



**Questionnaire for national or European
trade unions and trade union experts**

EQUIPPING TRADE UNIONS OF THE INDUSTRY WITH
TOOLS TO ACT IN THE FACE OF THE SOCIAL
CONSEQUENCES OF COMPANY DIGITAL
TRANSFORMATIONS FOCUSING ON EMPLOYMENT
RELATIONSHIP AND WORK ORGANISATION

FEBRUARY 2019

Name of the trade union:

Name of the persons replying to the questionnaire (optional):

Functions and responsibilities within the trade union:

The response to this questionnaire corresponds to:

- **a basic, steel, aluminium or base chemicals industry** YES
- **a producer of parts, electronic components, forges, foundries** YES
- **an assembly industry: car manufacturer, aviation, machines, tools** YES
- **a company within the energy sector** YES
- **Or other, to specify** YES

The purpose of this questionnaire is to identify how social dialogue takes place regarding the issues of task digitalisation and work organisation through the information and consultation, and collective negotiation processes implemented in European countries participating in the survey.

To obtain this result, it proposes two steps:

- > assessing changes in the labour markets that are external and internal to the company and caused by digitalisation;
- > the trade unions' view on the extent to which digitalisation has penetrated companies' processes;
- > an initial understanding of the social dialogue through changes in the working conditions caused by digitalisation.

PART 1: DIGITALISATION - QUESTIONS ON THE IMPACT ON EMPLOYMENT CONDITIONS IN YOUR SECTOR

- ▶ Does digitalisation reduce errors and produce gains in the quality of processes and products?
Yes No No opinion
- ▶ By automating repetitive manual tasks, does digitalisation cut unskilled jobs, and consequently, does it increase the average skill level of the workforce?
Yes No No opinion
- ▶ Does digitalisation create qualified jobs in service activities especially new service jobs linked to the industry?
Yes No No opinion
- ▶ By relying on digital technologies, is the industry increasingly outsourcing some activities, especially services?
Yes No No opinion
- ▶ Does digitalisation marginalise older employees with many years of service?
Yes No No opinion
- ▶ Does digitalisation encourage staff turnover with the aim of rejuvenating the labour force?
Yes No No opinion
- ▶ Are tasks better planned with digitalisation?
Yes No No opinion
- ▶ 8b: and, paradoxically, does it require more flexible working hours?
Yes No No opinion
- ▶ Does digitalisation mean that the operator becomes more accountable and autonomous?
Yes No No opinion
- ▶ By increasing work assistance tools (augmented reality, connected glasses, artificial intelligence-assisted decision-making or any other digital-based protocol), does digital technology mean a loss of autonomy for the worker?
Yes No No opinion

- ▶ Does it mean employees become deskilled?

Yes No No opinion

- ▶ Digitalisation increases employee stress and is the cause of cognitive overload

Yes No No opinion

- ▶ Digitalisation modifies the decision-making process within companies

Yes No No opinion

- ▶ Digitalisation encourages the emergence of new forms of non-salaried subcontracting work: joint contracting, crowdworking, *auto-entrepreneurship*

Yes No No opinion

- ▶ Is digitalisation a source of competitiveness (cost, deadline) because it results in productivity gains?

Yes No No opinion

PART 2: DIGITALISATION OF THE INDUSTRY – ASSESSMENT IN YOUR SECTOR

“Robot” means any machine that is programmed automatically, regardless if it is autonomous or learning.

THE LEVEL OF ROBOTISATION OF THE INDUSTRY

- ▶ Are robots already carrying out manual production tasks?

Yes No No opinion

- ▶ In what proportion are production operations carried out by robots?

Less than 50 % 50 % 75 % No opinion

- ▶ Could tedious or dangerous tasks be carried out by robots in the near future?

Yes No No opinion

- ▶ Are internal logistics operations essentially robotised (palletizer robots, autonomous trolleys, cobots, etc.)?

Yes No No opinion

- ▶ Are maintenance tasks carried out internally or are they subcontracted?

Mostly internally <input type="checkbox"/>	Mostly subcontracted <input type="checkbox"/>	No opinion <input type="checkbox"/>
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- ▶ From among the following, which service tasks within the company are subcontracted:

> waste disposal	Yes <input type="checkbox"/>	No <input type="checkbox"/>	No opinion <input type="checkbox"/>
> wrapping and shipping	Yes <input type="checkbox"/>	No <input type="checkbox"/>	No opinion <input type="checkbox"/>
> support services (accounting, payroll, HR, legal services)	Mainly <input type="checkbox"/>	Partially <input type="checkbox"/>	Not at all <input type="checkbox"/>
> R&D	Mainly <input type="checkbox"/>	Partially <input type="checkbox"/>	Not at all <input type="checkbox"/>
> Others			

THE INTERNET OF THINGS

- ▶ Machines are equipped with sensors (monitoring of variables, identifying failures, etc.); the data is centralised, which then generates actions (corrective during production, predicative maintenance, etc.) that are sometimes automatic

Less than 50 % <input type="checkbox"/>	50 % <input type="checkbox"/>	75 % <input type="checkbox"/>	No opinion <input type="checkbox"/>
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- ▶ Machines and lines are inter-connected for connected and adaptable factories at the customer's request, and are therefore agile

Less than 50 % <input type="checkbox"/>	50 % <input type="checkbox"/>	75 % <input type="checkbox"/>	No opinion <input type="checkbox"/>
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- ▶ With connected objects it is possible to control transport conditions and product use

Less than 50 % <input type="checkbox"/>	50 % <input type="checkbox"/>	75 % <input type="checkbox"/>	No opinion <input type="checkbox"/>
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ARTIFICIAL INTELLIGENCE

- ▶ The existence of databases that are used to optimise the production process, improve logistics and storage operations, enable predictive manufacturing or help the sales department

Less than 50 % <input type="checkbox"/>	50 % <input type="checkbox"/>	75 % <input type="checkbox"/>	No opinion <input type="checkbox"/>
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EXCHANGE PLATFORMS, AUTOMATIC INTERFACES

- ▶ Are there digital platforms such as Sharepoint that improve and strengthen collaboration and cooperation within the company?

Less than 50 % <input type="checkbox"/>	50 % <input type="checkbox"/>	75 % <input type="checkbox"/>	No opinion <input type="checkbox"/>
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- ▶ Are there integrated platforms that exchange information automatically between the different services functions that are internal or external to the company?

Less than 50 % 50 % 75 % No opinion

- ▶ Are there integrated platforms that exchange information automatically between the different players of the value chain (with joint contractors)?

Less than 50 % 50 % 75 % No opinion

ADDITIVE MANUFACTURING (3D)

- ▶ Are there additive manufacturing facilities for individualised production, testing and developing new products, prototyping or developing new materials?

Less than 50 % 50 % 75 % No opinion

EMPLOYEE SKILLS

- ▶ With respect to digitalisation, how do you assess the technical skills of employees in the industry?

- > Use of IT tools (e.g. data processing and storage software)

Predominantly Minimal Absent No opinion

- > Skills for analysing a large quantity of different types of data (big data analysis)

Predominantly Minimal Absent No opinion

- > Programming skills (e.g. developing and implementing digital assistance systems)

Predominantly Minimal Absent No opinion

- > Data and communication security skills

Predominantly Minimal Absent No opinion

PART 3: SOCIAL DIALOGUE IN THE COMPANY AND WITHIN THE BRANCH

- ▶ What are the main concerns of employees and trade unions in the face of digitalisation? Tick those that you consider most important
- | | | | | |
|---|-----|--------------------------|----|--------------------------|
| > Performance monitoring | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Change in the employee's work contract | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Increase in the number of unusual contracts | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Protection of employee data | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Employee participation in the workplace | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Security at work and digital technologies | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Mobile work | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Teleworking | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Flexible working time | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Outsourcing of work and/or functions | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > The number of working hours | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Being constantly available | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Work-life balance | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Adapting skills to new technologies | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > Vocational training, future skills needs and lifelong learning programmes | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
- ▶ Has the digital transformation been taken into account in the last 5 years?
- | | | | | |
|-----------------------------|-----|--------------------------|----|--------------------------|
| > In the labour legislation | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > In collective agreements | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| > In company agreements | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
- ▶ What initiatives have trade unions taken with respect to the digital transformation of the industry?

THE INFORMATION, CONSULTATION AND NEGOTIATION PROCESSES

The information process

- ▶ Does management or the employers' organisation present information on digitalisation to trade unions and works councils, according to the type of activity or workshop?
Yes, most times rarely never no opinion
- ▶ Does management or the employers' organisation present the following information to trade unions and works councils:
 - > economic and financial?
Yes, most times rarely never no opinion
 - > on social issues?
Yes, most times rarely never no opinion
 - > on health and safety?
Yes, most times rarely never no opinion
 - > regarding strategy?
Yes, most times rarely never no opinion
 - > on industrial matters?
Yes, most times rarely never no opinion
 - > on technical investments?
Yes, most times rarely never no opinion
 - > on staff and vocational training investments?
Yes, most times rarely never no opinion
 - > on learning?
Yes, most times rarely never no opinion
 - > Other (please state):
- ▶ Does the company or the employers' organisation provide information regularly regarding the cost and gains from digital modernisation?
Yes, most times rarely never no opinion

- ▶ Is information on digital investments given before the investment decisions are taken in the company?

Yes, most times rarely never no opinion
- ▶ Are digital investments subject to a specific information process in terms of:
 - > economic calculation?

Yes, most times rarely never no opinion
 - > modification to the cost structure?

Yes, most times rarely never no opinion
 - > modification to the working conditions?

Yes, most times rarely never no opinion
 - > the impact on employment?

Yes, most times rarely never no opinion
 - > the necessary related training?

Yes, most times rarely never no opinion
 - > the financing arrangements?

Yes, most times rarely never no opinion
- ▶ Are assessments generally carried out regarding the reason for digital investments and jobs, as regards the following:
 - > productivity?

Yes No No opinion
 - > organisation of the supply chain?

Yes No No opinion
 - > reducing the arduousness of jobs?

Yes No No opinion
 - > reducing costs?

Yes No No opinion
 - > quality?

Yes No No opinion
- ▶ Are digital and job investments assessed by the return on investment time?

Yes, most times rarely never no opinion

- ▶ Are trade union employee representatives aware of the R&D digital investments?

Yes, most times rarely never no opinion

The role of employee representatives

- ▶ Do employee representatives ask that the consequences of the companies' digitalisation and its impact on jobs be anticipated?

Yes, most times rarely never no opinion

- > Does management or the employers' organisation listen to them?

Yes, most times rarely never no opinion

- ▶ Do trade unions take credit for some investments that are made?

Yes, most times rarely never no opinion

- ▶ Are the consequences of digital investments negotiated within the company or in the branch?

Yes No No opinion

- > If yes, which ones?

- ▶ Are investments in jobs the subject of negotiation within the company or with the employers' organisation?

Yes No No opinion

- > If yes, which ones?

- ▶ Are trade unions informed of the relationship with public authorities with respect to:

- > digitalisation-related investments?

Yes, most times rarely never no opinion

- > calls for public funding?

Yes, most times rarely never no opinion

The consultation and negotiation process

- ▶ Does the decision to invest result in a consultation and negotiation process?

Yes, most times rarely never no opinion

- ▶ Do the conditions, means and procedures of the consultation and negotiation process allow you to have access to the necessary information?

Yes, most times rarely never no opinion

- ▶ Is it possible to use a technical expert to interpret the investment information?

Yes, most times rarely never no opinion

- ▶ Is sufficient time given to analyse the information received, to ask for additional information, if necessary, and make an informed opinion on the matter at hand?

Yes, most times rarely never no opinion

- ▶ Are constructive discussions with management or the employers' organisation the rule?

Yes, most times rarely never no opinion