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20 March 2018

WEC to participate in OECD BIAC ELSA

21 March 2018

WEC-Europe to participate in the EU Tripartite Social Summit

22 March 2018

WEC-Europe extraordinary General Assembly and first Governing Body meeting

Contact us

WEC Head Office

Tel. 0032 2 – 421 1586

info@wecglobal.org

www.wecglobal.org

Our apprentice Tomasso Grossi, who has been working at the WEC Head Office for the last year, will leave us on 2nd March 2018. We wish him all the best for the next step in his professional career

Global Public Affairs

ILO Future of Work Initiative developments

As part of their broader future of work initiative, the ILO has set up a commission with high level individuals. This High Level Commission is to reflect upon the future of the labour market and the role of the ILO in that future. The Commission includes participants from all sides of the civil spectrum including unions, governments, business and civil society. The CEO of The Adecco Group, Alain Dehaze is a member of the Commission. This allows the employment industry a direct seat at the table discussing the future of work. The Commission will present a report at the end of 2018. This report will provide input for the 2019 International Labour Conference (ILC) that will discuss the Future of Work and the governance thereof on the global level.

The Commission met from 15 to 17 February. In this meeting, the Commission discussed the outlines for the final document and the outreach programs for the commission. However, the bulk of their discussions was geared towards the discussion on a large set of topical Issue Briefs. These topical Issue Briefs address a vast set of labour market trends and issues such as from gender issues, supply chain governance, social protection, and platform economy. Youth employment and informality.

In preparation for this meeting, the Head Office has engaged with The Adecco Group, the International Organisation of Employers (IOE) and other stakeholders participating on the Commission. In this the World Employment Confederation has been pushing for a strong focus on new forms of organisation of work, Fighting informality and Improving skills and life-long learning.

Assessment and next steps:

In the end of the day the Commission's report will be one of the many documents feeding into the 2019 ILC negotiations on the role and standard-setting of the ILO on labour markets. Nevertheless, although the report holds in no way any formal position in the ILO proceedings its recommendations will have an impact on the direction of the mentioned negotiations.

Having industry presence in the Commission provides opportunity to influence the recommendations in their report. This is obviously a positive development and justifies supporting The Adecco Group in pushing for beneficial results. There are concerns concerning the proceedings and transparency of the process. It is very much driven by the Secretary-General and it is unclear to what extent the Commission's discussions are able to change existing ILO institutional thinking on the future of work as such.

Concluding the focus of the Head Office is on the 2019 ILC. That is where the decision-making will be. Having beneficial recommendations in the Commission's report supports beneficial outcomes of the 2019 ILC. The Head Office will, in conjunction with members, provide input to The Adecco Group and other participants in the Commission to influence the debate. Finally, keeping an eye out on the ILO's capacity to adapt their internal thinking to independent outside views contributes to the ongoing assessment of the ILO as a relevant international body on national labour markets.

OECD and WEC meet on Skills and Employability

The World Employment Confederation and the OECD Skills and Employability department met in Paris last week to discuss the future of work and the role of skills in that future. During the meeting, there was a fruitful debate on labour market developments in OECD countries and how our industry is effected by and effecting these developments. There was particular interest of the OECD in how the industry is dealing with the rise of online talent platforms in the labour markets and which structural measures (legal or policy) employment agencies are facing that keep them from investing in the training of workers. The WEC delegation (Denis Pennel, Bettina Schaller, Antonio Bonardo, Jaap Buis and Jochem de Boer) put forward to Mark Keese (Head Skills & Employability Division), Glenda Quintini (Senior Economist) and Stijn Broecke (Senior Economist) need for diverse forms of work in the labour market, social innovation and fighting informality.

OECD Jobs Strategy 2018

There was ample discussion on the Draft 2018 Jobs Strategy. This OECD Jobs Strategy holds key labour market recommendations for OECD member states and is set to be finalised at the end of 2018. The WEC delegation elaborated on the need for diverse forms of work as means to deal with labour market transition. Furthermore it was put forward that employment agencies are some the biggest private employers on the national level and are directly tapped into changes of labour market demand and supply. They are therefore of crucial importance in managing labour market trends on the national level. The OECD was wondering how the employment industry was dealing with the digital disruption on the labour market. This allowed the WEC delegation to put forward the various corporate and sectoral initiatives in that regard. In addition, the case for a level playing field was made, and that the 'new forms of work' might very well be 'old forms of work' with a new digital 'look and feel'. There was great acknowledgement from the OECD that the challenges of today are not as new as it is sometimes perceived and that existing models hold solutions to current challenges. Finally, in this regard, the WEC addressed their concern with emphasis on 'working-time arrangements' in the Draft Jobs Strategy. According to the WEC, the emphasis on this one internal form of labour flexibility is unjustified.

Social Innovation and Skills

In that, regard it was the World Employment Confederation put forward the need for social innovation, especially developing portable skilling rights. Of course, the Manifest 'No Future of Work without Social Innovation' was presented to the OECD. The OECD highlighted that people with already high skills do receive sufficient training and skilling. Their data shows that it is the lower skilled group in particular that does not receive sufficient training. For OECD countries, that is a challenge. Furthermore, the issue of skill-certification and validation was addressed, and to what extent the employment industry is involved in those practices. Finally, the OECD was particularly interested what restricting national policy measures employment agencies are facing when they wish to train workers. Some examples from corporate and national practise were shared.

Informality

Finally, the issue of informality was put forward to the OECD. WEC delegation members put forward that the standard vs. non-standard discussion distract from the biggest issue in many developed and emerging OECD economies: the informal economy and labour market. The OECD acknowledged this challenge. Yet, it put forward that with a growing number of self-employed the number of informality is rising in these economies, because statistically

(bogus) self-employed workers could account to informal workers. Even though one could debate that definition and development, there is a grey area growing even in developed countries. In that respect it was put forward that online platforms as a form of work could also contribute to formalizing the economy in same way as having a more diverse palette of forms of work in the economy.

Assessment and next steps:

It was a good meeting with good interaction, which allowed the WEC to put forward our messages and clarify the role of the employment industry on the labour market. Also, hear from the OECD where they see challenges. This allows the WEC to better tune the lobby messages to the issues the OECD is working on. As a next step, the OECD was invited to join a 'social innovation field trip'. During this field trip, we would show how the employment industry provides all kinds of securities to temporary (agency-)workers. This will be organised in the coming months. In addition, the OECD will share a draft questionnaire for OECD member states on how they deal with diversification on the labour markets. This would allow us to provide input to the questions. Finally, the OECD will share their questionnaire for employers(' associations) on how they are involved in skilling initiatives on national levels.

WEC meets World Bank

The World Bank is a global institution that is part of the UN system (like other International Organisations such as the ILO and the IOM). It provides financial instruments for projects in emerging and developing countries. Part of their activities involve developing labour markets and fighting informality. Over the past three months, there have been several engagements of WEC leadership and members with (high level) representatives of the 'Jobs group' of the World Bank. The Jobs Group assemble all the labour market experts within the World Bank Group and advices on the various projects it does.

At 20th February Annemarie Muntz, Hans Leentjes, Bettina Schaller, Denis Pennel and Jochem de Boer met with Jobs Group manager David Robalino, Senior Economist Ian Walker and Solutions for Youth Employment (S4YE) manager Namita Datta. In this meeting the World Bank explained that they have found that past labour market initiatives (from all kinds of aid & development parties) in their target countries have been very much focussed on developing labour market supply. The outcomes of these projects have been marginal in terms of employment. It was for that reason the World Bank started focussing on developing labour demand and working with business.

They furthermore assessed that labour market intermediation and active labour market policies of their target group are often very much flawed. Large part of this flaw is the lack of connection with the private labour market intermediation. To the World Bank the private sector has a better grasp of labour market dynamic and able to guide people better to jobs.

They are currently working on a Future of Work report. In it, the World Bank will address the issue of Skills, Active Labour Market Policies and social security. Their assessment is that the Future of Work discussion is very much focussed on the impact of technology. In their assessment, technology is just one of the aspects. They recognize that labour market dynamic is changing profoundly. An issue that they need to address

Assessment and next steps:

During several occasions representatives met with representatives of The World Bank. This has served as a good way to assess to what extent the World Bank and the World Employment Confederation could collaborate on specific issues. Given the limited added value of The World Bank to the World Employment Confederation, future collaboration will remain limited.

The Head Office will liaise with the World Bank on the Future of Work report to influence the draft and furthermore the World Bank will organize a workshop on social innovation and the future of work.

Certification workshop IOM/IRIS

The World Employment Confederation is currently involved in the development of the International Recruitment Integrity System (IRIS) of the International Organisation of Migration. Part of this is the development is a certification scheme for cross-border recruiters. To this end a set of principles and indicators have been set. The status is that the IOM is developing a governance and technical auditing system.

Given the extensive expertise in the Employment Industry with private certification schemes, the Head Office has invited the IOM to join a presentation on to certification systems that have been developed in The Netherlands. This should provide inspiration to the IOM for progressing on their path of developing a certification scheme. Given the status of their development, we wanted to specifically focus on broad support, governance and checks and balances as a crucial element of any successful certification scheme. These issues have also led to concern within the Head Office assessment of the progress.

This was the focus of a one-day visit of the IOM to Amsterdam. There were good discussions and exchanges on the specific technical aspects that relate to certification and the trust of stakeholders and participants that come with it. The IOM appreciated to chance to engage on this technical level. The outcomes of the meeting resulted in the IOM recognizing the World Employment Confederation as a partner in further development of the IRIS.

The visit was facilitated by the Dutch member of the World Employment Confederation, the ABU. The presentation was provided by the Dutch independent SNA and SNF certification systems. Annemarie Muntz and Jochem de Boer attended on behalf of the World Employment Confederation.

Assessment and next steps:

IRIS' proof is in the eating. Meaning that it is up to IOM to further develop the certification scheme and develop added value for individual recruitment businesses.

The World Employment Confederation is loosely associated with the program by participating the Advisory Committee that meets once or twice a year. Through this limited engagement, it is able to monitor the progress and engage when necessary.

Given the technical status of the project, it is up to the IOM to take IRIS to the level that it has operational added value for individual companies.

The Head Office does not have the capacity to engage with IOM on the technical and operational level of its certification scheme. It has suggested to involve members of the World Employment Confederation in their on the ground testing of the project, especially in South East Asia where there is a lot of cross-border recruitment.

Fair Recruitment prominent in Global Compact on Migration proposals

In 2018 UN member states will negotiate a political agreement on international migration (a 'Global Compact on Migration'). It will be concluded in December 2018. The World Employment Confederation has been involved in the civil society stakeholder meetings on fair recruitment in the last quarter of 2017. This has led to a report on migration of the UN Secretary General (see the January Advocacy Report) and recently the publication of the so-called 'zero-draft'. This 'Zero-draft' is the first draft text for the negotiations between the UN members.

The zero-draft consists out of 22 'objectives' that individually contain several 'actions' to be taken on the international level. In particular Objective 5, 6 and 15 are of interest to the employment industry. They involve respectably flexibility of migration pathways (object 5), fair and ethical recruitment (objective 6) and skills recognition & development (objective 15).

When it comes to objective 6 on fair recruitment the proposed draft calls on states to implement the relevant international instruments and operationalize the ILO General Principles and Practical Guidelines on fair recruitment and IOM's IRIS. Furthermore it calls on states to:

“Review and revise regulations on public and private recruitment agencies, in order to align them with international guidelines and best practices, and prohibit recruiters from charging fees or related costs to the migrant worker in order to avoid debt bondage, exploitation and forced labour, including by establishing mandatory, enforceable mechanisms for effective regulation and monitoring of the recruitment industry”.

Assessment and next steps:

The 'zero-draft' is very positive indeed for the employment industry. It calls for the banishment of recruitment fees and regulation of the recruitment industry. By securing this in the zero-draft, the discussion on fair recruitment will become a part of the negotiations that will end in December 2018. The Head Office will periodically liaise with the IOE to monitor the developments of the negotiations to determine if and how they influence the ILO discussions on defining Recruitment fees & related costs.

Meeting the Responsible Business Alliance

Annemarie Muntz, Hans Leentjes and Jochem de Boer met with Responsible Business Alliance (RBA) in Washington DC as part of the side meetings of the Board and CMC meetings. The RBA associates (well known) global brands such as Apple, IBM, Walmart etc. and develops quality and capacity building tools to improve their members' supply chains. They develop various initiatives including the Responsible Labour Initiative (RLI). Part of the RLI is a recruitment fees code of conduct that applies for their members. Furthermore they train recruitment companies work with their members on how to deal with recruitment fees. The most of their activities are in South East Asia and they have an office in Kuala Lumpur, Malaysia.

During the meeting, the representatives from the World Employment Confederation introduced the organisation and the initiatives it is involved in on the global level when it comes to fair recruitment. In addition, the Code of Conduct was presented.

Assessment and next steps:

The RBA associates an important group of companies and supports them in improving their supply chains and the recruitment companies therein. They develop different forms of certification for suppliers in chains. Therefore it was useful to do fact-finding on their organisation.

The RBA was unaware of the World Employment Confederation and the Code of Conduct. They will consider it in developing their certification systems on fair recruitment. In addition, it has been agreed that it would be useful to connect to the APAC Southern regional representative Ian Grundy to work together in that region.

European Public Affairs

EU Directive on transparent and predictable employment

In December 2017, the European Commission presented its proposal for a Directive on transparent and predictable employment, which will after its adoption replace the Written Statement Directive. The most important elements of the Commission proposal focus on definitions of the employer and worker, on information obligations linked to the employment relationship and on minimum requirements linked to working conditions.

Debates in the Council working group and European Parliament are starting. In the European Parliament, the Employment Committee will take the lead, while other committees will provide opinions. Several European employers organisations are in the process of publishing their position papers. The Commission proposal is receiving a rather critical feedback, especially with regard to the definitions established in the Directive and the minimum requirements linked to working conditions.

Actions and next steps:

1. An advocacy working group has been established following the Public Affairs Committee meeting held early February.
2. A Position Paper has been drafted and discussed in the advocacy working group and Public Affairs Committee. A complementary annex with country examples and case studies will be developed in the coming months.
3. The World Employment Confederation-Europe Head office is liaising closely with BusinessEurope on this dossier to ensure consistency of the messages of employers organisations.

Posting of Workers: Contribution to EU Expert Group and Stakeholder Conference

On 26th of January 2018, the EU Committee of Experts on the Posting of Workers held a meeting. Topics addressed there included the assessment of the transposition of the Posting of Workers Enforcement Directive, the ongoing revision of the Posting of Workers Directive, the presentation of a study on letterbox companies and the Commissions plans to establish a European labour authority to ensure the enforcement of EU law, particularly in cross-border situations.

On the revision of the Posting of Workers Directive, the European Commission underlined that debates in the trilogue between the Council, EP and Commission to reach an agreement on the revision are ongoing, with significant progress in several areas. The current, Bulgarian EU Council Presidency reached a common understanding for a possible compromise on the revision of the Directive on 28th of February 2018, which will be formalised in a legal text in the coming weeks. This compromise focused on equal pay for posted agency workers, on the applicable rules for long-term posting of workers (the maximum duration of posting in applying the provisions of the Directive has been set at 12 months with the option of a further extension by six months. Article 1 of the Posting of Workers Directive shall be amended to reflect that the Directive is about the protection of workers in the context of the provision of services.

On 9th of February, a European Conference on “Enhancing administrative cooperation through coordinated transnational actions in the context of the posting of workers” took place in Brussels. The event was organised as part of the Eurodetachement project, to which the World Employment Confederation is a project partner. The conference included national case studies on the forms of cooperation between the EU Member States in the context of the posting of workers from Ireland, Belgium, Netherlands, Romania, Portugal and France. A concluding panel debate involved sectoral social partners from the construction industry, employment industry and food, agricultural and tourism sector.

Actions and next steps

Michael Freytag from the WEC-Europe Head Office participated in the conference and acted as speaker during the panel debate. In his contribution, Michael Freytag focused on the special provisions in the Posting of Workers Directive for temporary agency work, on the need for better access to information and of effective cooperation between EU Member States. He also briefly presented the WEC-Europe/UNI-Europa observatory on cross-border activities and factsheets prepared in this context on the posting of workers.

European Business Services Alliance

The European Business Services Alliance, of which the World Employment Confederation-Europe is a founding member, meet on 13th of February. Discussions focused on membership structures of European trade federations and approaches to involve corporate members in the membership and governance, on a presentation on the relevance of the EU General Data Protection Regulation for European federations and actions that should be taken to ensure compliance, as well as a policy update on a range of single market and business services dossiers.

Along with the World Employment Confederation-Europe, Food Service Europe, FENI (Cleaning services employers, EFCA (Engineering Consultancies), FEACO (Management Consultancies), ETSA (Textile Services) and Dansk Erhverv participated in the meeting

Actions and next steps

Michael Freytag from the WEC-Europe Head Office participated in the meeting of the European Business Services Alliance and used it as a platform to promote the role of the employment services as business services providers. He also contributed to the debate on data protection, illustrating the activities of the World Employment Confederation-Europe in that field.

EU Sectoral Social Dialogue on temporary agency work

Activities in the EU Sectoral Social Dialogue on temporary agency work currently mostly focus on the joint project on "Online talent platforms, labour market intermediaries and the changing world of work".

For the project, which will be completed in May with the publication of a report and a pan-European Conference, the third steering committee was held on 27th of February and a final draft version of the report has been submitted by the CEPS/IZA research team.

The project has significantly advanced in the past months. The main remaining tasks for the project include a final round of comments on the research report, the negotiation on joint conclusions and recommendations with UNI-Europa and the organization and implementation of the pan-European conference.

Actions and next steps:

1. Jointly with the research team and with UNI-Europa, the final steering committee was prepared, which took place on 27th of February 2018.
2. The pre-final report prepared by CEPS/IZA has been reviewed by the Head Office and the steering committee members. A document with WEC-Europe comments has been drafted.
3. The World Employment Confederation-Europe has secured a venue for the pan-European Conference and started to work on the programme and by identifying speakers for the one-day conference.

National Public Affairs

Denis Pennel attended the REC event on the Mathew Taylor Report

Denis Pennel (WEC Managing Director) attended on February 14th an event organised by the REC (the UK member of WEC) on the labour market reforms in the UK. Guest speaker for this roundtable bringing together members from the REC was Matthew Taylor, the author of an independent report published in July 2017 which investigated the impact modern working practices are having on the world of work.

The UK government has announced that it is “taking forward” (and in some cases completely accepting) all but one of the recommendations made in the Taylor Review. The government plans to ‘go further’ than the review’s proposals in a number of respects, including a right for all workers to be given a list of day-one rights, including holiday and sick pay entitlements and the right to a payslip; and a right for all workers to request more stable employment contracts.

Recognising the need for a clearer focus on the quality of work, the government’s press release confirms that it will become ‘accountable for good quality work’ as well as quantity of jobs; a key ambition of the UK’s Industrial Strategy. The government is adopting a three pronged attack: ensuring workers know their rights; they receive the benefits and protections they are entitled to; and action is taken against employers who breach workers’ rights.

Matthew Taylor has called the government’s response ‘substantive and comprehensive’.

During the REC event, the discussions focused on how the employment industry can feed into the « good work » and ensure that this dovetails with the REC own agenda on compliance, inclusion and its Good Recruitment Campaign. A controversial recommendation from the Taylor Report for the agency work industry is the call for repealing the Swedish derogation (legislation that allows agency workers to opt out of equal pay entitlements when they are employed with a permanent contract by the agency). While recognising some abuses, the REC position is that the derogation should be kept but efforts should be made on its proper enforcement.

Actions:

Denis Pennel attended the event, thus supporting the REC in its advocacy at national level at the same using the meeting to promote the World Employment Confederation vision on well-functioning and futureproof labour markets.

Prism’emploi joined forces with other federations to form the federation of the partners for work

On 7th of February, Prism’emploi joined forces with the French Federation for Professional Training, the Federation for Pay-rolling (Portage Salarial) and the Federation for interim management to form the Federation of Partners for Employment. The common objective of this new federation is to support the development of the labour market in the context of the current changes in the world of work. The Federation of partner for employment does not replace the four existing federations, but acts as a platform and umbrella to voice common interests of the different HR services.

WEC Assessment:

The World Employment Confederation strongly welcomes the establishment of this new federation, which illustrates the evolution in the employment industry towards a broadened scope of HR services provided by its member companies and represented by the national federations.

Brexit: European Commission publishes draft legal text on transitional agreement

On 7th of February 2018, the European Commission published a draft text of the transitional arrangements to be included in the Article 50 withdrawal agreement, following the United Kingdom's request to remain in the Single Market and the Customs Union for a short time-limited period after its withdrawal from the European Union on 30 March 2019.

The text reflects the clear, detailed mandate provided to the Commission by the Member States on such possible transitional arrangements. As the UK will remain part of the Single Market and the Customs Union (with all four freedoms) until 31 December 2020, the UK will remain bound by EU law and the jurisdiction of the European Court of Justice. Union *acquis* will continue to apply in full to and in the UK during this period. Any changes made to the *acquis* during this time should automatically apply. As the UK will be a third country as of 30 March 2019, it will no longer be represented in Union institutions, agencies, bodies and offices.

Actions:

The World Employment Confederation monitors the Brexit negotiations and shares relevant information with its members via the Advocacy Report and in the context of regular meetings.

Germany: Social Democrats and Conservatives reach provisional compromise for coalition agreement

SPD and CDU/CSU reached a provisional compromise on a coalition agreement in Germany, which still needs to be endorsed by a vote by the SPD party members.

Besides general language on the aim to reach full employment and an extensive focus on skills enhancement and life-long learning, the agreement also includes a clause to prevent the abuse of fixed-term contracts. This clause foresees to introduce a reason for use system for fixed-term contracts, whereas fixed-term contracts without a reason for use shall be limited to 18 months. The coalition agreement furthermore foresees to prevent unlimited chains of fixed-term contracts. Additionally, the German law on temporary agency work, including the reform implemented by the previous government, shall be evaluated in 2020, which is earlier than initially foreseen.

Actions:

The World Employment Confederation-Europe prepared an English summary of the coalition agreement's employment and labour market chapter, which is available at the Head Office upon request.

Thought Leadership

EU Tripartite Social Summit: WEC-Europe to address highest level EU policy makers on the Future of Work

On the 21st March 2018, the main leaders of the EU institutions (European Council, European Commission and European Parliament) are coming together for the next Tripartite Social Summit, which is held half year ahead of the European Council. Besides the EU cross-industry social partners BusinessEurope, CEEP, UEAPME, also one sectoral social partner is invited to attend. For the March 2018, this opportunity has been secured for the World Employment Confederation-Europe.

The Theme of the Tripartite Social Summit will focus on "The European Pillar of Social Rights", which three subthemes focused on:

- Reinforcing innovation, job creation and social fairness in the Multiannual Financial Framework
- New forms of work: challenges and opportunities for employment and social dialogue
- Economic and social convergence to strengthen growth and resilience

Actions:

The World Employment Confederation-Europe President Bettina Schaller and Denis Pennel will represent the employment industry at this high-level event. Bettina Schaller will have the opportunity to give a short speech addressing sub-theme 2 on new forms of work, in which she will present key recommendations of the WEC Manifesto "No future of work without social innovation and link this to current EU policies.

Public Affairs Manager Michael Freytag contributed to conference on the platform economy

On 19th of February, the Catholic University of Leuven organised an academic conference on the platform economy, focusing mainly on regulatory and legal aspects. These focused on the question on whether further regulation on the platform economy is needed and the current legal framework for the platform economy.

A second session discussed the European dimension of the platform economy, including instruments of EU law to address the platform economy and consumer protection. The third part of the conference was devoted to labour law and social aspects, discussing the employment status of platform labour suppliers, social protection for non-standard forms of

work, social security and social protection in the platform economy and new forms of social security. The final session discussed taxation issues.

While covering all online platforms, the main focus of the conference was laid on online platforms facilitating the intermediation of transport services, such as Uber. Speakers included academics from Belgium (University of Leuven), France (Lille), Germany (Osnabrück) and the Netherlands (Tilburg).

WEC Actions:

The World Employment Confederation-Europe Public Affairs Manager Michael Freytag attended the conference and interacted with the researchers and academics. The conference was a good framework to get further input on the World Employment-Confederation-Europe/UNI-Europa research project on “Online talent platforms, labour market intermediaries and the changing world of work” and to test some of the findings and conclusions

High-level Ideas Lab Conference organised by the Centre for European Policy Studies (CEPS)

The Centre for European Policy Studies (CEPS) organised on 22nd and 23rd of February 2018 a high-level conference “Europe – Back on Track: CEPS Ideas Lab.” The Conference included several high-level speakers, including EU Commission president Jean-Claude Juncker and around 1000 participants.

Several parallel sessions were held focusing on the digital economy, regulation and innovation, energy, trade, finance, social Europe, rights and security, institutions, Europe and the world as well as Britain & Europe.

Of particular interest to the employment industry was the Social Europe lab, which included sessions on the online platform economy and new forms of work, as well as on the posting of workers and the provision of services.

More information on the CEPS Ideas lab is available on the CEPS website.

WEC Actions:

The employment industry has represented at the CEPS ideas lab by Michael Freytag (World Employment Confederation-Europe Public Affairs Manager) and by Menno Bart (Public Affairs Manager The Adecco Group). Both Menno Bart and Michael Freytag contributed actively to the sessions on the future of work and online platform economy and on the posting of workers.

Denis Pennel presented the Manifesto to EuroCommerce's Social Affairs Committee

On February 28th, Denis Pennel was invited by EuroCommerce (the European trade association representing the retail and wholesale industry at European level) to present the WEC Manifesto "No Future of Work without Social Innovation" as part of a strategic session of its Social Affairs Committee.

With members comprised of national commerce federations in 31 countries, Europe's 27 leading retail and wholesale companies, and federations representing specific sectors of commerce, EuroCommerce is currently reviewing its social affairs priorities and was looking for some benchmark from another European trade association. WEC-Europe was top of EuroCommerce's mind when looking for such a benchmark, thanks to the thought leadership activities conducted by our confederation over the last years.

WEC Actions:

Denis Pennel had the opportunity to present the WEC-Europe views on the changing world of work and on the need to reinvent workers' safety nets and social protection in order to recreate some stability and predictability in people's professional life.

World Employment Conference 6th – 8th of June

The World Employment Conference 2018 will take place from 6th to 8th of June 2018 in Dublin/Ireland. A conference website is online and registrations with the early bird fee are possible until 9th of March 2018.

The conference theme focuses on "Managing the extended workforce - Talent-as-a-service: How to navigate a new just-in-time, on-demand workforce ecosystem?"

Topics to be discussed include:

- How to source and acquire talents, whether by buying (direct, permanent hires), borrowing (temporary workers), renting (SOW, independent contractors) or building (developing talents internally) channels? How to avoid legal risks associated with the use of self-employed workers?
- How to manage an extended workforce and facilitate interaction among the diversity of workers? How to measure performance of a multicultural team comprised of different types of contracts and statuses? How to ensure that project-based workers are as engaged and top-performing as the permanent workforce? How to integrate both internal and external workers via unified HR processes and systems within user companies? What could be the role for social medias and HR information systems in creating a sense of community between diverse workers?

- How to ensure that the extended workforce owns and develops the right skills? How to implement a strategy that is quickly closing skill gaps to avoid negative business impacts? To what extent the rise of an extended workforce affects the scope, the tasks and the expertise of the HR function?
- How to build new forms of security and predictability for workers who are dispersed, remote, independent with protean career? How to think about internal mobility and career advancement opportunities and offer the extended workforce new assignments or projects based on their skills, performance and career aspirations? What kind of social innovations can be implemented to reconcile with the need for some predictability in terms of incomes and access to social protection?

WEC Actions:

The World Employment Confederation Head Office team works closely with the Irish member federation NRF in preparing the conference.

Abbreviations

CEEP	European Centre of Employers and Enterprises Providing Public Services
EFCA	European Federation of Engineering consultancies
ETSA	European Textile Services Association
EU	European Union
FEACO	European Federation of Management Consultancies
FENI	European federation of cleaning industries
HR	Human Resources
ILC	International Labour Conference
ILO	International Labour Organisation
IOM	International Organisation for Migration
IRIS	International Recruitment Integrity System
OECD	Organisation for Economic Cooperation and Development
RBA	Responsible Business Alliance
UEAPME	European cross-industry employers for small and medium sized companies