New forms of employment

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Background and objectives

- Anecdotal evidence of new employment forms
- Little information on characteristics, working conditions, labour market implications
- Research objectives
  - Identify and characterise the new employment forms in Europe
  - Illustrate their implications for working conditions and the labour market
  - Derive policy pointers
What is a ‘new form of employment’?

- Non-standard
  - Employment relationship
  - Work pattern
  - Networking among self-employed
- National perspective
- Since about 2000
Identified new employment forms

- Employee sharing
- Job sharing
- Interim management
- Casual work
- Voucher-based work
- ICT-based, mobile work
- Portfolio work
- Crowd employment
- Collaborative self-employment
Strategic employee sharing

- Aims: access to labour while creating stable employment
- Separate entity acts as legal employer
- Workers are exclusively sent to member companies
- Joint responsibility and commitment to provide work
- No profit orientation
- Equal pay and treatment of shared and core staff
<table>
<thead>
<tr>
<th>Positive effects</th>
<th>Negative effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creation of permanent jobs</td>
<td>Stress caused by rotating workplaces</td>
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<td>Creation of full-time jobs</td>
<td>Potential labour market competition</td>
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<td>Only one legal employer</td>
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<td>Equal treatment</td>
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<td>Skill development</td>
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<td>Diversified tasks</td>
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<tr>
<td>Improvement of job quality</td>
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<td>Access to (skilled) labour</td>
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<tr>
<td>Potential improvement of the local labour market and economic structure</td>
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Casual work

Main characteristics

- Pools of workers to be activated if needed
- Intermittent work
- On-call work, including zero hours contracts
- Very short up to a month notice before having to work
- Theoretical possibility to decline assignments
- Access to social protection, but not necessarily coverage in practice
Employers and employees in casual work

- Sectors with seasonal activity and fluctuation in demand
- Employers need to cover flexible HR needs at low costs
- Low-paid jobs
- Lower skilled occupations
- Workers are rather young, less educated, female
- Necessity driven decision for workers
### Casual work Implications

#### Positive effects

- Potential labour market integration
- Potential legalisation of undeclared work

#### Negative effects

- Low job and income security
- Hardly predictable and regular working time
- Low wages
- Limited social protection
- Limited representation
- Low autonomy
- Potential of not very interesting tasks
- Limited access to training
- Potential health effects
- Potential change in the labour market towards acceptance of precarious work
- Contribution to labour market segmentation

**Work-life balance**
ICT-based, mobile work
Main characteristics

- Work outside the employer’s or a client’s premises
- Reliance on ICT, access to a shared computer network
- Informally implemented
- Rather young, male workers
- Rather high-skilled specialists, management
- Demand driven
### Positive effects

<table>
<thead>
<tr>
<th>Potential transformation of work organisation</th>
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<tbody>
<tr>
<td>High flexibility</td>
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<tr>
<td>High autonomy</td>
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<tr>
<td>Personal productivity gains</td>
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<tr>
<td>Improved communication and collaboration</td>
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<tr>
<td>Skill development</td>
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<tr>
<td>Contribution to inclusive labour markets</td>
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<tr>
<td>Job creation potential</td>
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</table>

### Negative effects

<table>
<thead>
<tr>
<th>Outsourcing of employer responsibilities</th>
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<td>Advanced monitoring/control systems</td>
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<td>Increased work intensity and stress level</td>
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<td>Information overload</td>
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<td>Social isolation</td>
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<td>Potential of expected 24/7 availability</td>
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<td>Blurring spheres of work and private life</td>
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</tbody>
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Voucher-based work
Main characteristics

- Payment with vouchers rather than money
- To legalise undeclared work (households, agriculture)
- Often limitations as regards scope
- Specific eligibility for employers in AT, EL, FR
- Minimum hourly wage in AT, BE, EL, IT
- Access to social protection
## Voucher-based work Implications

<table>
<thead>
<tr>
<th>Positive effects</th>
<th>Negative effects</th>
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<tbody>
<tr>
<td>Legalisation of undeclared work</td>
<td>Job insecurity</td>
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<tr>
<td>Labour market integration effects</td>
<td>Potential health and safety issues</td>
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<tr>
<td>High flexibility</td>
<td>Limited access to training</td>
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<tr>
<td>High autonomy</td>
<td>Social isolation</td>
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<tr>
<td>Local workplace</td>
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<tr>
<td>Improved work-life balance</td>
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<td>Some social protection</td>
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<td>Partly minimum wage levels guaranteed</td>
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Conclusions and policy pointers (1)

- Mainly driven by the need for flexibility
- Some with good win-win potential, e.g.
  - Employee sharing
  - Job sharing
  - Interim management
- Some raising concerns, e.g.
  - Casual work
  - ICT-based, mobile work
  - Crowd employment
Conclusions and policy pointers (2)

• Potential for structural change of the labour market
  ‣ Place of work
  ‣ Working time
  ‣ Working patterns, including task vs. job

• Potential interventions
  ‣ Awareness raising and joint understanding
  ‣ Public incentives
  ‣ Favourable framework conditions, including legislation
  ‣ Establishment of safety nets and monitoring
  ‣ Exchange of lessons learned
Thank you for your attention!

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