



***THE IMPACT OF DIGITAL ON
WORKING CONDITIONS AND
EMPLOYMENT IN SOCIAL
ENTERPRISES***

FRANCE

Extending from a work began on digital in 2016, UDES wished to lay the foundations for a future multi sectorial negotiation on the subject of digitalisation through a partnership with ANACT (National Agency for the Improvement of Working Conditions) concluded in 2017.

Towards this end, UDES, with the support of ANACT, has produced an impact study on the consequences of digital on working conditions and employment in social enterprises, the aims of which will be to:

- **Measure the consequences of the digital transformation** on the functioning of social enterprises, working conditions and work organisation;
- **Feed discussion between social partners on the content of a future collective agreement** on digital and aimed at adapting labour relations to the challenges in digital;
- **Enable ANACT to put its expertise into practice and maximise its value in supporting the reflections of social enterprises, professional branches** on themes specific to digital technologies

**State of affairs and
mapping of social enterprises
in the face of the digital
transformation**

The features specific to social enterprises in the digital transformation

- Potential consistency between the principles of social entrepreneurship and the digital transformation, which is indeed visible on certain projects.
- Similar approaches in change management within the different sectors and business sectors
- Even when there is a strong desire to bring users of digital tools into the planning process, their involvement remains problematic : problems of skills around digital issues; limited mobilisation on work organisation and working conditions

The paradox of users in the face of digital tools

- A significant gap between the tools and those which they are now asked to use → the use of smartphone apps is not a remedy for the digital divide
- Difficulties with communication codes required by the tools provided

Two decisive criteria in mapping the functioning of structures and companies with regard to the digital transformation:

- First decisive criterion : **digital transition projects are incorporated into the company strategy**
 - **Projects that effectively respond to the external constraints faced**, considering the major transformation in their environment, the emergence of competition relying on digital, or for instance a global trend towards transformation in the sector
 - **Proactive projects** for the voluntary introduction of digital mediation tools between professionals and users
- Second decisive criterion : the **place given to use management**
 - Delegation to external technical experts
 - Steering by internal technical experts and with or without the support of external technical experts
 - Steering by business line experts

The impact of digital on working conditions and employment in social enterprises

- Opportunities:

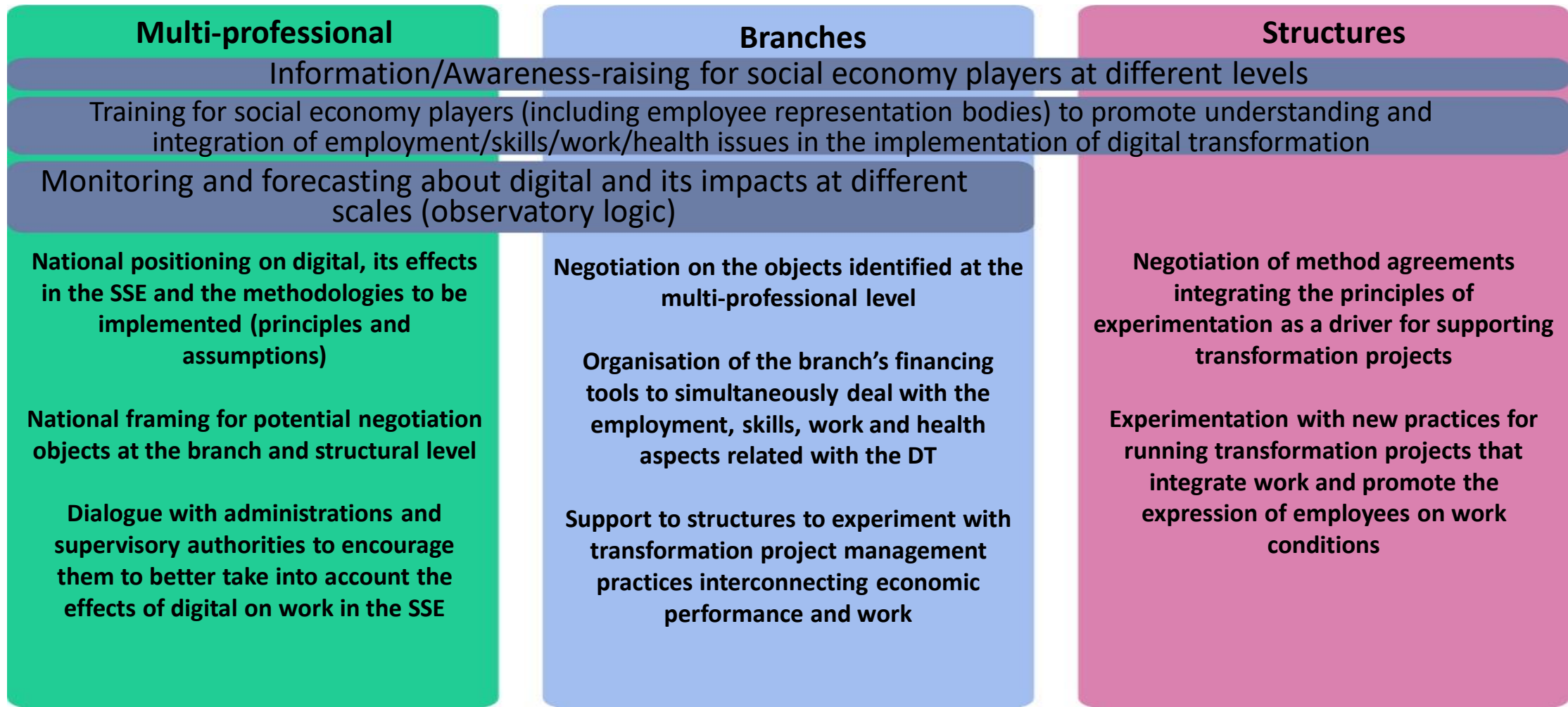
- **Providing access to tools for remote interaction**
- **Digital tools can professionalise practices**
- **Digital tools foster inclusion (of young people, people with disabilities, etc.)**
- **Transformations that can facilitate a shift in management methods, cooperation between departments, pooling between structures and facilitated network-based activity**

- Risks:

- **Rapid transformation in professions**
- **Less direct interaction, lower-quality relationships when remote, potential de-humanisation**
- **A major risk of over-engagement**
- **Significant time spent in front of the computer, reporting, etc.**
- **Greater visibility on how professionals spend their time, which can be experienced as policing and control**

**The outlook for negotiating
an agreement on the
impact of digital on
working conditions and
employment**

In France, three levels of negotiation are to be considered, the broadest being the structuring factor of the most narrow. The multi-professional (multi-sectoral) perspective structures branch negotiations, which in turn structures those of structures and companies.



Diagnostic of the situation et methods for supporting digital transformations

- Create one environment of sharing process and scope between employers and employees in social dialogue
- Precision of the observatory of digitalisation's impacts at different levels between the multi-professional level, the branches levels and Business Lines
- Implications of employees in the processus of digitalisation and the change management

Training employers and employees

- Training for employees (going beyond the tool adaptation logic; remote management; new collaboration procedures, etc.)
- Training for Managers
- Training for employee representatives

Regulation of using digitalization

- The right to log off during non-working hours : right to disconnect in France
- Reasoned use of digital tools for regulations for employers
- Principles and limits of control over employees' activities
- Protection of employee personal data (GDPR), protection of sensitive structural data
- Tools an principles for a normal telework in the companies

**Thank you for your
attention**