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# WORK STREAM 4: UP-SKILLING, RE-SKILLING AND MICRO-CREDENTIALS ROUNDTABLE 1 | MINUTES

**DATE & TIME: August 25, 2021 | 10.00 - 11.00 AM CET**

**PRESENT:** *(alphabetically listed)*

Aiofe O'Shea, Zurich Insurance  
Alastair McMenamin, Zurich Insurance  
David Espinosa, UNI Europa  
Dimitris Theodorakis, UNI Europa  
Eirini Papadopoulou, Seldia  
Ignacio Doreste, ETUC  
Jelena Šapić, Reshaping Work  
Jovana Karanović, Reshaping Work  
Kalle Palling, Cachet

Lizeth Tijssen, Zurich Insurance  
Marine Marty, The Adecco Group  
Natalija Counet, Amsterdam Economic Board  
Pablo Asensio, AppJobs  
Roos Wouters, De Werkvereniging  
Sebastian Köhler, Delivery Hero  
Thanos Moysiadis, Uber  
Wiggert de Haan, Roamlar  
Wouter Zwysen, ETUI

**ABSENT:**

Olivia Blanchard, Digital Future Society  
Maudie Derks, Acture Group  
Menno Bart, The Adecco Group

**AGENDA:**

► **Project Updates:**

- August edition of [tailor-made monthly policy briefing](#) sent on August 10
- Expert Lecture by Konstantinos Pouliakas, an Expert in Education and Training at the European Centre for the Development of Vocational Training (CEDEFOP) and Honorary Lecturer at the University of Aberdeen Business School will take place on October 20 (10:00-10:30 AM CET). The meeting will last 30 minutes longer than usual
- Future of Work Conference (September 10, 2021): agenda and speakers list available on the [website](#)
- To use conference tickets, it is necessary to register via [this link](#) by entering the code sent to you via email. The tickets can be shared internally within the organization or externally with your business acquaintances, policy makers (both local and national), and workers
- Networking drinks will take place at Smart Coop (Rue Coenraets 72, 1060 Saint-Gilles, Brussels) on September 10 from 17:30 to 19:30 CET, unless there is some drastic change in regulations. Tickets are available [here](#)
- Register for the [Member Library](#) to access contacts details of participants, work-stream related resources & share relevant documents, including video of expert lecture.

➤ **DISCUSSION TOPIC: EUROPEAN VS. LOCAL EFFORT**

European Commission launched the Pact for Skills in November 2020. This document serves as a central element of the European Skills Agenda, a five-year plan to help individuals and businesses develop more and better skills and to put them to use. Such a skills framework is significant in ensuring compliance between other EU strategic documents (e.g., the European Green Deal, European Pillar of Social Rights) and in building resilience to react to crises. On the other hand, different needs, challenges, and ambitions of the European countries, sectors and organizations require action plans and collaborations. To understand which further steps and commitments are necessary to best support up-skilling and re-skilling efforts, the first roundtable focused on challenges that are faced by stakeholders, and that need to be addressed at different levels; as well as on ways to overcome the challenges.

- According to the [CEDEFOP study](#), **46.1% (128 million) of adults in the EU-28 are in need for up-skilling and re-skilling** in order to be prepared for the challenges stemming from decarbonisation and digitalization of economies.
- In traditional employment, training obligations have been defined within the **collective bargaining agreements**. Training and education are based on the economic interests and overall direction of the economy, which presumes the need for upskilling or reskilling. They may also match current societal developments (in case of transport industry, training courses nowadays could address ecological and safer ways of transport) and are conducted during the working time (as stipulated in [ILO Paid Educational Leave Convention](#) from 1974). Likewise, joint funds per sector were established to finance such sector-specific trainings (e.g., a construction worker undertakes courses related only to construction industry).
  - Some of the examples of collective bargaining outcomes in the area of skills include:
    - European Skills Guarantee
    - European Quality Framework for Apprenticeships
    - European Framework Agreement on Digitalization stating that when an employer requests a worker to participate in job-related training that is directly linked to the digital transformation of the enterprise, the training is paid by the employer or in line with the collective agreement or national practice (for more information, please see [here](#))
- One of the challenges faced by standard forms of employment (full-time, open-ended contracts) is to establish future-proof skills of employees in order to secure their competitiveness. According to Zurich Insurance, there are elements to build upon (such as World Economic Forum's taxonomy on skills and IT solutions), but key questions such as **time allocation for up-skilling/re-skilling and engaging materials** remain open. Their current efforts include building a platform for self-assessment of skills based on a competency model.
- With the rise of diverse (non-standard) forms of work, important aspects become **transferability, certification, and validation of re-skilling/up-skilling programs**.
  - UNI Europa underlines these aspects because they may reduce workers' opportunity for labour market mobility. It recommends that a certain sector can also have shared funds and jointly contribute to workers' mobility within the sector. UNI Europa also makes a point that platforms do not have much incentive to pay for skills development unless they are employers. In contrast, Delivery Hero points out that platforms need to gain

competitive advantage over other platforms and that's why they have an incentive.

- ETUI also points that guidance and pointers for which skills may be needed is also crucial. Workers need to understand how certain skills can help them and companies they work through/for. Furthermore, it is important that workers are allocated time to participate in training opportunities, points ETUI. It would also be important to understand how separate organizations are organizing training and whether some agreement can be reach on a sectoral level.
- In case of platform work, **multihoming** poses a challenge in financing educational programs. Secondly, Delivery Hero adds that workers do not remain a long period in food delivery/ride-hailing (many perceive it as a transitional income opportunity) so companies compete to win workers over by fair pay and up-skilling programs.
- **De Werkvereniging** points out the necessity to establish a cross-sectoral platform that will collect and aggregate working hours of diverse workforce and provide them with the access to desirable up-skilling/re-skilling programs. While the initial idea generated interest and support, a lot of work, for instance, in mapping regulatory limitations - locally, nationally, and at the European level - follows.
- Following possibility of skills mismatch, companies offer **in-house up-skilling/re-skilling programs or engage in partnership with external parties.**
  - For example, Seldia (European Direct Selling Association) offers training on hard and soft skills. These skills are beneficial at individual, company and sector level and may be applied in another company/sector. Some of these trainings are [Amway Leadership Programme](#), [video courses](#) on boosting soft skills such as (public) communication skills, [Oriflame management-development programme](#). For Seldia and its members, the key challenge has been official certification of the programs.
  - Uber has partnered with Open University in the United Kingdom. Within this partnership, Uber covers tuition fee for courses that lead up to a degree while Open University secures inclusivity of all the students and provides online courses. Other partnerships include cooperation with [LOI](#) in the Netherlands (providing tuition fee), support to migrant workers in France (French language course with Wero funded by Social Impact) as well as support to couriers to take the next step in their professional path (digital coaching with Chance).
  - Roamler acknowledges temporary engagement of some workers at the platform but underlines the importance of company's support in up-skilling/re-skilling in making next career step (workers benefit by courses and training; company benefits from workers' efficiency and in-job satisfaction). European Training Foundation sees in quality assurance and credibility of services another reasons for companies to invest in up-skilling/re-skilling.
  - ETUC points out unilateral practices of companies and limited scope of their trainings as the main downsides of such approaches.
- Uber suggests necessity of preparing courses that will fit flexible schedule and create simpler application processes.
- **To address the need for up-skilling and re-skilling, two approaches were singled out - social dialogue (ETUI) and career guidance** as a result of public-private partnership (the Adecco Group). The PPP refers to collaboration between public and private employment services; the former has access to a greater pool of workers, whereas the latest has better overview of companies needs. Such collaboration would lead to skills assessment and consequently to timely offer of up-skilling and re-skilling opportunities.
- Regardless of a form of employment, two soft skills are crucial in adapting to new labour market conditions: **career management skills and time organization**, European Training

Foundation stated.

- In France, ongoing negotiations are on how to test individual learning accounts in cases of non-exclusive employment relationships.
- In moving forward with up-skilling and re-skilling programs, operational and practical challenges need to be considered, such as high management endorsement and funding of these programs.

➤ **POSSIBLE SOLUTIONS**

- Educational programs developed as an ecosystem-wide effort. These programs will be co-financed proportional to workers' working time tied to one company.
- Active participation of social partners, or those representing workers' interests, in designing and preparing the courses.
- Joint funds that will not be restricted by sectors but would encourage cross-sectoral up-skilling/re-skilling of the workforce.

**NEXT STEPS & ROUNDTABLE:**

- The second roundtable on access to social protection is on October 20 and will start with an expert lecture (20 mins lecture and 10 mins Q&A session). The agenda and related information about the lecture will be shared by October 15 the latest.
- The next monthly policy briefing will be sent in the week 13-17 September.

**ADJOURNMENT:**

- Minutes submitted by: Jelena Šapić
- Minutes approved on: TBA