



WORLD EMPLOYMENT CONFEDERATION

The Voice of Labour Market Enablers



MANIFESTO

NO FUTURE OF WORK WITHOUT SOCIAL INNOVATION!

How to build open, inclusive, sustainable
and enabling labour markets





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FOREWORD

In the last decade labour markets have undergone significant change and the employment industry is convinced this trend will continue to accelerate in the coming years. This Manifesto illustrates the commitment of the World Employment Confederation and its members and demonstrates the leadership role they will take in building futureproof labour markets.

As the authoritative professional global body for the employment industry, the World Employment Confederation calls upon policymakers and relevant stakeholders to work in partnership to build open, inclusive and sustainable labour markets that enable everyone - individuals, businesses and society at large.

In order to cope with the increasing volatility in labour markets, it is essential to promote and implement social innovation as well as introduce new security schemes. To tackle challenges linked to the increasing diversity of forms of work, the following solutions should be considered: portable social benefits and rights, new types of collective representation and access to lifelong learning. With regard to the business sector, embracing social innovation is essential if organisations hope to secure skilled and talented workers and remain competitive and agile.

For any country, having an efficient labour market is a prerequisite for economic growth and competitiveness. Countries with forward-thinking labour policies and effective labour markets will be more resilient and more likely to prosper. As such, the biodiversity of labour markets must be nurtured and protected in order to secure an open, inclusive, sustainable and enabling working environment.



THE TRENDS SHAPING A NEW WORLD OF WORK

1 Volatile and complex economic environments are challenging traditional business models

- Mass-customisation has replaced mass-production
- Platformisation of businesses in response to the rise of the on-demand economy
- Lean start-up revolution and renewed appetite for entrepreneurship challenging wage employment
- Blurring lines between services and industry (servicification)
- Consumers becoming prosumers, reflecting hybridisation between production and consumption

2 New work organisations based on global talent supply chain management

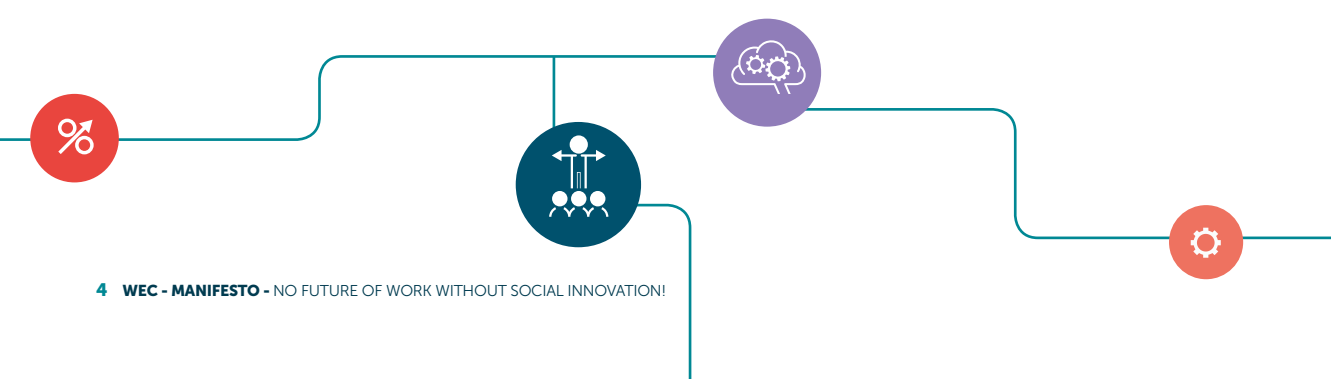
- Globalisation with economic development transferring to the South & East (from OECD countries to BRICS & VISTA)
- Outsourcing of business activities leading to new extended companies
- Project-based firms organised as a 'loosely coupled' network of suppliers and partners
- Use of online work (crowdworking) and small-scale workshops offering digital fabrication (Fablabs & 3D Printing)

3 New attitudes vis-à-vis work, question the relationships to the corporate world

- Strong demand for individualisation of the work relationship
- Fulfilment & satisfaction at work as a way to drive employee engagement
- Portfolio workers & slasher generation holding multiple jobs simultaneously
- Collaborative management and flat hierarchies (Holacracy) in order to boost business competitiveness



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Digitalisation redefines working conditions & management

- Blurring boundaries between private life and working life
- The workplace is no longer a place to go each day: coworking spaces, teleworking & online work
- Onshoring: the return of industries and jobs to their country of origin and creation of new smart factories
- Companies adapting to different forms of work and implementing 'total talent management' policies

4

Skills & competences as an open source

- The Human Cloud creating a flat world of work
- Massification of education has resulted in the highest educated global workforce
- Open MOOCs (Massive Open Online Courses) & tutorials facilitate skills development and life-long learning
- Online labour platforms secure access to specialised talent on an ad hoc basis
- Artificial Intelligence, robots and automation will displace current jobs however, will create other work opportunities

world of work
characterised by the
structural shifts:

The challenges arising from a changing world of work

While the changing world of work creates many new opportunities, it also generates challenges that need solutions:

1. How to **classify** new forms of work relationships (Employee vs Self-employed)?
2. How to **protect** the most vulnerable workers (young people, ethnic minorities, disabled people, older workers)?
3. How to **secure safe & healthy** working conditions for nomad and remote workers?
4. How to **support workers** in managing their risks in terms of inactivity, sickness or pension?
5. How to **organise & represent** dispersed and online workers?
6. How to **avoid unfair competition** and social dumping between different forms of work?
7. How to **preserve data privacy** for workers?
8. How to **provide** life-long learning & career support alongside protean careers?



CALL FOR ACTION: POLICY RECOMMENDATIONS

1. Access for all: secure equal and full access to labour markets through diverse forms of work

- a. Match a variety of workers expectations and companies' needs with diversity and flexibility in labour contractual arrangements (securing diversity and inclusion of all workers, including those most vulnerable)
- b. Secure appropriate regulation to ensure fair competition between diverse forms of work
- c. Prioritise labour market policies for individuals who require the most consideration and protection i.e. young people, (long term) unemployed and informal workers
- d. Stimulate job creation by stable business friendly labour laws, which can be followed by all

2. A fair job for all: guarantee meaningful & decent working conditions regardless of an individual's work contract, while also considering workers preferences

- a. The ability to secure decent work regardless of an individual's work contract
- b. Ensure that working conditions respect fundamental principles and rights at work
- c. Secure adequate earnings, via collective bargaining when relevant
- d. Ease access to information regarding workers' rights
- e. Consider the diversity of individuals in labour markets with respect to collective worker representation
- f. Uphold and improve health & safety conditions for all workers, including nomad and remote workers

3. Towards a new Social Deal: implement modernised social protection schemes to reflect new workplaces

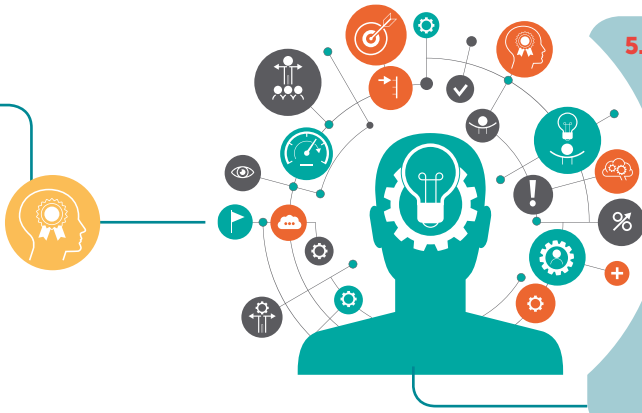
- a. Organise social benefits (health, pension, sick leave, paid holidays etc.) in a portable, easily transferable way, ensuring individual security and workers' rights when a labour contract ceases
- b. Rethink funding of social protection to reduce non-wage labour costs
- c. Avoid inequality between different forms of work with regard to labour costs and social contributions
- d. Favour labour market security over job security

4. Skills for jobs: equip all workers with the skills they need to succeed in the labour market

- a. Implement a strategic approach that develops cognitive skills (including literacy, numeracy and problem solving), "soft" skills (communicating, influencing, negotiating), as well as the readiness to learn
- b. Remove barriers to skill development and ensure life-long learning policies become a reality i.e. improve access to formal education for adults, develop flexible on-the-job training opportunities and provide workers the flexibility to combine work and training (especially via apprenticeship contracts)
- c. Use periods of unemployment as opportunities to upskill and/or reskill workers
- d. Set up individual training portfolios for workers so they can capitalise on their training entitlements (regardless of their work relationship)

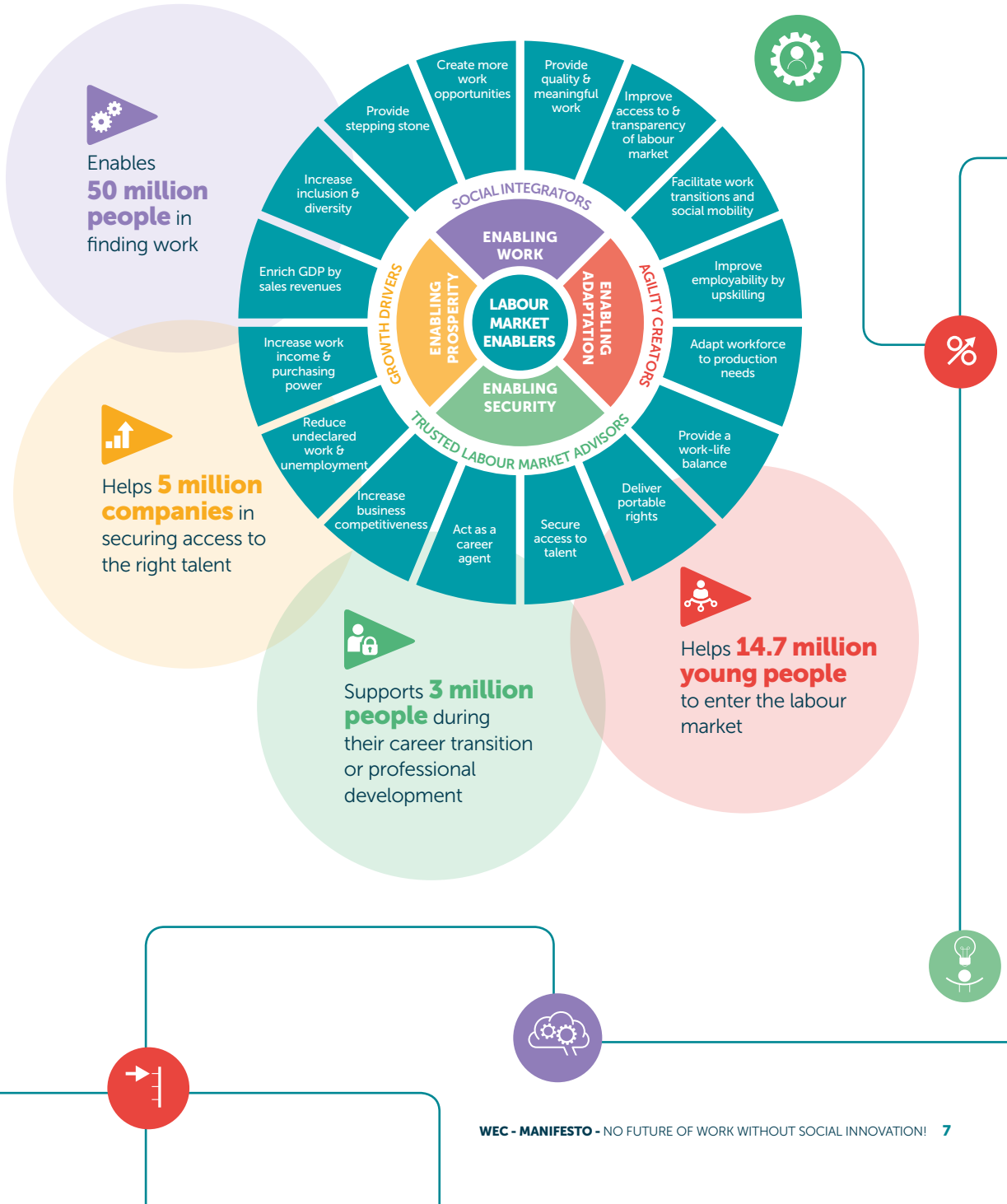
5. Responsible intermediation: enforce a level-playing field between labour market intermediaries

- a. Support three-party work relationships (such as agency work or umbrella companies) as a way to reconcile flexibility and security
- b. Public & private employment services working hand-in-hand to assist support workers build their career
- c. Implement quality standards for cross-border recruitment practices and ensure that existing regulation is enforced



THE CONTRIBUTION OF THE EMPLOYMENT INDUSTRY AS LABOUR MARKET ENABLERS

The employment industry plays a key role in providing innovative solutions to address challenges that arise through the ever changing world of work. As labour market enablers, members of the World Employment Confederation contribute to a better labour market by providing work opportunities, adaptation, security and prosperity. By doing so, they **provide a unique proposition to individuals, businesses and society at large. Our members build trust in the market, develop confidence in individuals and provide a sustainable future for the industry**



ABOUT THE WORLD EMPLOYMENT CONFEDERATION

The World Employment Confederation is the authoritative voice for the employment industry at a global level, representing labour market enablers in 50 countries as well as 7 of the largest international workforce solutions companies.

The World Employment Confederation brings unique access to and engagement with international policymakers (ILO, OECD, World Bank, IMF, IOM, EU) and stakeholders (social partners, academic world, think tanks, NGOs). It is striving for recognition for the positive economic and social role played by the employment industry in enabling work, adaptation, security and prosperity. Its members provide access to the labour market and meaningful work for more than 50 million people around the world and service to around 5 million organisations on an annual basis.



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**LEADING
IN A CHANGING
WORLD OF WORK**