



European Foundation
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Conditions

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

Shaping the Future of Work in a Digitalised Services Industry through Social Dialogue

The role of social dialogue in restructuring

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Quality of work outcomes and reported restructuring

- **Higher levels of**
 - work intensity
 - self-reported stress
 - work-related absenteeism and presenteeism
 - exposure to adverse social behaviour (including bullying)
- **Lower levels of**
 - satisfaction with working conditions
 - mental well-being
 - job security

But also...

- greater access to training paid by employer
- work involves learning new things

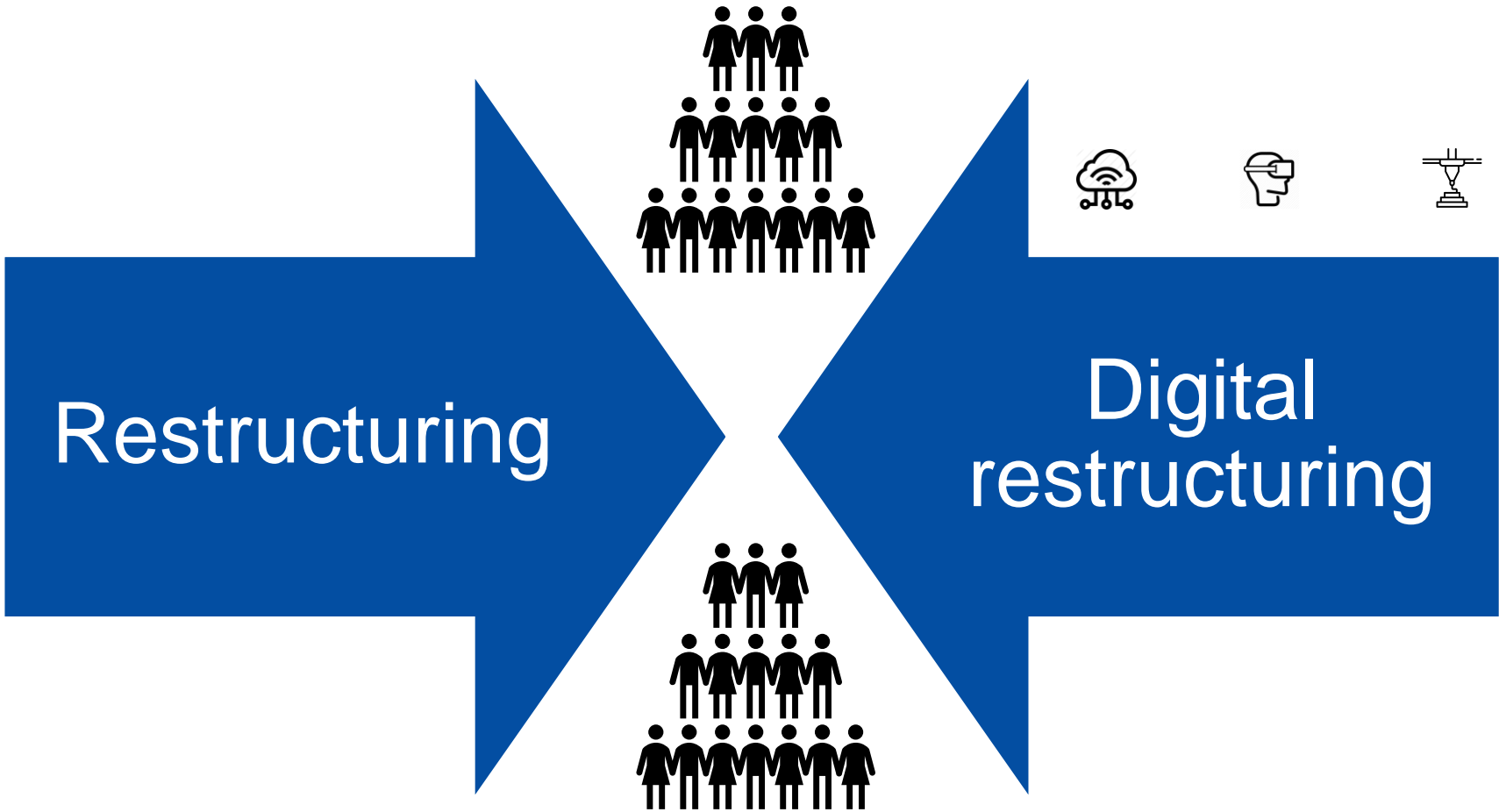
Source: ERM report 2018: Impact of restructuring on working conditions

Information and consultation in restructuring

A requirement enshrined in EU legislation

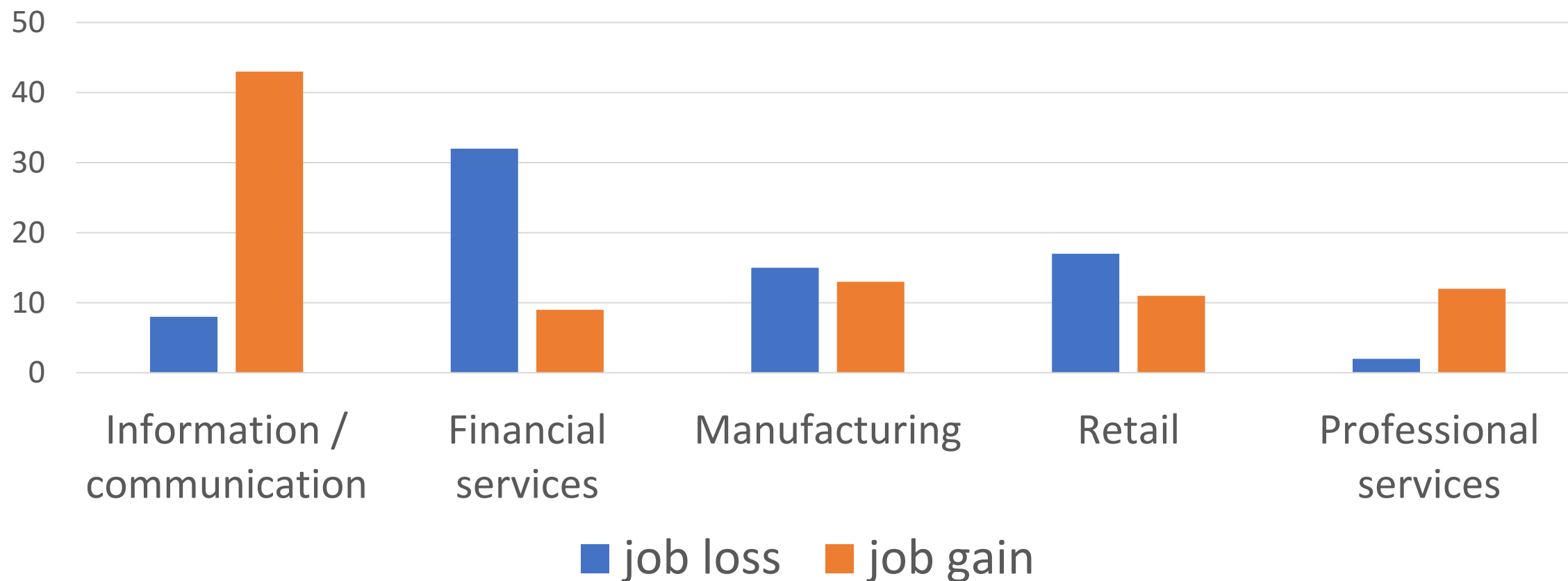
- 78% employees in restructured workplaces reported having been informed about the restructuring and 38% had their opinion sought
- Employees who reported being consulted and informed were less likely to report negative work outcomes
- Other buffers:
 - Perceived fair treatment
 - Leadership
 - Social support
 - Union presence at the workplace

Source: ERM report 2018: Impact of restructuring on working conditions



Restructuring driven by digitalisation

Large-scale restructuring cases, EU27+NO, 2020-21 where digitalisation cited as factor, by sector (ERM)



Good practice elements in restructuring and digitisation

- **Restructuring**

- Strategy and planning
- Employee involvement
- Communication
- HR policies and training
- Fairness of processes and procedures
- Monitoring and evaluation

- **Digitisation**

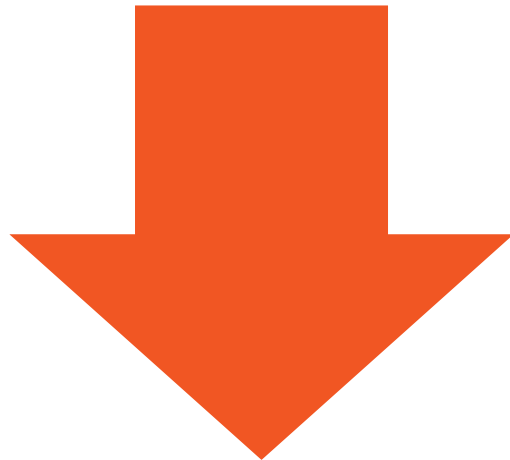
- Strategy and planning
- Employee involvement
- Communication
- HRM strategies and training
- Strategic partnerships

Does the role of social dialogue change?

Restructuring and digitisation: evidence from company practices



Social dialogue secured
more positive outcomes for
employees and greater
employee buy-in



No participative decision-
making in restructuring and
digitisation

No systematic monitoring to
make corrective actions

*Negotiations & consultations
continue to revolve around
more traditional social
dialogue topics*



Is social dialogue ready to deal with the challenges of digitalisation and new forms of restructuring?

Thank you

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