

# ILO Global Commission On the Future of Work

Group Public Affairs

## Final Report



THE ADECCO GROUP



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# ILO Global Commission on the Future of Work – Final Report

## The Adecco Group Assessment

On January 22 2019, the ILO published the Final Report of its Global Commission on the Future of Work. Alain Dehaze, CEO of the Adecco Group, was one of 28 Commissioners that worked towards this Report, under co-chairmanship of Stefan Löfven and Cyril Ramaphosa.

Mr Dehaze was honoured and delighted to be a part of this Global Commission, and the Adecco Group considers the report to be an important contribution to the debate about the Future of Work. It rightly identifies the challenges but also the opportunities of the changing World of Work, and the urgency of implementing the right policy measures in order to create the Future of Work we want and need.

The Report contains important ideas to make the future work for everyone. This paper sets out the Adecco Group's Position on the specific proposals in the Paper.

The Report calls for a “Human-centred Agenda for the Future of Work” and identifies in its second chapter three areas for action: Investing in people's capabilities, Investing in the institutions of work, and Investing in decent and sustainable work. Each of those includes a number of specific policy actions, detailed below. The Report's final chapter, “Taking Responsibility”, looks into actionability, and the responsibilities for a number of stakeholders.

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## Investing in people's capabilities

### **A Universal entitlement to lifelong learning and the establishment of an effective lifelong learning system**

- The Adecco Group fully agrees with the importance of investing in lifelong learning, to ensure both companies' and individuals' success on the Labour Market. As the Report notes, investments are a shared responsibility of Companies, Governments and Individuals. Innovative ways to incentivize such investments should be sought, several of which are mentioned in the Report.
- The use of the word "entitlement" can be confusing however, and should be understood as a general principle rather than a specific comparison to other employment benefits. The best way to organize lifelong learning depends on local context.

### **More investment in the institutions, policies and strategies that will support people through Future of Work transitions**

- The Adecco Group is a major proponent of investing in Apprenticeships to smoothen school-to-work transitions, and to improve Active Labour Market Policies to support people in Labour Market transitions.
- The Adecco Group specifically underlines the report's call for increased collaboration between Public Employment Services and partners in the Private Sector.

### **A transformative and measurable agenda for Gender Equality for the Future of Work**

- The Adecco Group fully supports this agenda.

### **Guaranteed Universal Social Protection from birth to old age**

- The Adecco Group believes that it is important that existing social protection schemes apply to all workers, and that discrimination based on the type of labour contract should end.
- Expansion of social protection to a "Social Protection Floor" as the Report suggests might support Labour Market transitions - when paired with Active Labour Market Policies, and thus increase dynamic and efficient Labour Markets. Such expansion however needs to be affordable and feasible and cannot go at the expense of sustainable government budgets. Social Protection should always take the local context into account.

## Investing in the Institutions of Work

### **Establishing a Universal Labour Guarantee, including Fundamental Workers' Rights, an "adequate living wage", limits on hours of work and ensuring safe and healthy workplaces**

- The Adecco Group believes that all workers, in all forms of work, should encounter decent work. This includes the elements listed above: Fundamental Rights, wages, hours, and health and safety, which are all enshrined in ILO Conventions.
- The terminology of the Report seems to go further than that however: A Universal Labour Guarantee and Adequate Living Wage are concepts that have different meanings in different contexts and may promise more than Governments can deliver.

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### **Measures that enable working time autonomy that meet the needs of both Workers and Enterprises**

- The opportunities of Technology to help people where they want and when they want are not seized optimally. The Adecco Group believes that people should be offered a level of Security in every form of work. A certain level of unpredictability will however remain, and Employers and Workers should together find suitable solutions to this.

### **Public policies that promote Collective Representation and Social Dialogue**

- The Adecco Group fully supports Social Dialogue as an effective tool for Labour Market governance. At all times, Social Dialogue should take into account the local practice: there is no one-size-fits-all approach to Social Dialogue. When it comes to organizing self-employed, it is important to acknowledge that their rights and obligations are fundamentally different from Employees.

### **Using Technology in support of decent work and a “human-in-command” approach to Technology”**

- The Adecco Group fully agrees with the Report’s positive approach to Technology as an enabler of more and better work, while being mindful of potential risks, such as in AI decision making or Data Protection.
- The Adecco Group is not in favour of legislation specifically focused on digital labour platforms, as this presumes a commonality between those

platforms. In practice, digital labour platforms may offer access to various forms of work, including direct employment, agency work, and self-employment. Rather than trying to catch each of these in one piece of legislation, existing legislation should apply. Such existing legislation may need to be updated to reflect the new reality, and to improve implementation and enforcement.

## **Investing in decent and sustainable work**

### **Incentives to promote Investments in key areas that promote decent and sustainable work**

- Economic shifts require Investments in those areas that have growth potential, whether that’s Care, the Green Economy, or Agricultural development. The exact mix of these will depend on the national context. The Adecco Group fully agrees that Countries should invest in their physical and digital infrastructure as important prerequisites for Economic Development.
- Reshaping of business incentive structures and supplementary indicators of progress towards Wellbeing, Environmental Sustainability and Equality
- The Report rightly notes the important role for the Private Sector to bring about change, and touches upon the existing market incentives that may drive short-term results over long-term planning. The suggested measures to tackle this (stakeholder involvement and reducing quarterly reporting requirements) no doubt contribute to the discussion on the topic.

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## Taking responsibility

### **Reinvigorating the Social Contract**

- The Adecco Group has long called for a New Social Contract. We believe that Society can no longer afford to exclude up to half of its labour force from the debate, and from equal protection and equal labour rights. This argument now needs to be taken to the national level, and all Labour Market stakeholders need to take their responsibility.

### **The responsibilities of the ILO**

- The ILO has a key role to play in driving Labour Market policies that are fit for the future, both towards its constituents, as to fellow UN Organisations. In order to do this most effectively, the ILO would indeed do well to re-examine the “universality of its mandate” with regards to Informal Work and other Forms of Work.

### **Responsibilities and challenges of the multilateral system**

- The Adecco Group strongly believes in the importance of the international and multilateral system, including in the Sustainable Development Goals as a common denominator for Human Development. Within this system, each of the relevant institutions would do well to continuously examine its own efficiency and effectiveness, as well as potential synergies and overlap with other Institutions, especially when it comes to topics related to the Labour Market.



