unions have got to get wise and change with it. So how do we share between workers between unions and globally? What does it mean for workers? I think we need to do some of the real big level and that's where UNI comes in.

“ **The world of work is changing, and unions have got to get wise and change with it.**

That's where the federations come in about influencing national and EU and wider policy. What our reps tell us they want on the ground is practical tools so they can challenge their employers. And we've got to respond to that and break this down into things they can use locally with their employers. Finally, don't assume it's about power at work. So when our reps say we're scared of this because we don't know what's inside a black box, we started off telling them they need to become tech experts.

We've now stepped back to that and told them, you just need to be good union reps. You understand what happens if one of your members is abused at work or if there's a racist or sexist incident? Well, if the impacts of technology do the same, you are the right people to lead this as shop stewards and reps.

BIRTE DEDDEN



**DIRECTOR FOR ICTS,
UNI EUROPA**



Hello and good afternoon. I'm Birte Dedden for those who might not know me. I'm with UNI Europa where I am the director for ICTS. And in the very far away past, I've been also working with the P&M colleagues, so some people might still remember me from that. And I'm thrilled to be here today. And as Jenny said, I'm very excited also to be on this panel here today.

Basically, UNI Europa has been dealing with AI for roughly two years now. We've been understanding that this has been an issue that is on the rise. And it has proven us right in our attempt

to really get everybody on board engaged in the issue.

It's really one of our key issues at the moment. We have already produced first recommendations on AI in 2019, and we have been following up on that. At the moment, we are preparing new trainings. We've been running a very successful training on AI for our affiliates last year, and we are going to do that again starting next week. Actually, I'm quite excited about that.

I just want to give a rough overview about what we've been doing on

artificial intelligence over the last two years. So basically, why are we dealing with this issue? I think you've been hearing about that already for some time, but since the outbreak of the pandemic, we've seen that there has been an increase of surveillance often linked to AI tools and in the software on your computer.

We have known about that for some time, but this has been increasingly so during the Pandemic. And so I think there is a new awareness around these tools and around algorithmic management. As P&M group, you've been talking about this already. This is a core issue for you, of course. And we think that this is an issue we need to discuss because it is linked to a lot of problems for workers. We think these tools are also the source of mental and physical health problems.

We think that if AI tools are not used in a responsible manner, it can lead to dehumanizing effects. It can have also an impact on fundamental rights, e.g. on the right to Association. We really feel that this is something that trade unions need to address. For example, it is important that unions ask about data collection and for what purpose it is done. I know you are aware of that discussions P&M has already published interesting material on this over the last year.

So I'm talking to you as some nearly experts, probably, or some of you, and we just want to reiterate here that the lack of transparency and the power imbalance for workers that are exposed to AI tools is the problem for us. Because as a worker, you might not know if AI tools are even used in your office, and if so, what data it collects. For which reason? And is it legitimate? As there are so many questions around that issue, we think we must be very clear

towards the employers—which is why transparency is one of the key issues we need to discuss.

So that leads us to the question of ethical AI. Ethical AI or trustworthy AI are phrases that are being used widely in the European, but also the global debate. It's an important issue for us, but it's also sometimes a very vague concept. Our task here as trade unions is to fill that concept with meaning. I'm very happy to talk to you as the P&M audience today, because many of your members are working on ethical and responsible AI.

I'm looking mainly towards the engineering community who have published very interesting and very helpful material on that topic. I'm always drawing on your very valuable input for that discussion, because, as we know, we need to define the responsibilities and the line of accountability regarding AI. So if something goes wrong, who is to blame? Is it the individual engineer? We don't think so. Who should it be the person that in the end, is responsible when AI goes wrong?

So there are a lot of questions. Now, ethical concerns should be part of the engineers' training. There should be a lot more dialogue between professionals, civil society and governments. That is something that many of you have suggested and of your membership. And I'm very grateful for that input. And whenever we have the opportunity, this is a message we also convey at European level. So governance for responsible and ethical AI is the core demand we must make in that debate.

And so there are lots of questions linked to that. It's about how to sanction unethical decisions, but also: how can we better comply with GDPR? Do we need something extra? Is it sufficient? What are the options for ethical impact

assessments, et cetera? When we started working on AI, we have realized that AI is a very complex topic with lots of different angles.

We also felt that there are lots of differences as to how much people are involved in the issue. Many of our colleagues have never really been working on that topic. Other colleagues really have some expertise to share. So there is a big divergence of interest and knowledge about AI. And we thought the best thing we can start doing here is to train and inform our members so that we might get to at a more or less even knowledge level for everybody.

And that's why in 2020, we started our first series of AI training webinars. In 2019, we have published recommendations providing guidelines to our members on AI and the impact of workers. Our webinars last year were very successful. And just in June, we've issued a new lobby paper regarding the AI Act (the draft legislation that is in the pipeline at European level). Our objective is actually twofold: 1. internal awareness raising among our membership, hence the training, but, 2. also external: We want to talk to policymakers and to other stakeholders in the industries we are working with to make sure that people understand what it means for workers. We have felt, especially in the beginning, that the workers' voice is totally absent from the European debate on AI. That is really a big problem for us. We want to fill the gap, and explain our position on AI and the way we use it and how we would like society to handle it.

We are promoting our position among different stakeholders in the EU institutions. We have drafted joint declarations on AI with the social partners in the insurance industry and in the telecom social dialogue as well. I think that is a

very interesting and helpful first step, also for other sectors and social partners to really look at the issue. That is where we stand at the moment. Next week, we start our next series of AI trainings, five webinars, and everybody is welcome to attend.

To wrap this up, ultimately, what is our goal here? What is our objective beyond the mere awareness raising? Obviously, we want to have informed, well-informed colleagues that can enter negotiations and discuss those issues.

We really promote the idea that AI should be part of collective bargaining negotiations. And we really would like to have more agreements in companies or at cross sector level that address the issues linked to AI. We don't have that many at the moment. If you have anything in the pipeline or you've agreed on anything that is related to AI, to algorithmic management, etc., please let us know. We are very keen to hear about that, and we would like to help you if you are working on these issues as this is really important for us. Because in the end, we need to find solutions at company and sector level to address the problems.

And it's really up to you as unions to talk to the employers about these issues. We have some examples mentioned here in Swisscom, Orange and Telefonica, where there are national agreements, also global framework agreements that mention AI related issues such as skills and training, but also the right to disconnect and data protection issues. But unfortunately, there's not enough there, and we really would like to see more of that.

And with that, I would like to conclude my presentation and thank you a lot for the invitation

SEBASTIEN BROSSARD



**PHD, ENGINEER
COPENHAGEN BUSINESS SCHOOL**

It's about all IT systems that use employee generated data in order to make management decisions.

“ I use the wording data driven management system on purpose, because we’ve been talking a lot about artificial intelligence, but in most cases, these systems are based on a good use of data.

I use the wording data driven management system on purpose, because we’ve been talking a lot about artificial intelligence, but in most cases, these systems are based on a good use of data. And the so called intelligent part can be really in fact a very simple implementation, like decision tree or linear regression. And in fact, when you ask companies if they use an algorithmic management system, most of them will say, “No, we don’t use that”. But if you ask them if they use a data driven management system, so they think twice: “Yeah, we have this system”. So it’s something that we should consider, it’s not only artificial intelligence system that can be dangerous, it’s also just a very plain and simple system. That’s why I’m talking about data driven management systems. These DMS are used today in many contexts and for monitoring, wage stating and scheduling training, CV selections, as we’ve seen in

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I can just give you a quick background for this research. I can in fact relate to this topic because I’ve been working with IT innovation for 20 years as project manager. And during these 20 years, I’ve grown more and more concerned about the development of algorithmic technologies and their influence on our society. And that’s why I decided last year to apply for a PhD at the University of Copenhagen, where

I could investigate the nature and consequences of these technologies. The workplace is in fact an excellent place to observe this phenomenon, because the workplace has a central place in society. It’s where norms, values and most rules of social life are shaped.

Let’s start the presentation. This research is about Data Driven Management System or DMS.

previous presentations. And there is another interesting point because one could argue that previous management systems also used data.

If I take the example of a time clock in factories or Excel sheets, that's true. But the difference here is that DMS rely not only on data generated at work, they rely on a huge amount of past data, they rely on algorithms, and they rely on dramatically increase processing power. And all these factors have led to a qualitative leap in the output of the systems, compared to previous management systems. And this has, in turn, dramatically changed work conditions. And I think it's something that we should talk about.

We've been talking a lot about the data that we put in the system, that we should be careful about the kind of data that we give to our employers. But the thing is that with these systems, you've got a qualitative leaps. You can't predict the kind of output of these systems. And there have been some research, maybe four or five years ago, about Facebook and the number of likes on Facebook. With just five likes on Facebook, Facebook knows you better than your employer, and if you give, I think 100 likes on Facebook, so Facebook knows you better than your partner, than your family. So maybe it's something that we should think about and talk about. It's not only about the kind of data that we give, but also the kind of data that can be predicted from those systems. So that's what makes a huge difference with the previous management systems.

So the overall goal of my research is to investigate the influence of DMS on organisations and employees. It unfolds along two main questions.

The first question is: are DMS coercive because they are implemented in already coercive organizations? Or does the implementation of DMS push an organization towards coercion? There have been a lot of studies about those systems in organizations and companies. The thing is that most of this research has been done in gig works or low paid work, where employees were already in a disadvantageous position. The question is, when DMS comes to traditional workplaces, will they bring coercion to these workplaces?

But I will also investigate the possibility that DMS are not coercive but enabling for employees. It's also a possibility. I really hope that it can be done. So there are the main lines. The research itself is a comparative study between different companies that have implemented DMS, and it's both an ethnographic study and technological assessment of DMS. Just an example of the kind of empirical setting. One of the field studies takes place at a big Danish financial institution, with about 2500 employees. I plan to interview people from the top management to the floor shop employees - in this case it's a call centre. The goal of this field study is to follow the implementation of DMS from the ideation at the top management level to the perception of these DMS by employees at the operational units. I will also observe the implementation of these systems in the IT departments, where those DMS are developed and where organizational requirements are embedded into the design of the DMS.

So what are the outcome and perspective of this research? Eventually, this research sets out to uncover potential technical components in DMS that could change the type of organization

in which they are implemented. So the outcome of this research could have important implications, especially regarding the possible regulation of DMS.

If the study proves that two similar DMS leads in one company to coercion and in another company to empowerment of employees. So the cause of the power asymmetry induced by DMS is probably social, and the potential regulation will have to take place on the level of the Labour laws. On the other end, if the study shows that several previously enabling companies are perceived as coercive by employees after the implementation of the DMS, so the regulation should probably be more on the technical side.

That was the main perspective of this research.

I would like to conclude this presentation by stressing the fact that it's the right time to be aware of these systems, because infrastructures and technical systems that allow it are still under construction, so we can still influence them. But when they are in place, they will become so natural to us that it will be almost impossible to change them and mitigate their possible negative consequences. I think again, it's the right time for this discussion and for the study of this topic.

VERONICA FERNANDEZ MENDEZ



**HEAD OF EQUAL OPPORTUNITIES DEPARTMENT,
UNI GLOBAL UNION**

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When we think about technology, we tend to think it's genderless. We don't think it's female, male. We think it's neutral. But the technology, the science that you apply in order to solve problems, does not happen in a vacuum of its own.

Thank you so much. Thank you, Jenny. And really, it is an absolute pleasure to be addressing all of you in this panel. What a great honour. Thank you for inviting me. And obviously I'm delighted to also share this platform with Christina, of whom I'm so very fond of. When we think about technology, we tend to think it's genderless. We don't think it's female, male. We think it's neutral. But the technology, the science that you apply in order to solve problems, does not happen in a vacuum of its own.

As it been already been pointed out, it will depend on the abilities and the practises that are put into the exercise. And that is where the problem lies. As human beings, when we decide, our decision making is sometimes influenced by several societal factors, individual factors, and very often we have unconscious biases. If you look at statistics, statistics will show that women are still very much underrepresented in what we call STEM subjects such as science, technology, engineering and math.

If you take the example of Facebook technical jobs, only 16% of them are held by women. And for Google, only about 18%. For Twitter, you're talking the percentage is 10%. So that's the percentage of female members of staff who work for these companies and this, of course, can constitute a real problem in terms of developing technology, because developing technology is in the hands of a very limited number of people who have their own needs, their own desires, their own perception of the world. So there's a lack of diversity, if you like.

And that means a lack of true representation of the world that actually surrounds us. And this is reflected and is further amplified in fact, by AI, by artificial intelligence and biotechnology. So the problem

is amplified. I like to quote a favourite author of mine, Simone de Beauvoir, who said that "... representation of the world, like the world itself is the work of men. They describe it from their own point of view, which they confuse with the absolute truth." You'll see that in, well, most of human history really is just one big data gap.

When we sit down to discuss and try to design for everyone, are we really including everyone? This is, I think what Simone de Beauvoir was referring to, this is what she meant when she said that men tend to confuse their own point of view with the absolute truth. It is, in fact, the truth of a few people. It's not the truth of the whole of everyone. Now the problem is bigger. We live in a world where we're increasingly reliant on data on big data, and we must understand that this data is also corrupted by these big silences by these half truths, because the perspective of others, is lacking.

There's no diversity. And in this particular case, we're talking about women's perspective not being represented in this equation. And as a result, we have a deeply male dominated culture which has now become the norm. The male perspective has come to be regarded as the universal one, while the female experience has become the exception, the niche, if you like, and therefore you have a problem, you have a real problem because this kind of treatment excludes others who happen to be different. You exclude those who are different from the majority or the dominant culture.

Anyway, in this limited view, how is it transferred to the development of technology? I would say that there are three different ways in which this bias is transferred into technology. Data. That's one example. We've already talked about this. We've

already addressed this how data has a certain amount of bias. So there's a problem of in balanced representation of the world.

There's still no true equality if you like. And since there's no true equality, the existing data does not provide a balanced representation of the world, either. The data that we have don't give you a balanced representation of society as a whole. That's data. Then you have algorithms. And I think that these were referred to earlier on. What are algorithms? That basically a set of instructions that are designed to give instructions to a computer and tell it what it needs to do. In the case of AI artificial intelligence, we have machine learning.

The machine is exposed to a series of data, and then it will learn to make judgments or make predictions about the information that it's asked to process. But of course, if the data is already biased in itself, then the machine learning process will also be compromised will also be biased. I could give you the example of Amazon. Amazon tried to use artificial intelligence in order to build a CV screening tool, and the machine was learning from CV's that had been submitted by men. This meant that the system learnt basically how to discriminate against women.

It had only been fed male CV's and therefore discriminated against women, and it discriminated not only against women, but also against students coming out of women's universities. So that's the second aspect. Human bias is another problem. Human beings are, if you like, the underlying foundation of technology, they're the ones who create it. They are the ones who own the data. I think Christina referred it earlier on where she said, you don't have good technology or bad technology. It all comes from the human being

ultimately. And that is what it's premised upon.

So as I already said earlier on, we know that human decision making is flawed. It can be biased. It's shaped by a number of circumstances, both individual and societal and very often. In fact, our points of view are unconscious subconscious. They actually refer to stereotypes that we're not even aware that we have in our minds. We simply take them for granted. They form part of our way of looking at the world. So that is the problem. And as a result, these biases that I've just referred to can actually exacerbate existing gaps, particularly the gaps suffered by minority groups.

If you add to that, the fact that many of the researchers, particularly in areas such as artificial intelligence, these researchers are primarily male. They come from a specific ethnic or racial demographic. They grew up in high socioeconomic areas. They have a high socioeconomic status and generally speaking, primarily, they are not persons living with a disability, which means that the pool of diversity and the pool of data is very much reduced. Humans are not only prone to misapplying information, but they may also lie about the factors that they considered or may not understand the factors that influence their thinking.

There's misunderstanding and misinterpretation. And this leaves room for unconscious bias, which then is introduced into the data that is provided for machine learning purposes. Next slide, please. In the next slide, we're going to look at the effects of discrimination when it comes to technology. Here we are. So let us suppose that an organization wants to automatically predict which job applicants will make good employees in future, so

that organization applies the use of an artificial intelligence programme that will allow the company to filter or sift through the applications and filter out the best candidates.

Now, if the system is fed data with certain features, certain characteristics, then the organization may, in fact, be introducing a bias against certain groups. I could give you an example. Let's say the information that is submitted to it belongs to the CV's of white males, and these are shown as being desirable candidates. Well, as a result, the machine will conclude that white males are indeed the best possible candidates. The artificial intelligence will have interpreted the data correctly, but it will have generated biased results because the information that it was fed in the first place was biased.

So that's just one example. One example of the many fields in which the use of technology can actually exacerbate existing discrimination. Research has in fact shown that there are other areas in which this bias can also be present. I would refer to police work, crime prevention, profiling, for instance, or the selection of employees, selection of students, and advertising as well. In advertising, you have the use of certain terms, certain words that influence, for instance, the participation of women. They will deter the participation of women or leadership characteristics. There are certain words that can be used in order to create that effect. We've actually carried out exercises to substantiate this. If you say autonomous, ambitious, et cetera; you are using terms that are characteristically male and will be identified as such. Whereas if you use words such as cooperative, empathetic understanding, these are more terms that correlate with a female profile. As you can see, just

by using particular terms, you can actually generate a certain amount of discrimination or put people off.

What else? Price discrimination. Online shops can actually differentiate the price for identical products based on the information that the shop has about the consumer. They will determine the maximum price that a consumer will pay.

To wrap up, I was saying, we're talking about technology as an instrument of inclusion as our last point. And if we want to achieve this technology as an instrument of inclusion, then we need principles and standards. We need governing bodies that will make sure that algorithms and technology are being checked. And we also need more diverse and inclusive developing teams. Women, in particular, have an important role to play. They have high levels of emotional intelligence, and this will allow machines to understand human behaviour better, including social context, empathy and compassion.. We've done a lot of work on this. We've done a lot of work on this to raise awareness about the problems, the problems of bias that are in there. And we hope we can move forward in particular by encouraging more women, of course, to sign up to STEM careers.

In the end, it is a question of power. It's a question of control. Thank you very much. Thank you.

ALKE BOESSIGER



**DEPUTY GENERAL SECRETARY,
UNI GLOBAL UNION**



Let me start by congratulating the newly elected President, Mary Christine and Daniel, as the new vice President and the entire new steering committee. It's great that after all the frustration and anxiety we have gone through over the past almost two years now, we've actually got to a stage now where not only we are meeting online, but we have meetings online with fantastically functioning interpretation. And we've even

mastered the skill of voting online. Now something that we really had to develop, and it was a long way getting there, but it's working fantastically.

And you have a great team at UNI who is organizing these online events for you. Now let me start by saying a few words about UNI's current priorities., we and the global Labour movement. We have two big goals right now. The first one is

to do our best to make sure that the fallout and the recovery from the COVID-19 virus, they fall not only on the backs of working people. There are many defensive battles that we have to fight with global employers, including the widespread plans for restructuring and outsourcing, and we must fight back against those.

And second, we must set the agenda for a new era post-COVID and it needs to embed it in a new deal for workers. We need stronger recognition of bargaining as a central figure in Democratic and just societies, and we need more equality in income and wealth. What we've seen over the past years is an increased fragmentation of the Labour market with the rights in highly specialized jobs and in low skilled, low-paid occupations, while the intermediate occupations are disappearing. And we're also seeing Labour rights being undermined with the increasing use of bogus self employment and platform work.

And it is therefore units demand that all those workers must be classified as employees by default. We want to reverse the burden of proof. We believe it must be up to the platforms to demonstrate that the workers are truly self employed to get them reclassified as self-employed and in this kind of polarized Labour market, you as professionals and managers are one of those two polls and you hold political and strategic importance for the entire trade Union movement now collects have always known that workplaces with strong collective bargaining and treating and representation have better working conditions and protections.

And we've seen this to be especially true during the COVID crisis. What we have seen across UNI is that workers with Union representation said so much better during this pandemic than those

without Colbert really has shown a light on the fact that unions are central to our recovery, to our resilience and to safe work and be as unions. You must keep this point front and centre as we move forward in the post pandemic phase. We must emphasise that unions and collective bargaining are a good thing for society and for democracy.

I know all of us spoke about this quite extensively in his opening remarks yesterday, because forward through collective bargaining is the rallying cry for Junior and Junior P&M. Now let me say a few words about one of the world's largest creditors, Amazon. Amazon has emerged as a global priority company for UNI, whether it's antitrust or surveillance or union busting. This company stands out and has caught the attention of the entire world, not to even mention the explosion on the labour market. Just a few weeks ago, Amazon announced its plans to hire 125,000 more workers in the United States between now and the end of the year.

Now, UNI recently launched an important report about the company's surveillance and digital management, which gives a really good description of the unbelievable levels of growth of Amazon. Their market capitalization was up 93% in the first year of the Pandemic, expanding in both their fulfilment centres and delivery across the world, increasingly providing its own delivery. And of course, the growth in the cloud services is quite significant as well. And this leads me to another big topic for you and for Uni, and that's the digitalization something that you and UNI Europa P&M have worked on for quite some time and discussed extensively yesterday, and new technologies and innovation will continue to change and change and transform

our work.

And the question of what the world of work will look like in the future must be a priority issue for us for the coming years. What we have seen during the COVID-19 pandemic is that all these trends have massively accelerated. We've seen technological shifts occur much more rapidly than they had initially been expected. Some say we've compressed ten years of change into two now to help guarantee that workers maintain their rights and are given the best possible conditions in this new way of working. UNI published the key strategy and principles for ensuring workers' rights when working remotely in February this year to support you and other unions in your connective bargaining negotiations on this issue, as you well know, remote working presents issues of health and safety, of appropriate compensation, the maintenance of the employment relationship, the ability to organize, and, of course, surveillance and surveillance, as you partially discussed yesterday, will be the next big frontier in the area of workers' rights.

Every week, there are more mechanisms for worker monitoring outside of the work site, which intrude on privacy and often imposed unreasonable production goals. Algorithmic management and recruitment was already an issue of concern. And like others, it has been accelerating. And the guides that US PNM published on the right to disconnect and on algorithmic management really were the basis of these discussions that are now taking place everywhere. At Uni. The key principle for us at UNI is that the human must be in control when it comes to all of these different functions, recruitment algorithms, they should not replicate the biases of management.

They should be programmed to avoid bias. They must have transparency and negotiations about the algorithms which lead to discipline as well at production targets and all these other impacts that they have. We're in a really big moment of change, and it's a very demanding time for us all. But if we size the opportunities and work together, we can make sure that things move in the right direction. And as Uni Europa P&M, you have a very important contribution to make to strengthen Uni and the European and the global trade Union movement.

As professionals and managers, you can make a difference. And it's crucial to organise more professionals and managers into unions. And I'll stop here because I think that's kind of the perfect transition over to Sandra, who will take you through the organizing session on professionals. Thank you for inviting me to be here with you today. I look forward to this discussion on organizing that following. Now.



ORGANIZING P&Ms IN A DIGITAL WORLD

BEN EGAN



**ORGANIZING DIRECTOR,
UNI EUROPA**



The point I really wanted to make from the outset is just to say that for us and for all the organizing centres that we run with UNI and working with our affiliates on a day-to-day basis. Organizing as a principle applies to all workers, no matter which sector you're in, no matter which transversal group of UNI you are in, organizing works for everybody. However, the approaches change slightly. The tools that we use change

slightly. The issues that we used to campaign on, they change a lot.

They change a great deal. And that's why the principle that underpins our approach to organizing is not a top-down approach. It's not about us going into every Union, every sector, every Department, and telling them what they need to do and telling them what their problems are and telling them what they

need to do about it is very much the opposite. It's about going and working on a day-to-day basis, step by step, working with each Union, each group of workers, each company, no matter what level it is we're working at and basically asking workers and asking trades unionists, what are your challenges? What are the difficulties that you are facing in terms of your collective bargaining coverage, in terms of the personal problems that people are facing at work, and how can we work together to find a solution, a collective solution where we address it together?

What we have established in UNI Europa is three organizing centres. So I'll go through them now in time order. 5 years ago, we established the first organizing centre, which was the Central Europe Organizing Centre, which has continued to grow and expand, and that is working with unions in four specific countries in Central Europe so that's Poland, Czechia, Slovakia and Hungary.

The team has continued to go on. They've had brilliant success. And I'm sure many of you have seen reporting and on the stories that have been posted on our website, the brilliant things that COZZ has been doing in really challenging circumstances in Central Europe. Two years ago, we established EPOC, and I'm going to focus most of this introductory intervention today on EPOC. What we've seen in the traditional heartlands of European Trade Unionism is the gradual erosion of our collective bargaining. And I'm sure many of you in this room have seen experience over the last few years of either the breakdown of sectoral collective bargaining or the undermining of it or the increasing difficulty that we're having in delivering for our members in sector collective bargaining.

EPOC worked with affiliates to help them in basically developing strategies to improve how they approach their collective bargaining and to improve their organizing strategy more than anything. And finally, we have UNI SEEEOC, which was established at this year's fifth Conference of UNI Europa in April. It was the signing ceremony, and it's currently being established through I know plenty of difficult legal steps as an entity in Romania. The benefit you have today is if you want to know more about UNI SEEEOC Florentin will speak later. He's the President of SITT, but he's also the director of SEEEOC when it's up and running. So he will be here. You have the directors of two of the centres here to ask questions, too.

What I'm going to do now is I'm going to try to give you an overview of how we approach organizing in our organizing centres and what any Union can expect, roughly speaking, when they become engaged in the organizing centres, then what we're going to have is the three speakers from three affiliates who are going to give you a practical example of what that has meant for them in their particular Union.

So for EPOC it was established in 2019. Within EPOC, we have a very clear strategy, a very clear approach to how we see organizing. And that is the second bullet point on this slide. Here we are working with the unions to defend, extend, and rebuild sectoral collective bargain. So all of the work that we do with all of the unions that we work with is always geared towards this. We may be doing some more pilots to start with, but sectoral collective bargaining remains at the very heart of what it is and why we do it.

The long-term aim really is to be able to bring together all the major

unions that we have in Europe, the biggest, strongest unions, to be able to confront multinational companies at a multinational level, to be able to coordinate organizing campaigns at a transnational level. When we first started, I arrived myself in 2019 in order to push EPOC. We were hopeful to try, and if we could get three, four, five unions involved in the first year or two, we would be very happy. As you can see from this side, this is some of the unions who have been involved up to now, a huge range of sectors, plenty of sectors which touch upon professional management, as you can see.

And also we were quite surprised in terms of the geographical spread of the unions that we're working with. Obviously, there's a heavy presence in terms of EPOC from Nordic unions. A lot of our time is spent with Nordic unions, and that's because, as I'm sure some of you are aware, even in what we would consider being the strongest area of Europe for collective bargaining. We're seeing several examples already in the last two years where employers are starting to say maybe the sector or collective agreement doesn't need to be respected quite in the same way it used to be.

And then the attack of COVID and the crisis attached to that has made that even worse. So you will see some of these unions represented in the sessions which we will run after this. So in a practical sense, in a practical sense, what is it that we do? What does it actually mean? What do we do on a day-to-day basis?

The most important thing that we do, and the thing which takes up the majority of the time of myself and Erkan, who work on EPOC is the development of lead organizer capacity.

One of the distinctions with EPOC is that the unions who we are working with are largely strong trade unions, often with the 140 years of tradition behind them, well established in their industrial relations systems. So it's not our job to come and tell them the basics of how to organize their campaigns. They already know all that. What we have to do is basically work with specific people or groups of people in each of those affiliates and help and provide strategic advice on how they can run their campaigns *better*.

And one of the ways in which we have had a good deal of success in doing that is that with each Union that we work with, we learn more every time. I'm not an oracle of organizing and collective bargaining. I've got a lot of experience in the field as an organizer, and so does Erkan, but we're only two people. Actually, the benefit that we're able to bring is that all of these unions face different challenges. They have different collective bargaining systems. A good example of this, by the way, we often talk about the countries which have sectoral collective bargaining and the countries that don't have sectoral collective bargaining.

It is not effective to have a guide to organizing. 'Hey, guys, we've done a PDF... We send it out. Everybody now knows how to do better organize. It doesn't work that way because you have to go in and you have to spend time really understanding the specific challenges of each Union. So we spend a lot of our time working with the lead organizers in our unions in order to provide the best advice we can and to help them to coordinate campaigns within their unions.

Second thing we do, we work very closely with affiliates who are involved in our organizing centres

to develop growth and retention strategies. I put retention in bold you may notice, and there's a reason for that. And that is that retention is crucial for growth. So if you want to have more members in your trade Union, there's only two things you can do to grow your Union. One, you can recruit new members. Two, you can stop the people who are leaving your Union from leaving.

One mistake which many unions make is to forget the second part of that equation to think that in order to grow, it should be about aggressive recruitment. It should be about sales pitches, it should be about offering cheaper and better services so that people will join. And the problem with taking that path without a sustainable organizing model, and without a sustainable retention strategy is that when you start to go down that path and I see this time and time again, when you go down that path, you end up recruiting in ever more numbers and they're leaving in ever greater numbers as well.

So it's a vicious cycle. You're starting to recruit more and more and more people just to stand still, and it becomes a kind of self-defeating approach. Conversely, if you take retention as the cornerstone for growth, it makes you ask a whole series of questions about how you retain members in the workplace. And I won't go into too much detail here because it's an introductory remark. But the most important way of retaining members is making membership of a trade union being firmly rooted in the workplace.

If I leave the Union and leaving the Union means I'm going to upset some no-named or no-faced person who called me on the phone with a sales call, I will leave the Union quite quickly because it's not based on any solidarity or sense of

social relations. If leaving a trade Union means I'm going to let down all of the people in my department at work or all the people who I've made a commitment to in the workplace, you are much less likely to leave a trade union.

So growth actually comes from retention, and those recruitment strategies have to be based on workplace organization and the understanding the membership of the Union is not the purchasing of the service, it's not a customer relationship, it's a social movement. It's an act of solidarity with the people in your sector, in your group, in your workplace, whatever it may be.

Third, we work with unions to develop their capacity and build their power. Now in the unions that we work with in EPOC, very few of those unions have a problem of, for example, not having an organizing department or not having the resources available to deliver better collective bargaining outcomes.

They're already there. So what we have to do with those unions is to basically develop that capacity to direct it in a kind of pinpoint accuracy, specifically to the problems that we have identified in our discussions and stop doing the stuff that doesn't increase our power sectorally and in every workplace.

We also work with affiliates on leverage strategies. So this is the different ways in which a trade Union can achieve its industrial objectives beyond organizing. So that might be strategic research. It might be trying to find out who are the ultimate owners of the company, how we can put pressure on them in different ways. It's quite a complex and resource intensive process, but this is something that increasingly the affiliates in EPOC want to know more about and want to be able to utilise in a more

effective way.

We have our EPOC advanced organizing programme which is our flagship training programme, which we roll out when a Union becomes involved in EPOC. Once we go through the extensive buy-in process, which can take several months, if not longer, to really get an understanding of what we all expect from the project, we then will go and provide our training, which is a 20 hours training programme for senior officials who will be delivering on a pilot campaign in a specific company.

And then we have finally, our campaign coordination. So once we start to launch a project, organizing campaigns in specific sectors of specific companies. And when we're going through that process, we will meet with them every week, twice a week, every two weeks, depending where the campaign is at and help them to coordinate and give our insight based on our experience. So that's what we do just before I go any further.

So what's one of the first things that we do when we start to work with an affiliate who is getting involved in EPOC? Firstly, we have to ask a couple of really simple questions (but which raise complex problems).

Firstly, what is an organizing and bargaining strategy? What is it that the Union is trying to achieve? What is the Union for? What is its purpose, particularly at the sector level and in terms of not just in each individual company, but what is it trying to achieve as a mass social movement?

And Secondly, who is it that needs an organizing and bargaining strategy? Now, the answer to that is very simple. It's everybody. It's

every Union, every sector, every department, every official. But we also have a longer version, which is a two-day advanced training programme, which we can discuss later. But the short answer to that is that it's everyone.

One of the problems that lots of unions have is described in this slide here. We can have a high-level discussion. We can work with our unions to really start to understand what the barriers to effective and inclusive sectoral collective bargaining are. Some of them are external. We're under attack. Multinational companies are trying to dismantle collective bargaining in many countries, right-wing populist governments... The EU has played its part as well. There's a variety of factors for why collective bargaining has been under sustained attack now for quite a long period.

But there's also, if we're very honest, that we have those honest discussions amongst ourselves, there are internal reasons as well. There are ways in which we could have done things slightly differently. There are ways in which we perhaps have been slow to adapt our trade unions to the reality of work today to the reality of our sectors. Once we start to have that kind of higher-level discussion about understanding what's wrong with our strategy and what steps we can take to address it, then we have to go from what we call the macro level down to the micro-level.

So what we will normally do is we will find a part of the Union or a company or a sector or whatever it may be where we can say, okay, let's try to come up with a new approach and let's pilot that approach. The oil tanker doesn't turn around quickly. The old metaphor takes a long time. So instead, let's try to find some small

parts of the Union where we think we can have success and test these techniques out.

Like I said at the beginning, our approach to organizing is that we don't have the answers to start with. So it's going to be a long process of facilitating a discussion within your union to come up with those solutions yourself. And then we don't just try to change the union overnight. We try to find small pilots where we can carry that out. Now, as you go lower into the union and start to really kind of explore the opportunities for piloting and for trying new ways of working. One of the things that we are very often confronted with is the uncomfortable distinction between workers' issues and trade union issues.

I've been part of campaigns and worked for unions who have made this mistake. So a lot of these observations are from bitter experience. We don't draw this distinction between workers' issues and trade Union issues. First, when you go out into a company or when you go out into a workplace or whatever it is or into a sector and you talk to workers. And this is especially true by the way of non-members of trade unions. When you start to talk to them, what are their problems at work?

The left-hand side of this slide gives you examples of some of the things that annoy workers, and they're not usually the things that we think they will say, and they're not usually the things that we want them to say. Often the things that are annoying them on a daily basis are quite low level things that irritate. Home-working arrangements, not being able to work adequately, not having the right facilities to work at home, etc.

Another one, by the way, which comes up very often in campaigns,

which is not here. But it's just worth mentioning is car park spaces. How often we go into companies and we start to work with the local union in the company and small things like car park spaces. They really annoy workers because they've got to come to work for eight or nine hours and they're spending half the beginning of the day trying to find somewhere to park and having to pay for it.

So it's often an issue which comes up. Precarious work, not knowing whether you're going to be working next week, not knowing how many hours you're going to have next month, not being able to plan for family life for holidays or whatever it may be and living always your life on the edge. Lack of facilities. It might be quite a broken toilet in the office, microwave ovens. There's only two of them, and there's 100 people trying to have their lunch at the same time. Stress, which I would group under as well. The last one bullying. Bullying in my experience in the field is the number one cause of collective agitation in the workplace, and it's an issue which is mostly presents itself to the Union as an individual problem. Somebody comes to you and says, I'm feeling really stressed. I'm being victimized by my manager, etc. In my experience in companies, it's very rare that a bully bullies one person. Bullies bully whoever they can get away with so usually when even though it presents as an individual issue, it's usually an issue that you can collectivize and can build Union power from in the workplace.

And finally, pay. Of course, pay is always a major issue for workers. Now, with the exception of a couple of those workers' issues—pay, precarious work kind of jump out as trade Union issues—trade Union issues operate at a different level. When we talk about one of the

major problems confronting us as trade unions and institutions, as a movement, as organizations, they're slightly different. It's the attacks and social dialogue, the breakdown of collective bargaining and social dialogue, digitalization shift of the Labour market, declining membership, Union busting.

Now Union busting is a really good example of here, where very often, if we don't spend time really working at the ground level and really knowing what's going on in our companies, we can easily make the mistake of thinking that those trade Union issues, which are absolutely existential and should have all of our attention to addressing as trade Union officials, we made the mistake of thinking that workers in the workplace care about those things.

If somebody says there's no microwave, broken toilet, they're being bullied and poorly paid, plus they don't know if they're working next week...then these will be top of their list of challenges. Not digitalization. They think that's our problem to worry about, and they're right. So what we have to do in organizing collective bargaining is I like to think of this as the organizing and collective bargaining is the bridge that links workers issues and trade Union issues, but only through going into companies and working with those workers and showing that we care about workers issue and the things that are confronting them daily.

We bring them into the Union, make them active in the Union. And over time, they understand that many of these workers' issues are indeed derived from the trade Union issues. They derive from the fact that we're not as strong as we should be. They derive from the fact that employers, frankly, in many cases, don't fear us. They know they can do whatever they want and we will complain

about it and not do much more. So what we need to do with organizing collective bargaining strategies is to bring those two spheres together, because if we have strong trade unions and all of our issues or our challenges on that right hand slide addressed then we're in a much stronger position to be able to pick up these small issues on the workplace level.

I've been working at the European level now for several years, and when I hear things like "workers want a social Europe", I've never been to a company and heard the workers say that they want a social Europe. I've heard them say all these things on the left hand slide, but they do need a social Europe, so it's a fair thing to say, but it's a trade union issue. I understand. Union busting is another one I've seen several times now campaigns in companies where the company brings in Union Busters, and the trade Union starts to think if we can just show that the employer is using Union Busters, the workers will be so angry that they will join the Union. They don't. They see Union Buster as a Union problem. It's not my problem as a worker, so we need to provide that bridge and bring more people on board so that we can address those trade Union issues. We organize to bargain collectively by building strong and sustainable Union structures at every level company centrally, most important for us, nationally and globally.

And when we see that organizing is all about delivering through collective bargaining, you see what I mean in my opening comments when I said this is relevant to every single worker; it doesn't matter what sector you're in, what group you're in, what field you're in. These are the same. What happens is that those issues on the left-hand slide, they change. Home-working is a big issue for some workers. It's

not an issue at all for some other workers.

There's often this misconception that if you're working with a high paid group of workers, you can't organize them because they're already highly paid. Not true. We have lots and lots of experience, within UNI of really good and really effective organizing campaigns where we've organized around different issues. It just means that pay may not be an issue for some workers, but stress might be, maybe autonomy, maybe bullying. And we don't know any of these things unless we ask. Then we can try to build union power.

FLORENTIN IANCU



SITT ROMANIA

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We are now a little over 5'000 members in 15 multinational companies, and we have negotiated about 18 company level collective agreements. All of them were the first [in the company] since their presence in Romania, therefore covering about 12,000 employees in this sector. [We're] quite proud of these figures so far, and we hope to push for more. Most of our union are ICT employees below 35. I would say about 20% of those

are managers or ICT experts, professionals. We need to maintain that threshold, so we have to push to increase our membership levels in all parts of the company. But what we've seen over the last year, it was quite a high involvement of professionals and especially managers within our team of activists.

As long as we are employees, as long as we work in the same

workplace, all of us, we have to push quite hard in order to improve our terms and conditions, regardless of the position we have now. Organizing for us has been religion since 2016, and we have used issue-based organizing tactics ever since. In 2016, we were just 1000 [or so members]. Now we've quadrupled our membership.

This shows that these tactics are very effective. It's issue-based organizing in all our actions. But what we've done, we've complemented a bit with a high engagement of members using digital tools. We've done that even before the pandemic. We use large-scale digital meetings to engage with members to increase their participation, increase transparency ... about the actions and the life of the union and also include them in the decision-making process.

And this was something that helped in the last four or five negotiations quite a lot. The decision was taken together, and in the end, the results in collective negotiations were really good, especially [for] managers. As a union, we try to keep them close and we try to maintain a very good cooperation.

We've basically built up an internal culture that makes everyone feel more or less at ease. I'm insisting on this because one of the most important issues we found was that at some point managers were trapped between their own interests as workers and company interests... that would conflict with what we as a union would promote inside the companies. And that is always something that we monitor.

We try to maintain a valid equilibrium between the two that would help us, especially in maintaining our high levels of membership. Obviously, there are dedicated issues that we [focus on] like career progression and how the

internal promotions are being done, dedicated training.

We have an approach of building up the relevance of the [Romanian workforce] in the company's map in such a way that we constantly increase our importance. And obviously in such a way, we build up on our stability of the company in the country.

We also have our own initiatives. One of the biggest was a twelve month programme where we trained about 570 exclusively professionals and managers in different subjects like leadership or agile management innovations. This was really, really successful, and it brought us into companies where we didn't have any members. And now we're building up quite important connections.

We keep building up this bridge between managers and the rest of the teams. We've also done a programme on soft skills like nondiscrimination and promotion of women, especially in the tech sector.

ULF BENGTSSON



**PRESIDENT,
UNI PROFESSIONALS & MANAGERS**

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Yesterday we had a lot about the digitalization, the risks and opportunities, but also included in that is the need for developing skills and lifelong learning. And we are working on a roadmap for how we can develop the skills, especially within the opportunities and risks with digitalization and artificial intelligence within the UNI sectors. Getting Massimo in a double role for covering both PNM and artificial intelligence is very beneficial for

P&Ms and for Uni. We talk today about organization or organizing, and that, of course, is crucial for the future.

Professionals and managers are probably the largest growing. No, sorry, the fastest growing group of workers, and that's globally not only in Europe or the so called developed world. We have seen different approaches here. There are certainly very different starting

points, and it's not natural that professionals and managers unionize, but we should remember, and we should be missionaries about that. Professionals and managers are all employees. They all need to work together with their professional challenges. As Ben said, it's not the Union problems that are interesting for our members, it's the individual problems.

What we as unions do is that we use our collective strength of the individuals to help them with their individual problems in the workplace. And this is crucial to remember. Always try to identify what is their individual interest, what is their Union interest, and how can we bridge them. This year with a pandemic has not only delayed our conference with more than a year, it has also learned us other ways of working. And many companies around the globe have realized that they don't need to have their staff in the office.

Actually, many companies have realized that efficiency has been higher when staff is working from home. That's what happened in my own company, Sony. And there are lots of other examples. Another Swedish company, Ericsson, not the smallest one, but they have realized that their office area isn't big enough for the fast-growing departments so that they cannot even bring back people all at once. So for sure we will have a future with a lot more working from home. And there is not only positive things about that, like with everything, there are positive things and there are backsides and there are lots of things we have to sort out here.

So putting in this into the collective bargaining is a very crucial point. What about working from home? What about the equipment in a home office? What kind of reimbursement should you have

for offering an office area in your home instead of having your employer paying for it at the central office? These things are generally not covered in present collective agreements, but it's certainly something that has to be covered. Also, what about accident insurance and such things? And of course, all those that have already been covered in collective agreements in Orange and in Spanish banks and so on, the right to disconnect the right not to be monitored and so on.

And so on. Veronica brought up a very important thing yesterday about the equality in the digitized work world. And the big problem is, of course, that it's a very male world, and that's not because the companies want to have it that way. The problem is that we don't find the skilled female professionals that can develop the systems. Getting women into Stem is one of the crucial things. We have been working within the steering committee for Europe for many, many years to improve this. We have also been working with it in the Association of Nordic Engineers.

We have been working with that question in a lot of other unions and other organizations, because this really is important. If we want to have a fair, equal system, we really need to have a fair and equal distribution of women and male. And if we don't want a binary system, we have to cover all those that are neither fully woman nor fully male. Okay, and then the last point here is actually the flexible one, the regional issues. We have been working on several issues in the regions. For instance, whistle blowing was something that we worked very hard with in Europe, which finally gave a good result through Eurocadres work with the Commission, and we are working with protection also in other areas.

But in the Asia & Pacific region, the migration of professionals and managers is a key issue. There are in Africa, maybe totally different questions. And as in Latin America, the right to organize at all would be a highly important question. So this Congress, actually point by point, is working with our global programme, which makes me thrilled. And I'm looking forward to continue this work together with Marie Christine and with Daniel and the steering committee and all of you, all the unions within Europe.

But I don't think I should close the conference. I think we should let our newly elected President, Marie Christine, have that honour. So thank you all for making this conference so extremely rewarding and good. Thank you. Thank you all.



UNI PROFESSIONALS & MANAGERS

UNI GLOBAL UNION

8-10 Ave Reverdil, 1260 Nyon, Switzerland

www.uniglobalunion.org