MULTISTAKEHOLDER DIALOGUE
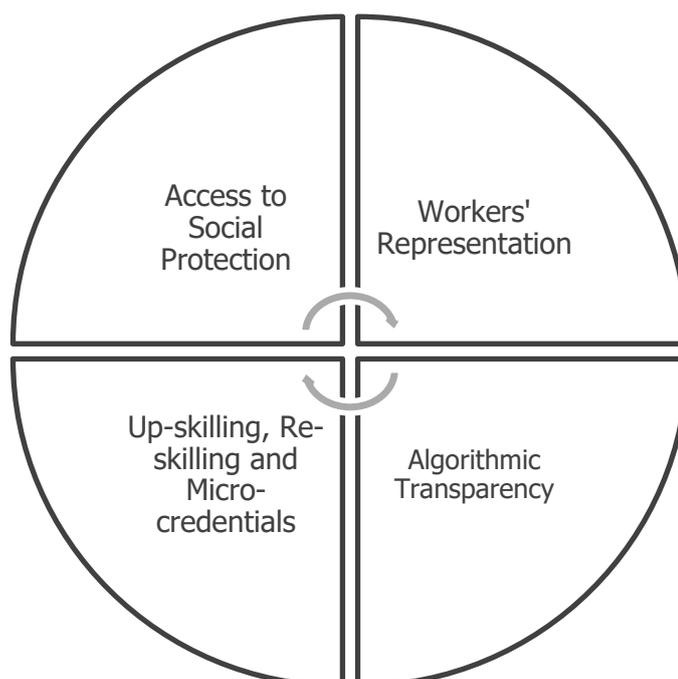# Theme: Future of Work

PROJECT PLAN
April 2021 – January 2022

ABOUT THE PROJECT

The primary objective of **Reshaping Work Dialogue** is to create a permanent knowledge interlocutor where parties with the stake in the debate on the future of work can engage in a constructive dialogue, exchange views, negotiate positions, and propose new solutions.

The initiative is a collaborative effort that gathers incumbent players, scale ups, start-ups, researcher institutes, labour unions, advocacy groups and independent experts to discuss timely issues pertaining to diverse forms of employment (e.g. contract work, temporary work, platform work). The key objective of this collaborative effort is to provide information to policy makers in regards to:

- **Points of consensus** among a multilateral set of stakeholders,
- **Outline cross-sectorial and national differences** in regards to diverse forms of employment,
- **Shed light on good practices** around EU Member States concerning worker protection, skills and career development,
- Provide **policy pointers** and **innovative solutions**.

PROJECT TIMELINE

KICK OFF MEETING
April 21, 2021

Work Stream 1: Access to Social Protection - Roundtables
(May 20; June 16; October 6, 2021)

Work Stream 2: Workers' Representation - Roundtables
(June 9; July 7; November 3, 2021)

Work Stream 3: Algorithmic Transparency - Roundtables
(May 26; August 18; September 8, 2021)

Work Stream 4: Up-skilling, Re-skilling and Micro-credentials - Roundtables
(August 25; October 20; November 19, 2021)

Future of Work Conference
September 23, 2021

Report Commenting Round 1
December 15-22, 2021

Report Commenting Round 2
January 3-7, 2022

Future of Work Report Launch
End of January 2022

Work Stream 1: Access on Social Protection	
Roundtable 1	20 May 2021, 10.00 - 11.30 AM CET
Expert Lecture followed by Roundtable 2	16 Jun 2021, 10.00 - 11.30 AM CET
Roundtable 3	6 Oct 2021, 10.00 - 11.30 AM CET

Work Stream 2: Workers' Representation	
Roundtable 1	9 Jun 2021, 10.00 - 11.00 AM CET
Expert Lecture followed by Roundtable 2	7 July 2021, 10.00 - 11.30 AM CET
Roundtable 3	3 Nov 2021, 10.00 - 11.00 AM CET

Work Stream 3: Algorithmic Transparency	
Roundtable 1	26 May 2021, 10.00 - 11.00 AM CET
Expert Lecture followed by Roundtable 2	18 Aug 2021, 16.00 - 17.30 AM CET
Roundtable 3	8 Sep 2021, 16.00 - 17.00 AM CET

Work Stream 4: Up-skilling, Re-skilling and Micro-credentials	
Roundtable 1	25 Aug 2021, 10.00 - 11.00 AM CET
Expert Lecture followed by Roundtable 2	20 Oct 2021, 10.00 - 11.30 AM CET
Roundtable 3	10 Nov 2021, 10.00 - 11.00 AM CET

Please note that calendar invites for each roundtable and a report commenting round will be sent.

KEY DELIVERABLES

✓ **Roundtable discussions** in a multistakeholder setting addressing key topics of interest, which will be an input for the report (see above)

✓ **An expert lecture** per each work stream, allowing project partners to learn about the latest developments around the topics of interest

✓ **Monthly tailor-made briefings** with relevant policy updates, events, and research studies on the topics of interest, starting mid-May

✓ **Access to a resource (member) library** with relevant white papers, research studies and policy documents

- ✓ **A report addressing key policy topics related to diverse forms of employment**. The report will be peer-reviewed by two independent experts, adding to its credibility.
- ✓ **Report promotion and distribution** via relevant media channels (a PR expert will be contracted to develop and execute a report promotion strategy). The report will be shared with the European Commission, European Parliament and relevant decision makers on national levels.
- ✓ Four tickets to the **Future of Work conference** (FoW) organized in September, gathering key constituents on the policy level. Approximate number of attendees: 150. (Note: all project partners will have an opportunity to sponsor this event and actively participate in it).

MEMBER LIBRARY

The Member Library is a repository for all documents related to the project. There you can find the general project timeline, meeting minutes and agendas, work stream-specific information and scientific articles, and a variety of other useful resources. You can also upload relevant documents that you wish to share with other project partners. The Library is exclusively accessible to project partners and login credentials for the project website are required.

If you have not registered yet and would like to access the Library, you can create your account at https://dialogue.reshapingwork.net/register/. After successful completion of the form, you will be notified by email. You will receive a second email once your registration has been approved for access (security measure) and after that you will be able to login from the Login menu item on the top right. After login, the Member Library will appear in the top menu. You can also access it via this link: https://dialogue.reshapingwork.net/member-library/.

GOVERNANCE STRUCTURE

WORK STREAMS			FoW CONFERENCE & REPORT WRITING			
Work stream discussions will take a format of virtual roundtables and will be hosted via Zoom.			The final report will use an input from 1) roundtable discussions, 2) depository of documents shared by project members and independently collected by Reshaping Work (e.g. company white papers, study reports etc.) and 3) knowledge of independent experts.			
WORK STREAM PARTICIPANTS Each work stream will be comprised of: 1) project members that expressed interest for that particular work stream (companies and knowledge partners), 2) a Work Stream Chair, 3) an independent expert responsible for report writing, and 4) administrative person responsible for taking notes and sharing the meeting minutes after each discussion.	**WORK STREAM CHAIRS** The Chair will preside over each meeting and set an agenda. The Chair is responsible for ensuring the discussions address all the pre-identified topic areas and that all the members get a chance to express their positions and engage in a constructive discussion with one another. The Chair will also guide the discussion and make sure the sessions function on the principles of solidarity, tolerance and mutual respect for each other's positions.	**INDEPENDENT EXPERTS** Each work stream will be assigned an independent expert (e.g. university professor) who will be present at all the meetings, contribute to the discussion with his/her knowledge and expertise, and consequently use the discussions as an input for the final report.	**ROUNDTABLE DISCUSSIONS** To ensure the report encompasses all discussed points, after each roundtable, the meeting minutes will be shared. At the start of the following roundtable discussion, the meeting minutes will be a subject to approval of all the project members. This ensures for transparency and allows everyone to make suggestions before the meeting minutes are used as an input to the final report.	**RESPECTING PRIVACY** For transparency reasons, the report will disclose which organisations partook in each work stream. However, to ensure privacy of all project members and the organisations they represent, the report will not name any single person or a company within the report text. The report will strive to outline the points of consensus as well as highlight sectoral differences.	**FoW Conference** Future of Work conference is a deliberative forum where initial results of the roundtables are presented. The FoW conference serves as an opportunity to explore points of convergence and divergence in work-related policies. Unlike the roundtables, the FoW conference will be opened for a wider audience (scholars, practitioners, employers, workers, labour organizers, policy makers). All the project partners will have an opportunity to sponsor the event and gain more visibility in this way.	**FINAL REPORT** The Final Report is subject to approval of all project members. The project members will have one-week time to approve the report or otherwise provide comments. There will be in total two rounds of comments before the report is finalized and shared with the European Commission and other relevant policy makers.

IMPORTANT REMARKS

» **Agenda** for each roundtable discussion will be shared with work stream participants at least three working days prior to the roundtable meeting.

» Roundtable meeting **minutes** will be sent up to three working days after the roundtable meeting. All participants are invited to give their comments and will be asked to approve the minutes at the beginning of the subsequent roundtable meeting.

» For the final roundtable meeting of each work stream, participants will be asked to approve meeting minutes via email. Minutes will be sent via email. Once approved, the minutes will be uploaded to the Member Library.

» The report will include the list of partners per work streams as well as a **disclaimer** stipulating that expressed views in the report are the authors' and do not necessarily reflect those of project participants. Please note that not all the points of agreements and disagreements can be reflected in the report entirely. Nonetheless, under certain circumstances, additional disclaimer could be added to indicate that a partner does not agree with a particular point.

» Once a report draft is prepared, the project participants will have an opportunity to submit comments within two **report commenting rounds**. The project participants will be able to comment *only* on the work stream chapters they are part of.

» List of project participants, including contact details, will be disseminated upon collected inputs via **Consent Form** (which can be accessed here).

APPENDIX: WORK STREAMS

The discussion topics of each work stream will be further refined in collaboration with the work stream chair and any additional input from project partners.

WORK STREAM 1: Access to Social Protection (hereafter: WS1)

- How can social protection be managed and distributed?
- Based on what criteria can social protection contributions be calculated (e.g. hourly rate; weekly earnings)?
- What is the responsibility of platforms, individuals, private and public sector in financing social protection entitlements?
- Which social protection benefits should be obligatory and which should be optional and what are the constraints (e.g. job duration)?
- What can we learn from few pioneering examples (e.g. the case of Estonia and its entrepreneurial accounts and Hilfr - Danish platform's agreement) and can they be scaled across Europe?

WORK STREAM 2: Workers' Representation (WS2)

- How can we ensure workers' voice is represented?
- How can we encourage social dialogue among different stakeholders?
- How can we overcome the hurdles such as geographic dispersion of workers and relatively short duration of some jobs, which may demotivate workers to engage in forms of collective representation?
- Which party should represent interests of workers?
- What other forms of worker engagement can be effective beyond a formal social dialogue?

WORK STREAM 3: Algorithmic Transparency (WS3)

- How can we ensure algorithms are developed and enacted in a responsible manner?
- What makes an algorithm transparent?
- Who is responsible for evaluating algorithmic transparency?
- What steps should be taken if algorithm is found to disadvantage a certain population?
- How can algorithms assist with recording reputation and enabling reputation portability?

WORK STREAM 4: Re-skilling, Up-skilling and Micro-credentials (WS4)

- How can private and public sector assist workers in developing necessary skills?
- How can we ensure skills portability?
- How can we ensure recognizability of micro-credentials across EU Member States?
- How can Individual Learning Accounts assist with skills and career development?
- What infrastructure is needed for management and quality control and who needs to assume responsibility.

ABOUT RESHAPING WORK

Reshaping Work is a Foundation headquartered in Amsterdam. It took off in 2016 in order to bring different stakeholders together to jointly discuss the future of work and find ways to shape it. Reshaping Work promotes cutting-edge research, collaborative thinking, and multistakeholder approach to various issues concerning the future of work (e.g. platform economy, AI).

To date, Reshaping Work has hosted four annual events in Amsterdam on the platform economy and artificial intelligence, in relation to the future of work and regional-level events in Barcelona. Stockholm and Novi Sad. The events have been attended by academics from leading universities (e.g. Oxford University, Harvard University, ESADE, Copenhagen Business School), major companies and start-ups (e.g. Uber, Deliveroo, Google, Deloitte, KPMG, FedX, ING, Microsoft), policy institutions (e.g. European Commission, OECD, Dutch Ministry of Economic Affairs,), labour unions (e.g. Unionen, IWGB, FNV) and research institutions (e.g. Eurofound, ILO).

In 2020 Reshaping Work launched **Onward** – a series of independently organized virtual events. So far, the events have been organized by Open Society Foundations, Cornell University, Global Labour University and WageIndicator Foundation. The events explore various future of work topics and make the video content widely available.

Reshaping Work Dialogue was launched in 2020 in order to create a permanent knowledge interlocutor where parties with the stake in the debate on the future of work can engage in a constructive dialogue, exchange views, negotiate positions, and propose new solutions. The initiative is a collaborative effort that gathers incumbent players, scale ups, start-ups, researcher institutes, labour unions, advocacy groups and independent experts to discuss timely issues pertaining to diverse forms of employment (e.g. contract work, temporary work, platform work). The key objective is to inspire policy discussions on the European level.

PROJECT PARITICIPANTS

We are currently onboarding corporate and knowledge partners. We are making the outmost effort to strike a good balance among different organizations and perspectives they can bring along. Additional partners will be onboarded up until the end of May. Do you have a partner to recommend? Please get in touch with Jovana Karanovic.

Corporate Partners

Name	Industry	WS1	WS2	WS3	WS4
Acture Group	Insurance	X			
Adecco	Staffing	X			X
Cachet	Insurance	X			X
DeliveryHero	Food delivery	X	X	X	X
Glovo	Food delivery		X	X	
MAXIS	Insurance	X			
Roamler	Staffing	X	X		X
Seldia	Direct selling	X			X
TaskRabbit	Staffing	X			
Temper	Staffing	X	X		
Uber	Ride-hailing	X	X	X	X
ZenJob	Staffing	X			
Zurich Insurance	Insurance	X		X	X

Knowledge Partners

Name	Industry	WS1	WS2	WS3	WS4
CeraCoop	France		X		
Collective Benefits	Europe-wide	X	X		
De Werkvereniging	Netherlands	X	X		
Digital Future Society	Spain	X	X	X	X
ETUI	Europe-wide	X	X	X	X
European Transport Workers' Federation	Europe-wide	X	X	X	
Fairwork Foundation	Europe-wide		X		
Future of Work Institute, AppJobs	Europe-wide			X	X
Public Policy Research Center	Serbia	X		X	
SMART Coop	Belgium	X			
UNI Europa	Europe-wide	X	X	X	X