



STUDY REPORT

# Company readiness for inclusive workforce transitions



2021

# Key numbers

## 1 PARTICIPATION



**4** COUNTRIES



**33** COMPANIES



**14** SECTORS

## 2 GENERAL HR READINESS

GENERAL SCORE:

**3.5**/<sub>5</sub>

STRATEGIC WORKFORCE PLANNING

**3.7**/<sub>5</sub>

TRAINING & DEVELOPMENT

**3.6**/<sub>5</sub>

FLEXIBILITY & MOBILITY

**2.9**/<sub>5</sub>

## 3 EMPLOYEES AT RISK

SPECIFIC HR READINESS SCORE:

**1.4**/<sub>5</sub>

STRATEGIC WORKFORCE PLANNING

**1.1**/<sub>5</sub>

TRAINING & DEVELOPMENT

**1.4**/<sub>5</sub>

FLEXIBILITY & MOBILITY

**1.6**/<sub>5</sub>

## WHO ARE THE EMPLOYEES AT RISK?



THE ELDERLY



BACK-OFFICE JOBS



LINE & OPERATIONAL WORKERS



OPERATORS IN PRODUCTION CENTRES, RAILWAYS & INDUSTRIAL PLANTS



ADMINISTRATIVE JOBS



CUSTOMER-SERVICE RELATED JOBS

# Introduction

## THE IMPACT OF AUTOMATION AND DIGITALISATION ON THE WORKFORCE

In 2019, Organisation for Economic Co-operation and Development (OECD) predicted that 14% of the jobs were at risk of automation and 32% of jobs could be radically transformed. The trends of automation and digitalisation were starting to put large numbers of employees at risk of being redundant in the future, should they not acquire necessary skills in time. It comes as no surprise, as McKinsey outlined recently in their discussion paper, that the COVID-19 crisis accelerated the trends and, in 2020, it was estimated that around 24 million jobs, almost 50% of the number of jobs displaced through automation, were at risk through both COVID-19 and automation (Smit, Tacke, Lund, Manika, Thiel, 2020).

As a response to the situation, the European Commission published a new European Skills Agenda (European Commission, 2020a) in July 2020 to drive the twin transitions - green and digital - and ensure recovery from the socio-economic impact of the COVID-19 pandemic. Its first building block is to foster cooperation through a Pact for Skills (European Commission, 2020b), which brings together all stakeholders and which shares the objective of up- and reskilling Europe's workforce to enable people to participate in the twin transitions. To deliver on its key actions, the Agenda sets several ambitious objectives to be reached by 2025, for instance, 120 million adults in the EU should participate in learning every year.

Companies have a great role to play in reskilling people with benefits not only for the people at risk but also for themselves, in making sure their workforce will possess the right skills in the future.

For that reason, CSR Europe, together with some of its National Partner Organisations (NPOs), decided already more than one year ago to embark on a pilot European project with more than 30 companies in 4 countries (France, Italy, Poland, Spain) – Upskill 4 Future. Funded by J. P. Morgan Chase Foundation, Upskill 4 Future is a 2,5-year project looking at HR readiness of companies for inclusive workforce transitions, as it is key to being ready for the upcoming changes. As was seen in research and discussions with companies, HR roles are often administrative bodies which lack a strategic say in the company, let alone collaboration with other departments.

This project instead aims to look at how the HR function could be more empowered, made more strategic, communicate and collaborate with other departments and have a leading role on the upskilling initiative in a company. In Upskill 4 Future, the HR function is regarded highly essential - essential to anticipate and prepare for impacts of the twin transitions; essential to identify the employees most at risk and essential to move people towards new professions instead of 'firing and hiring'. With this report, CSR Europe is encouraging all senior management of companies to take leadership and to evaluate the position of HR in their organisation and how necessary it will be to upskill their workforce in order to remain competitive in the market.

All kinds of businesses, institutions, local authorities, training providers, and all other stakeholders are thus invited to read this report and to evaluate their HR readiness for the automation and digitalisation of work, to identify their vulnerable workers, and to take practical actions on their specific needs of upskilling.

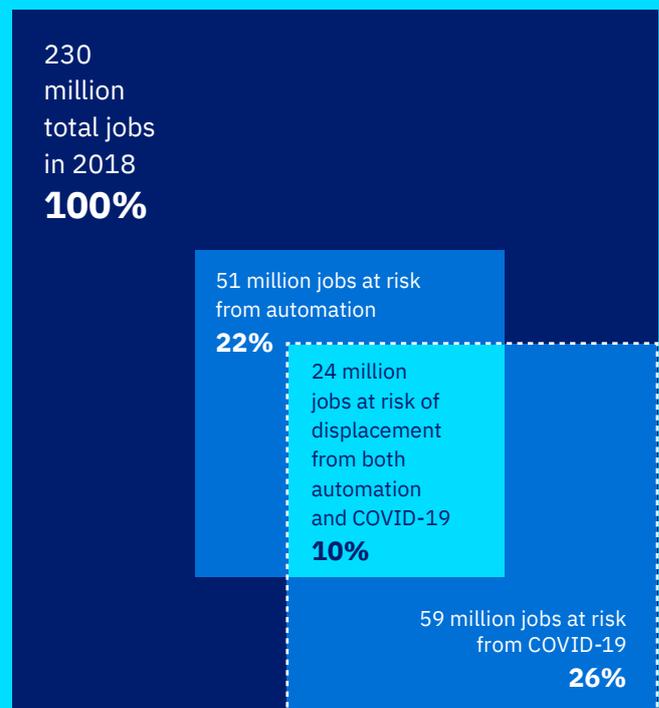


Figure 1 Extracted from Smit, Tacke, Lund, Manyika, Thiel (2020)

# Into HR readiness

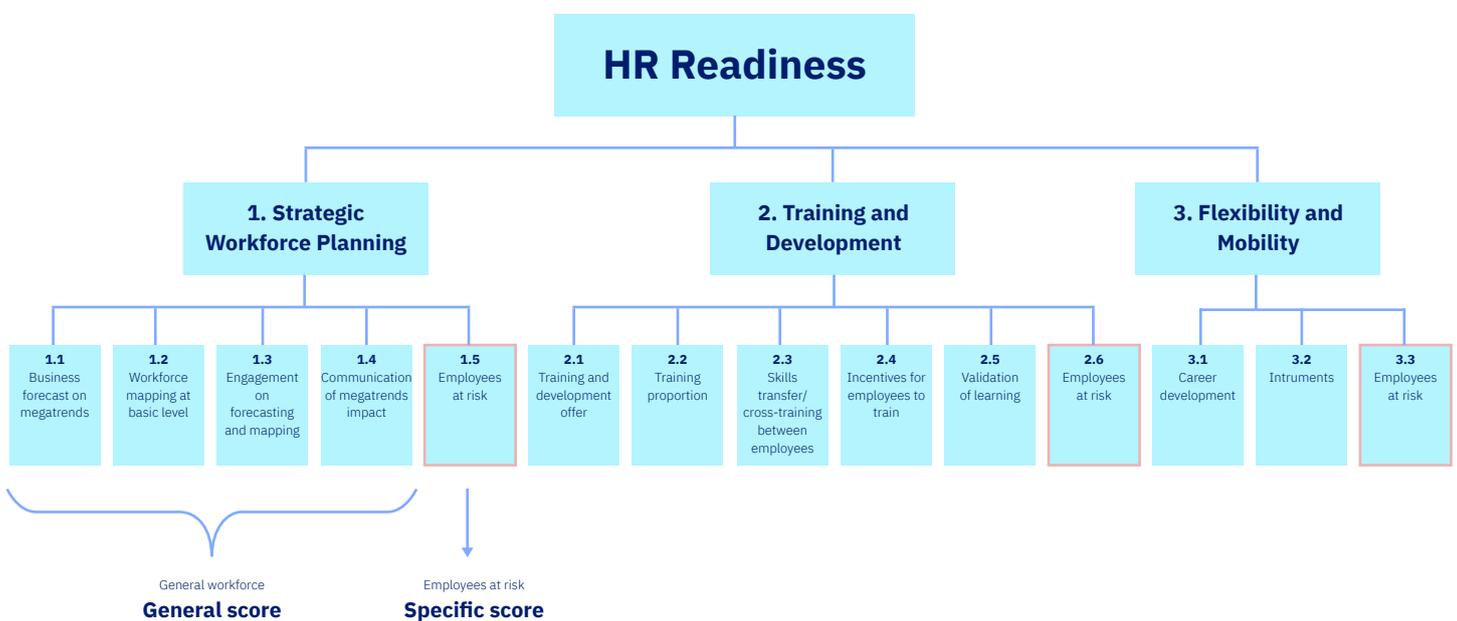
In the Upskill 4 Future project, CSR Europe has focused on 3 key HR processes – strategic workforce planning; training and development; and flexibility and mobility. Within those three key processes, HR requirements have been defined, such as forecasting future skills and jobs; communication about megatrends; training proportion; recognition of learning; or mobility instruments.

The purpose is to assess the HR readiness of different companies of different sizes in various countries and to understand their approach to employees at risk due to automation and digitalisation; it also aims at getting these companies to take actions, first through pilot activities and exchange of best practices, and then on a larger scale in order to bring all of their workers through the transition.

The project is divided into three main phases. In the first phase, which this study report presents, the pilot companies were assessed on their HR readiness in the three above mentioned key HR processes and individual, national and international benchmark reports have been shared with the companies. Following up on recommendations drawn from the benchmark, companies will now create an action

plan to realise their pilots with vulnerable workers in 2021. In the last phase of the project, findings from the entire project will be summarised and applied on the reality of small and medium-sized enterprises (SMEs).

More than 30 companies of 14 different sectors decided to join the project with different motivations and expectations such as general interest in the topic; assessment on their HR readiness; exchange of best practices and challenges among different companies from different countries; tailored practical actions for their needs; changing mindset of workforce; better communication position towards the company’s Board or understanding the topic from a sustainability perspective.



NUMBER OF COMPANIES PER COUNTRY		VARIETY OF SECTORS PER COUNTRY	FTE RANGE PER COUNTRY
 <b>5</b>	<b>3</b>	FROM <b>1001</b> TO <b>10001+</b>	
 <b>8</b>	<b>7</b>	FROM <b>250</b> TO <b>10001+</b>	
 <b>11</b>	<b>8</b>	FROM <b>51</b> TO <b>10001+</b>	
 <b>9</b>	<b>5</b>	FROM <b>51</b> TO <b>10001+</b>	

### SECTORS REPRESENTED



COMMERCE



FINANCIAL SERVICES/  
PROFESSIONAL SERVICES



UTILITIES  
(WATER; GAS;  
ELECTRICITY)



FOOD;  
DRINK;  
TOBACCO



HEALTH SERVICES



BASIC METAL PRODUCTION



TRANSPORT EQUIPMENT MANUFACTURING



MECHANICAL & ELECTRICAL ENGINEERING



CHEMICAL INDUSTRIES



CONSTRUCTION



MEDIA;  
CULTURE;  
GRAPHICS



FORESTRY;  
WOOD;  
PULP &  
PAPER



POSTAL & TELE-COMMUNICATIONS SERVICES



TRANSPORT

# Phase 1: assessing HR readiness

CSR Europe developed an **HR assessment tool** which includes a dedicated framework and a questionnaire in order to **evaluate the ‘HR readiness’ of companies for workers in general, and for employees at risk** (vulnerable workers who are at risk of losing their jobs due to automation and digitalisation).

For each group (general workforce and employees at risk), the framework and the related questionnaire include **three key HR processes** which have been evaluated:

- 1. Strategic workforce planning**
- 2. Training and development**
- 3. Flexibility and mobility**

## GENERAL HR READINESS

According to the results of the assessment, the average HR readiness score of project companies for all employees in general is 3.4 out of 5. It is a relatively ‘good score’. However, this overall ‘good score’ can be questioned, as will be seen later, since for many of the companies, vulnerable workers were not identified before this exercise. What is more, the overall result for employees at risk is much lower than for the general workforce. How can a company be ready for the transition of the workforce in general if it is not for the employees at risk ? This is a question each company needs to address.

It is interesting to see that all countries of Upskill 4 Future score above the mid-point, France (3.8) and Poland (3.9) being, however, almost one point ahead of Spain (3.1) and Italy (2.9); the differences between countries may of course be influenced by the diversity of companies assessed.

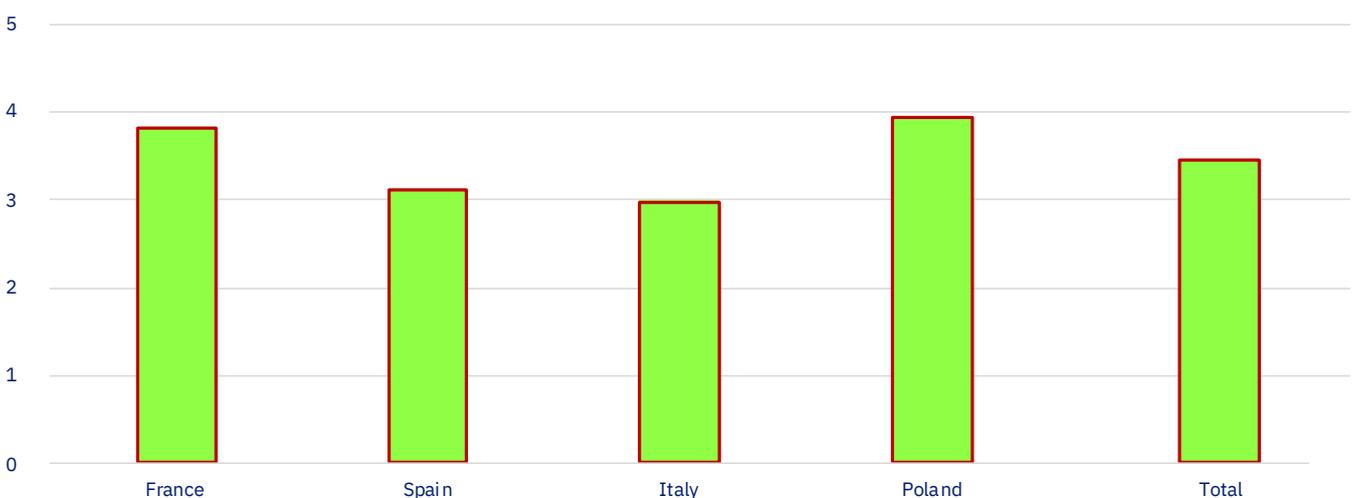


Figure 2. General scores by country

In terms of specific areas assessed in the first phase of the project, companies in general score well for strategic workforce planning and training and development while flexibility and mobility is always the last of the three processes (except in France where all three processes score at a similar level).

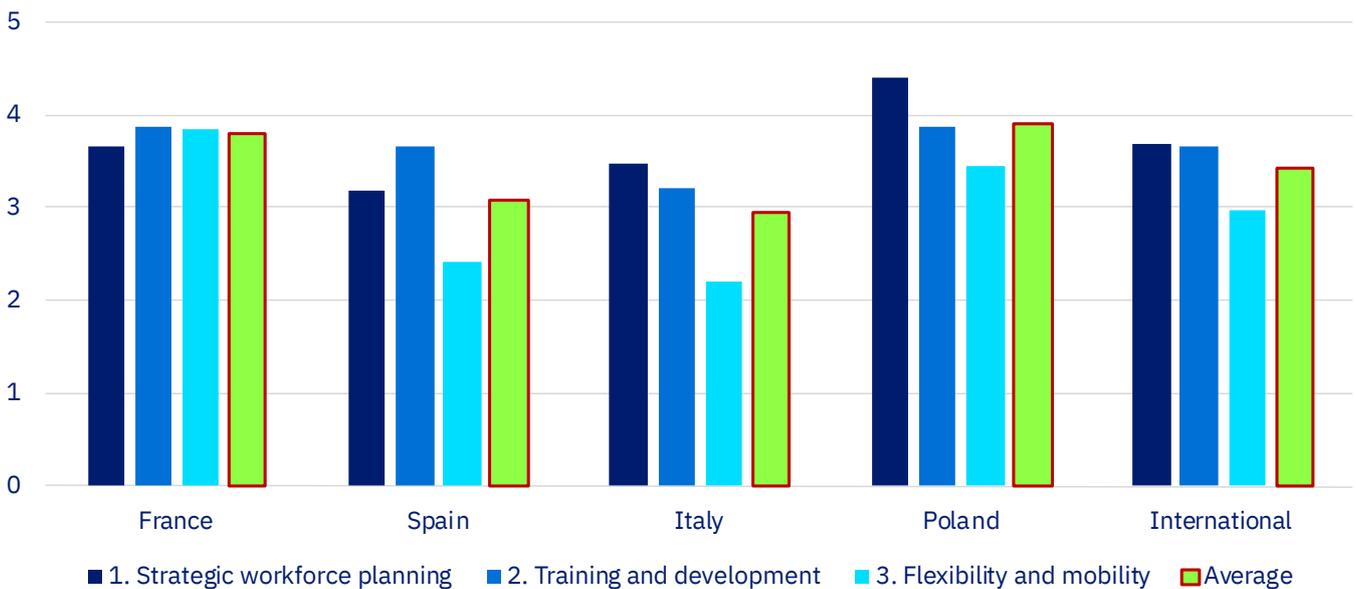


Figure 3. General scores by country

1. Strategic workforce planning	2. Training and development	3. Flexibility and mobility	Average general HR readiness score
<b>France</b>			
3.7	3.9	3.9	3.8
<b>Spain</b>			
3.2	3.7	2.4	3.1
<b>Italy</b>			
3.5	3.2	2.2	2.9
<b>Poland</b>			
4.4	3.9	3.4	3.9

### WHAT DOES IT MEAN ?

If a company is generally **‘HR ready’ for strategic workforce planning**, it means that it has mid-term and/or long-term business plans on forecasting megatrends in place; it is able to forecast future skills and jobs; it maps its workforce on a variety of elements, including personal aspirations; it communicates towards employees about the upcoming megatrends and what impact it will have on their professions; and engages the HR function in communication and collaboration across different departments and levels of the company.

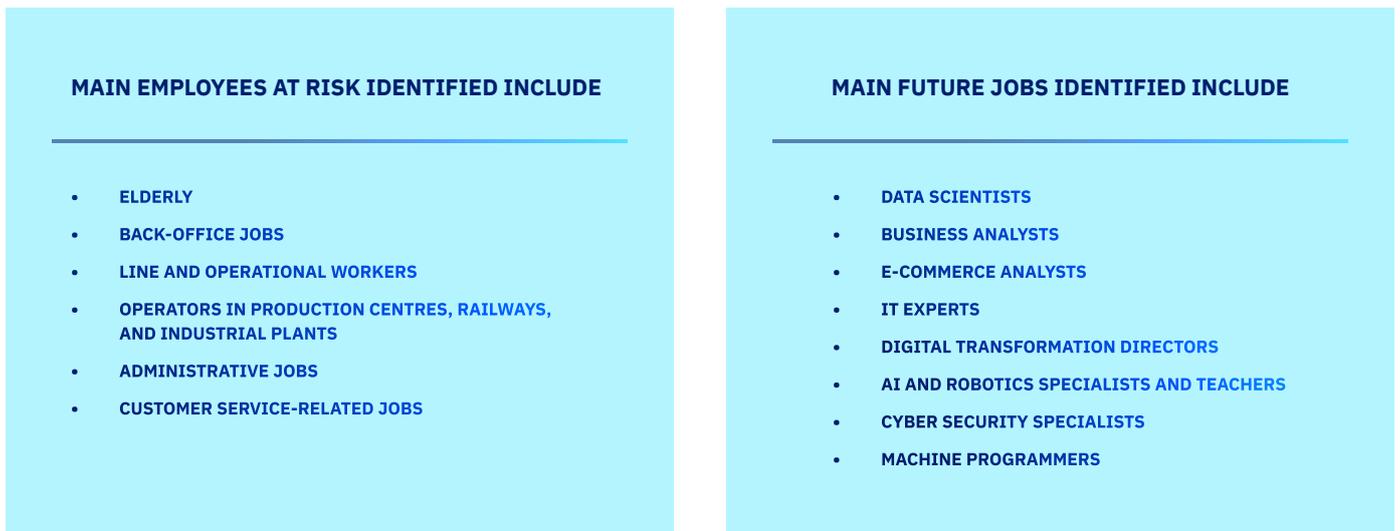
Being generally **‘HR ready’ for training and development** signifies that continuous learning is a part of the corporate culture; processes, action plans and/or key performance indicators are in place; training towards future requirements is conducted; there is a skills-transfer opportunity among employees; the employees are incentivised to learn and they are recognised for their learning efforts.

Lastly, considering that companies seem in general **‘less HR ready’ for flexibility and mobility**, it means that an overall company approach towards career development and a wide array of mobility instruments need to be put in place, such as job shadowing, internal hiring, job rotation or mentoring.

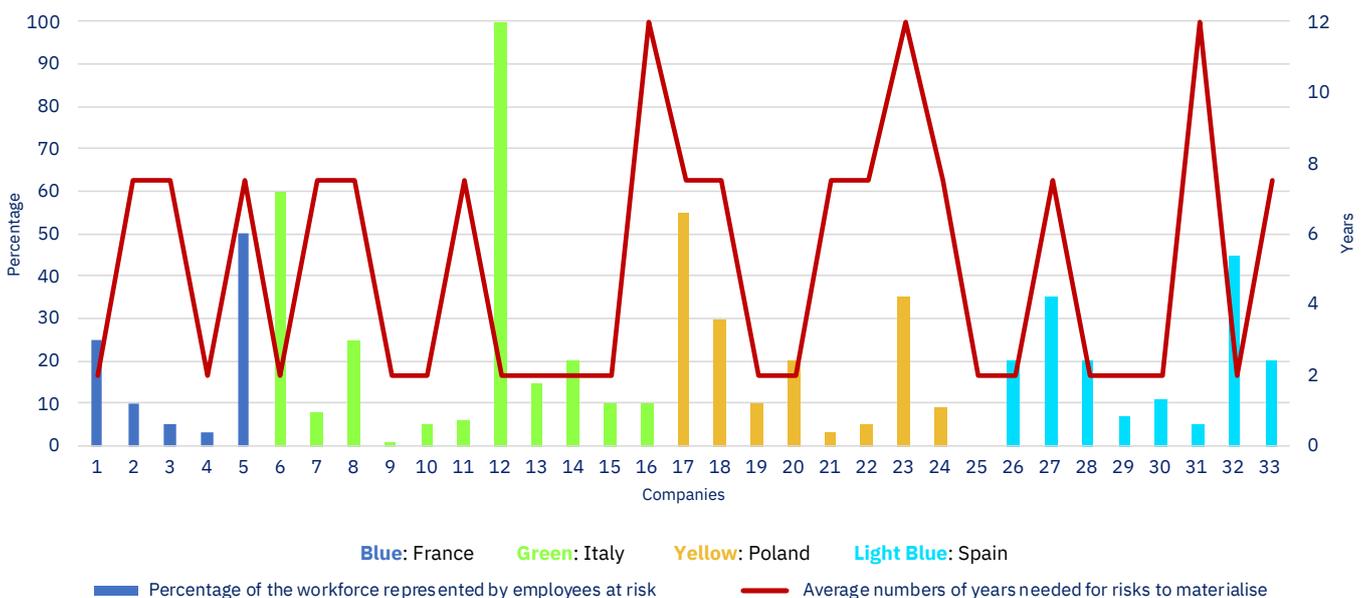
## HR READINESS FOR EMPLOYEES AT RISK

A first exercise for all companies being part of Upskill 4 Future was to identify the vulnerable workers, meaning employees who could be threatened by automation and digitalisation. It was not obvious for many companies who did not have a specific approach to specific groups of employees at risk.

From more than 30 companies, a number of different categories of workers at risk have been identified, either based on age (older workers) or on categories of work (back-office jobs, line and operational workers, operators in production centres, administrative jobs or customer service related jobs).



When employees at risk have been identified, it is also necessary to understand the urgency of the risk; while more than 10% of the companies have more than 50% of their workforce at risk, more than 50% of the companies face threats in a very short term (1 to 4 years), which means that urgent actions are needed.



**Figure 4.** Employees at risk importance and urgency

Unfortunately, the vulnerable workers are not enough under the scrutiny of HR as can be seen in the overall results of the assessment for employees at risk in comparison with the general results. With a result of 1.4, it is for sure insufficient as an overall score, but also in each of the processes where none of the scores goes over 1.6. This highlights that employees at risk are comparatively not prioritised in companies' strategic planning, training programs, or mobility efforts. In this matter, the assessed companies are not 'HR ready' to provide support to their employees at risk.



Figure 5. Total scores by pillar

Actions therefore need to be put in place. On top of identifying well the employees at risk, companies urgently need to have a strategy for them in terms of workforce planning which would include a gap analysis between existing competencies and competencies for future jobs, upskilling, internal hiring activities and also a possible dialogue with public initiatives where necessary.

For training and development, specific training and processes for educating this target group should be put in place, possibly with the support of external funding and engagement with public initiatives, such as for mobility efforts for the vulnerable workers.

This is valid in all project countries; in each of them, specific scores in general make up almost less than a half of the general score, which shows the need for companies in all countries to have more attention to their employees at risk. Besides few exceptions, there is no one country that would overall or in any of the three pillars perform significantly better than others.

Only France scores relatively higher in flexibility and mobility which can be partly explained by the high FTE of the participating companies as they may have more investment capacity to dedicate to upskilling initiatives. However, it can be seen that in Italy, with a higher variety of sectors (8) represented by its participating companies, and a panel of SMEs and multinationals, no relevant differences can be identified in the results between the sectors nor company sizes.

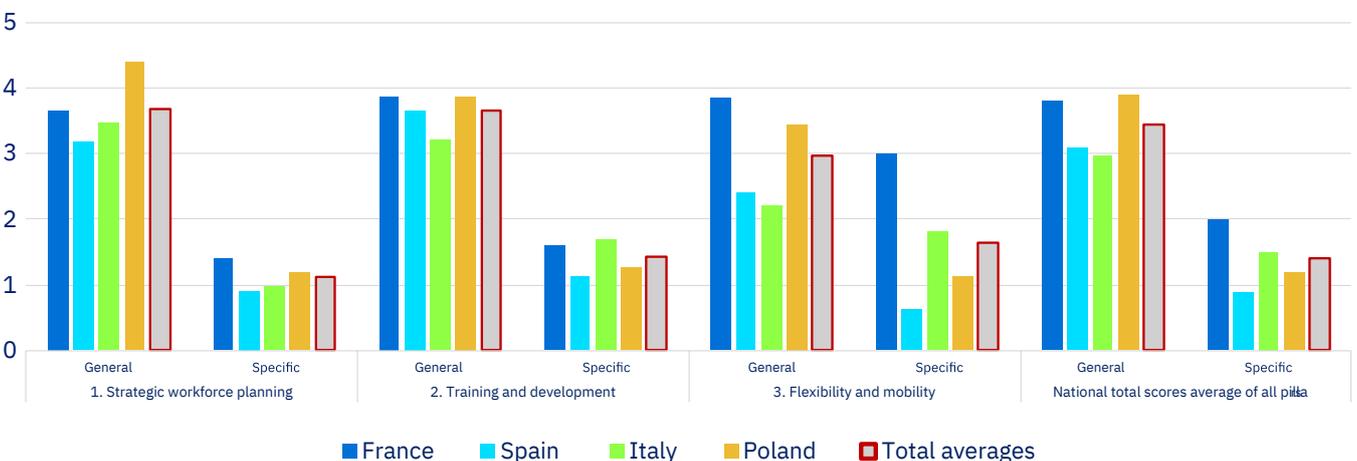
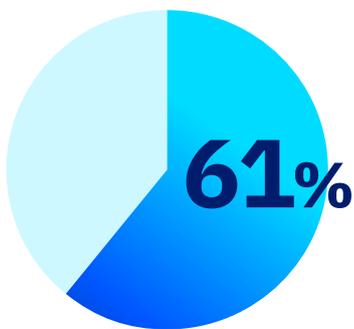


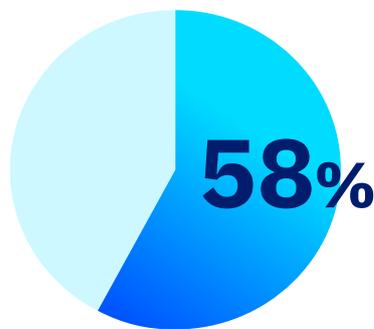
Figure 6. Total scores by pillar by country

# The COVID-19 crisis as a trigger for HR readiness?

The pilot companies of the project were asked whether they had to reskill their employees due to the effects of the pandemic and if so, how they did it. In addition, the companies were also asked whether the COVID-19 crisis made them re-evaluate the culture of continuous learning in their company and last but not least, whether they saw a new group of vulnerable workers emerge as a result of the crisis. If the answer to the latter question was positive, they were invited to specify what workers those were. This section thus wanted to look at how companies were prior to COVID-19 and how the crisis may have impacted their readiness, especially in the positive sense, as can be seen in the results:



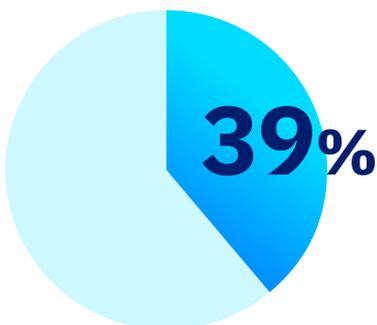
had to **re-evaluate continuous learning in their company** as a response to this crisis.



had to **reskill their employees to be able to perform** during the COVID-19 crisis.

### Examples:

*Providing training on new digital tools (e.g. teleworking, Zoom), improving employees' digital literacy, encouraging the use of new technologies at work, introducing new online learning programmes, long-distance management.*



saw a **new group of vulnerable workers emerge in their company** as a response to the crisis.

### Examples of new groups identified:

*Workers of advanced age who have greater challenges to use new tools*

*Occupations with repetitive tasks*

*Line, commercial, specialist, and purchasing office operators*

*Administrative positions (i.e. receptionists, secretaries, invoice accounting)*

*People that could not do their daily work at home, and those that had difficulties during the lockdown due to personal challenges, conjugal violence, or loneliness*

*Single parent families*

# Key insights & recommendations

Building upon all these results of the assessment and the numerous conversations with the project partners, CSR Europe's work with the national partners and the pilot companies have shown that embarking on a path of inclusive workforce transitions often requires many fundamental changes in the functioning of a company. The findings lead to recommendations which can be divided into several sections.

## AWARENESS

Liaising with other companies, and **enforcing an inter-company culture** to exchange best practices about each other's upskilling shortcomings and/ or advances, can be an effective way to change a company's, and its employees', mindset about thinking of the future of work in general. By exploring what upskilling strategies other companies are developing can show that such pathways are both doable and important. Furthermore, if companies see that others in a similar sector are beginning to upskill, they may themselves become aware of similar groups of employees at risk, which would raise consciousness of the imperative to act accordingly.

## STRATEGIC WORKFORCE PLANNING

Companies need to have structured and planned actions to respond in the most constructive way possible to evolving megatrends, instead of reacting in an ad-hoc manner. They must understand the importance of **designing mid- and long-term business plans** to tackle megatrends that may impact their workforce, and abstain from simply reacting to them, and implementing short-term goals and actions. Therefore, companies should consider **developing and adopting a skills matrix** to distinguish what skills they require currently and in the future. Through such a matrix, companies can better identify employees' proficiency in certain skills, and can effectively see skill gaps and actively monitor their development.

Companies could actively **make use of existing tools provided by institutions**, such as from the European Commission, the International Labour Organization (ILO), or the OECD, to get a higher-level understanding of the demand and supply of skills in the labour market. An example includes the "ESCO strategic framework" development by the European Commission in 2017. More specifically, this consists of a "multilingual classification of European Skills, Competences, Qualifications and Occupations" (European Commission, 2017, p.5), whose goal is to enhance communication and understanding between the labour market and both education and training. Additionally, the ILO and the OECD created a report in 2018 about "Approaches to anticipating skills for the future of work", that can also be explored by companies to get inspiration for action.

## EMPLOYEES AT RISK

While some companies do not have structured actions in place to react to megatrends, some also lack an in-depth formal identification of their employees at risk. This is even more important since some companies do not associate certain groups of people, namely the elderly, the disabled, or socially disadvantaged people, to employees at risk from digitalisation and automation megatrends. Subsequently, **adopting a vulnerability scale tool** to map and identify groups of employees at risk more closely could prove more efficient for companies to keep track of them, and to engage in more formal conversations about targeted actions. This is inspired from the human rights risk assessment tool and would similarly assess the likelihood of job-loss from digitalisation and automation, versus this phenomenon's impact.

## TRAINING

**Training employees on their soft skills is just as important as with hard skills**, and therefore, companies should not forget to include these skills in their training programs. Respectively, companies must ensure to have **specific trainings for the employees at risk**, given that such programs are mostly attended by middle and senior management, according to the findings. Thus, by first formally and thoroughly identifying their groups of employees at risk, companies should create tailored and accessible training for them. Companies could also benefit from establishing a **formal evaluation** of their internal systems. CSR Europe has built an HR readiness tool around strategic workforce planning, training and development, and flexibility and mobility which can be used by any company. This will help them more effectively track their progress and impact of various strategies on the upskilling of their employees at risk.

## COMMUNICATION

A company's board members are often not always activity-engaged, and do not typically directly exchange with employees. For this reason, a company can firstly benefit from putting together an internal cross-departmental working group on forecasting of megatrends, future skills, and jobs, and could secondly encourage the board to be part of such a working group. This could facilitate communication of the above topics throughout a company's various internal structures and would also help spread the general awareness of the relevance to upskilling, as already prior described. Along these lines, it is pertinent for a company to **improve its internal communication with employees at risk**. More specifically, having **regular interviews with line managers**, or **sending out a questionnaire** within the company to ask about how employees are 'feeling', are a few examples of ways for a company to grasp its employees' perspective on their role in the company, and on whether they feel like they may want more training on a particular area or competence.

Further, companies should **recognise the value of liaising in a dialogue with external stakeholders** such as with public authorities, attending relevant events with parties that have similar goals to upskilling, and the importance of being active in industry federations, for instance. These are some examples of ways in which companies can externally engage with like-minded people and organisations that work to foster a culture of upskilling, and is an ideal way of exchanging and learning about best-practices in the field.

# Conclusion

With the twin (green and digital) transition, the labour market is fundamentally changing with a number of jobs at risk and an increasing demand for new skills; hard skills like ICT and digital skills are gaining prominence in determining employability but soft skills are also more and more predominant for workers to be able to cope with the changes. More importantly, the demand for such skills has been accelerated because of the current disruptive COVID-19 crisis and there is a particular acceleration in demand for critical thinking and problem-solving skills, as well as self-management skills, such as “active learning, resilience, stress tolerance and flexibility” (The World Economic Forum, 2020, p.5), as a response to the pandemic.

A little more than one year ago, CSR Europe with its NPOs launched Upskill 4 Future with the aim to assess the HR readiness of companies for the transition in four different countries; this project has proven to be even more relevant with the arrival of the COVID-19 crisis and the acceleration of the needed adaptation of the workforce to new ways of

working. Although most companies have faced very challenging times with the pandemic, most of the participating companies and HR responsables have realised the need to act and to do so quickly.

It is clear from the results that most of the companies are currently not fully ready to go through the twin transition with their workforce. On top of identifying the employees at risk, being based on a specific group (e.g. the elderly) or tasks categories (e.g. back-office jobs), a real strategy and set of actions need to be put in place. This is even more relevant for a number of companies which see a high percentage of their employees at risk to be threatened in short term.

In order to do that, it is essential to bring the HR function to the centre of the business strategy and to keep a very close monitoring of the impact of business processes changes. These changes should be particularly linked to digitalisation and automation, the workforce and evaluation of the future needs of new skills for the company to continue developing itself in the best way.

The twin transition and more specifically the digitalisation and automation is not only a matter of technology, **it is a matter of people** and the time to act is now for the companies which want to stay on top.



**Upskill  
4 Future**

STUDY REPORT

# Annexes

# Annex 1 – Project partners

## CSR EUROPE

CSR Europe is the leading European business network for Corporate Sustainability and Responsibility. With our corporate members, National Partner Organisations and Associated Partners, we unite, inspire and support over 10,000 enterprises at the local, European and global level.

We support businesses and industry sectors in their transformation and collaboration towards practical solutions and sustainable growth. We are for a systemic change. Following the Sustainable Development Goals, we want to co-build with the European leaders and stakeholders an overarching strategy for a Sustainable Europe 2030.

## FACE

The Fondation Agir Contre l'Exclusion (Foundation Acting Against Exclusion – FACE), recognised of public interest, brings together public, private and associative actors to fight against exclusion, discrimination and poverty. Founded 26 years, it is the largest network of socially

engaged companies in France. In 2019, 9,478 companies engaged in at least one action to fight exclusion, discrimination and poverty with FACE.

FACE implements concrete and lasting actions that aim to respond to the diversity of needs encountered by its beneficiaries in order to guarantee them equal opportunities to break isolation and precariousness, but also to help them access rights, goods and essential services, to break the spiral of educational inequalities and to create opportunities for jobseekers by bringing them closer to companies, also with the help of volunteers from companies.

## FONDAZIONE SODALITAS

Fondazione Sodalitas was founded in 1995 on the initiative of Assolombarda and a group of companies and volunteer managers. Joined by 90 company members, Sodalitas is the reference partner for companies that integrate sustainability into their business

strategies, building partnerships for the community, creating shared value and social inclusion.

Fondazione Sodalitas' projects in the last 25 years have been focused on Youth, Work&Diversity, Social Inclusion and Sustainable Territories and are promoted in co-design between member companies and key stakeholders, as institutions, third sector, schools, universities and international networks: e.g. researches, collective actions, events, workshops.

## FORÉTICA

Forética is the leading business network on sustainability and corporate social responsibility, with over 200 members. Our mission is to encourage the integration of social, environmental and good governance aspects in corporate and organisational strategy and management.

Forética is Spain's only representative of the World Business Council for Sustainable Development (WBCSD) and, therefore, constitutes the Spanish Business Council for Sustainable Development. Forética owns the SGE 21 standard, the first social responsibility management system that allows, on a voluntary basis, to achieve a CSR certification. More than 150 companies and organisations are certified with the standard in Spain and Latin America.

## IMPRONTA ETICA

Impronta Etica is an Italian non-profit organisation founded almost 20 years ago to promote sustainability and Corporate Social Responsibility (CSR). Our mission is to promote sustainability at Italian and

European levels, encouraging our members to transform their efforts towards innovation into leadership experiences of sustainable competitiveness.

Its objective is to create a network among our members and to promote their participation in international institutions dealing with sustainability. We want to be the place of sustainable and responsible innovation, spreading the discussion taking place in the European institutions and promoting innovative experiences in Italy.

## RESPONSIBLE BUSINESS FORUM POLAND

Responsible Business Forum Poland is the largest non-profit organisation in Poland addressing the concept of corporate social responsibility in a comprehensive manner, operating since 2000. The Forum is an expert organisation that initiates and partners in key activities for the Polish CSR.

The Forum's mission is to inspire business that changes the world and provide a meeting place for people who change business. It creates space where managers, the state administration and non-governmental organisations can exchange information on CSR. It collaborates with, among others, the World Business Council on Sustainable Development and Global Reporting Initiative.

# Annex 2 – International report

## INTERNATIONAL OVERVIEW OF COUNTRY AVERAGES

AVERAGES:	NUMBER OF COMPANIES PER COUNTRY:	VARIETY OF SECTORS PER COUNTRY:	FTE RANGE PER COUNTRY:
<b>General</b> international average: <b>3.4/5</b>	France: <b>5</b> companies	France: <b>3</b> sectors	France: from <b>1001 to 10001+</b>
<b>Specific</b> international average: <b>1.4/5</b>	Spain: <b>8</b> companies	Spain: <b>7</b> sectors	Spain: from <b>250 to 10001+</b>
	Italy: <b>11</b> companies	Italy: <b>8</b> sectors	Italy: from <b>51 to 10001+</b>
	Poland: <b>9</b> companies	Poland: <b>5</b> sectors	Poland: from <b>51 to 10001+</b>

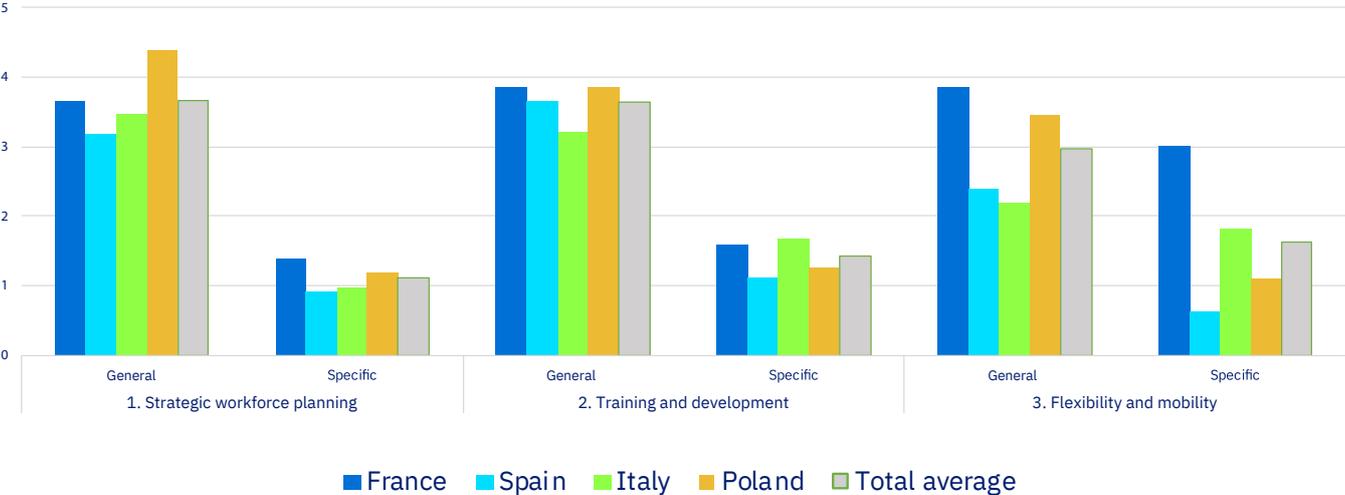


Figure 7. Total final scores (averages)

## INTERNATIONAL GENERAL CROSS-COUNTRY TRENDS

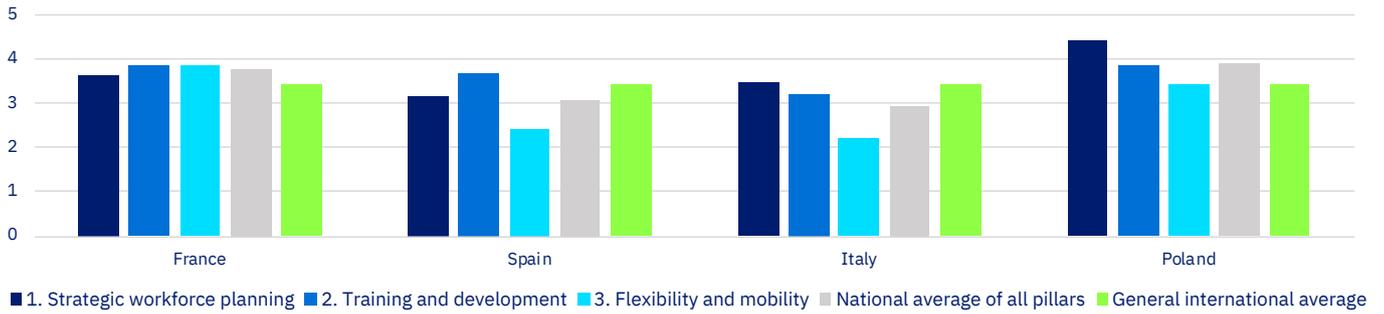


Figure 8. Total general scores (averages)

## INTERNATIONAL SPECIFIC CROSS-COUNTRY TRENDS

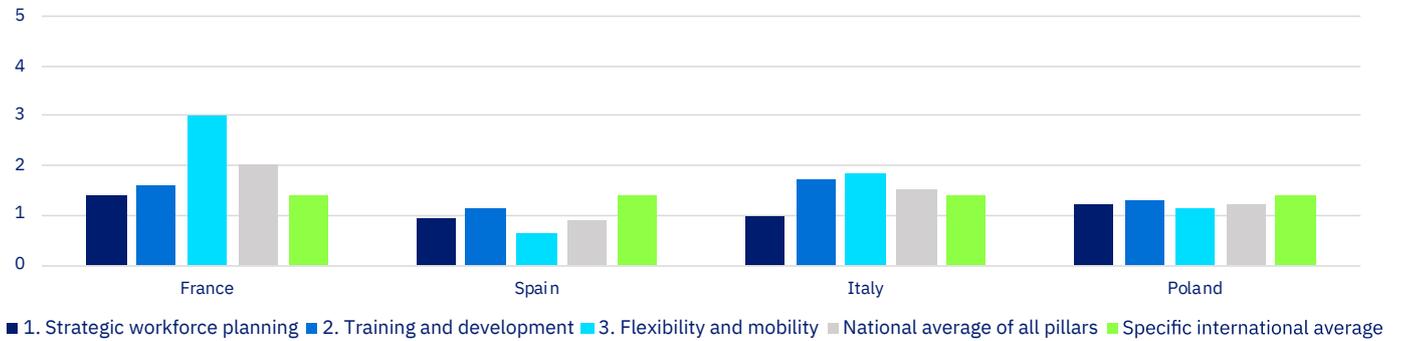


Figure 9. Total specific scores (averages)

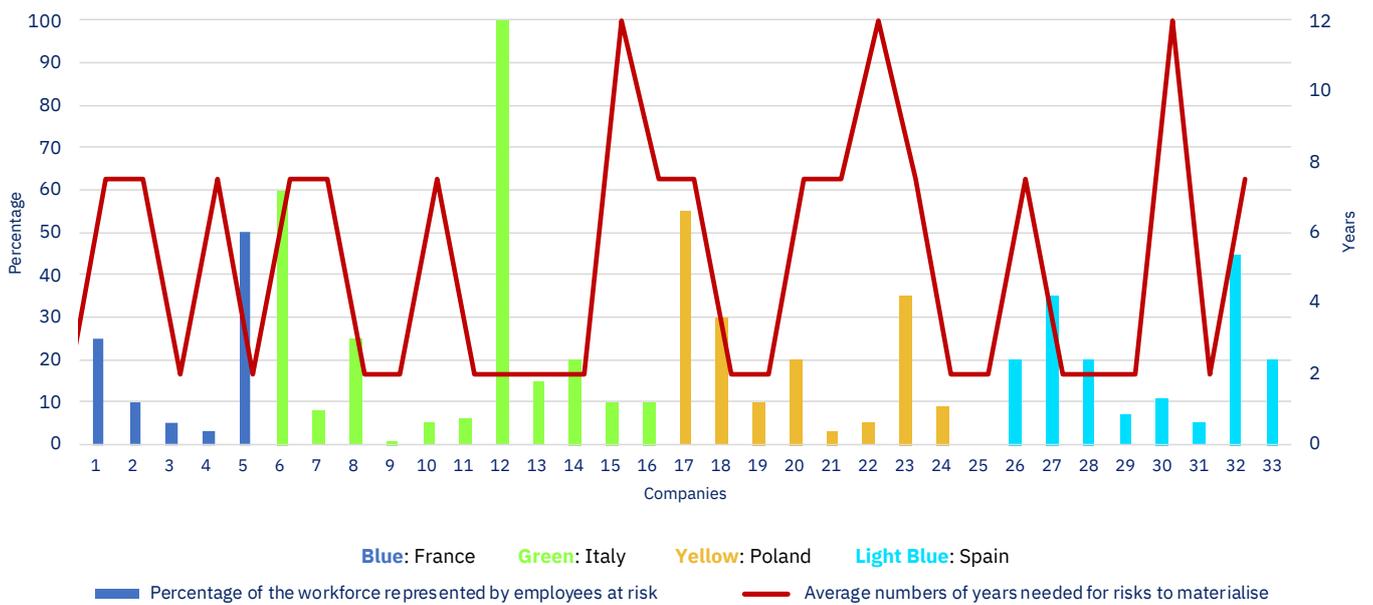


Figure 10. Employees at risk

# Annex 3 – Detailed country reports



## NATIONAL GENERAL RESULTS

NATIONAL AVERAGES / 5



Figure 11. France results - general workers

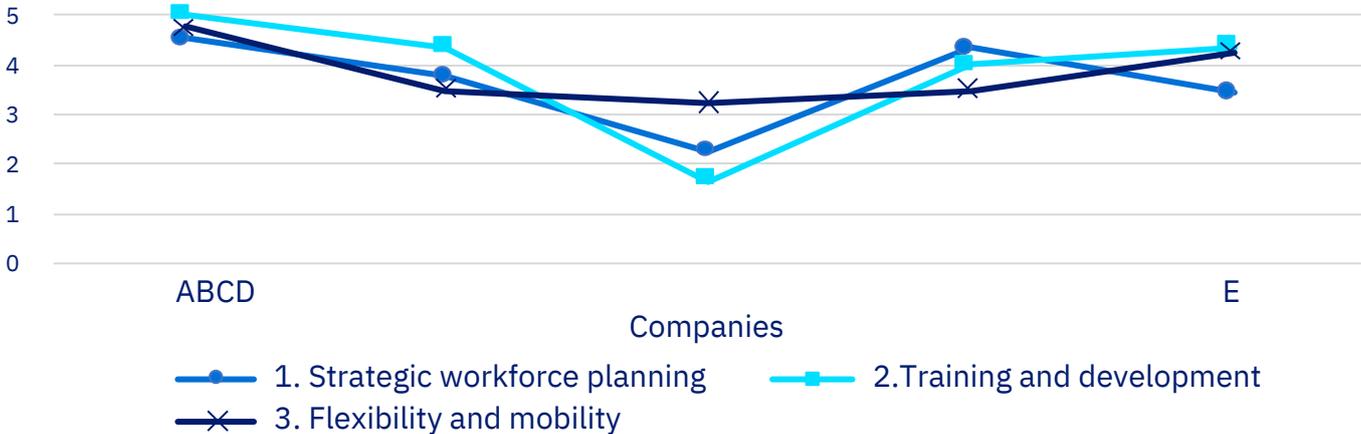


Figure 12. France results per pillar - general workers

## NATIONAL SPECIFIC RESULTS

### NATIONAL AVERAGES / 5

STRATEGIC WORKFORCE PLANNING

TRAINING AND DEVELOPMENT

FLEXIBILITY AND MOBILITY

SPECIFIC HR READINESS SCORE

1.1

1.4

1.6

1.4



Figure 13. France results - employees at risk



Figure 14. France results per pillar - employees at risk

### EMPLOYEES AT RISK

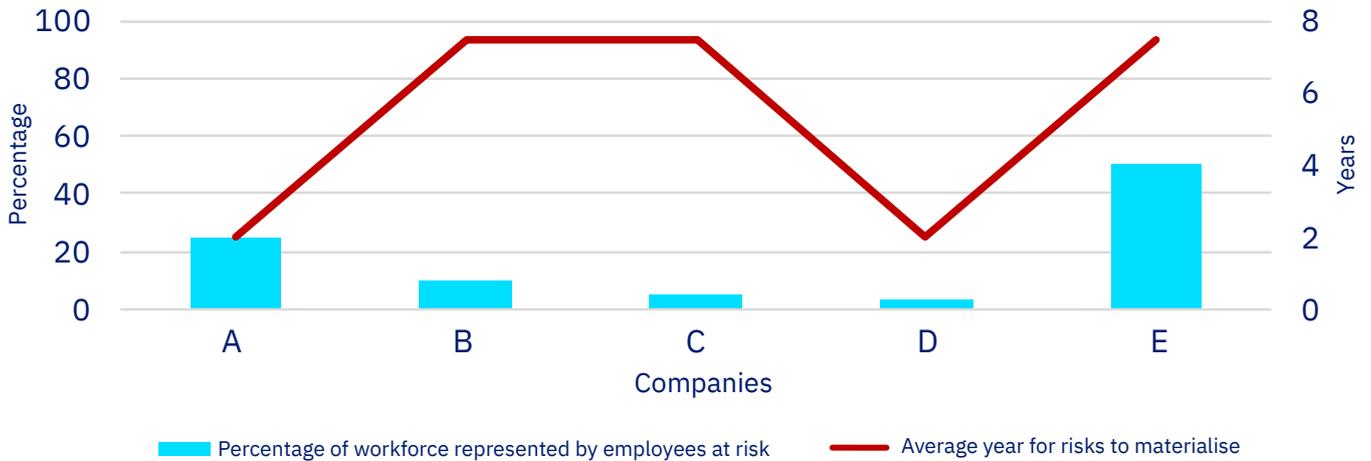


Figure 15. France results - employees at risk

#### Who the employees at risk are in France

Low-qualified workers occupying jobs with high automation risks or greater risks of transformation of the sector:

**truck drivers in a waste management company**

**customer service technicians in the utilities sector**

**administrative agents in financial and professional services sector**

The over-representation of women in these three categories, which are more affected by low-skilled jobs, part-time work, job insecurity and single parenthood, is a variable that needs to be taken into account.



## NATIONAL GENERAL RESULTS

NATIONAL AVERAGES / 5

STRATEGIC WORKFORCE PLANNING	TRAINING AND DEVELOPMENT	FLEXIBILITY AND MOBILITY	GENERAL HR READINESS SCORE
3.4	3.2	2.3	2.9

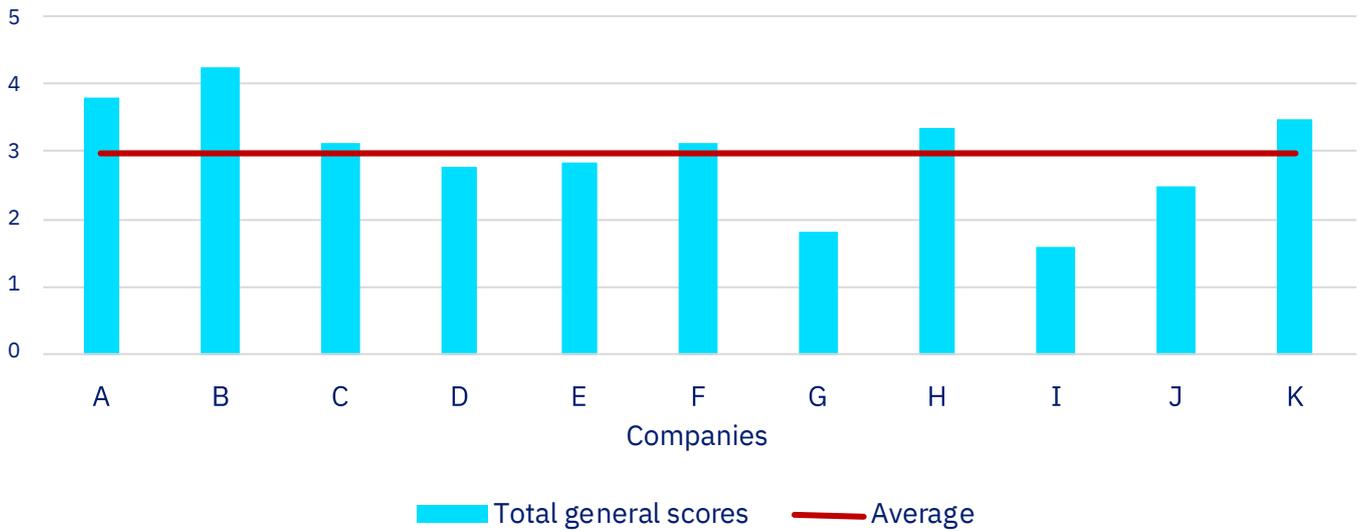


Figure 16. Italy results - general workers

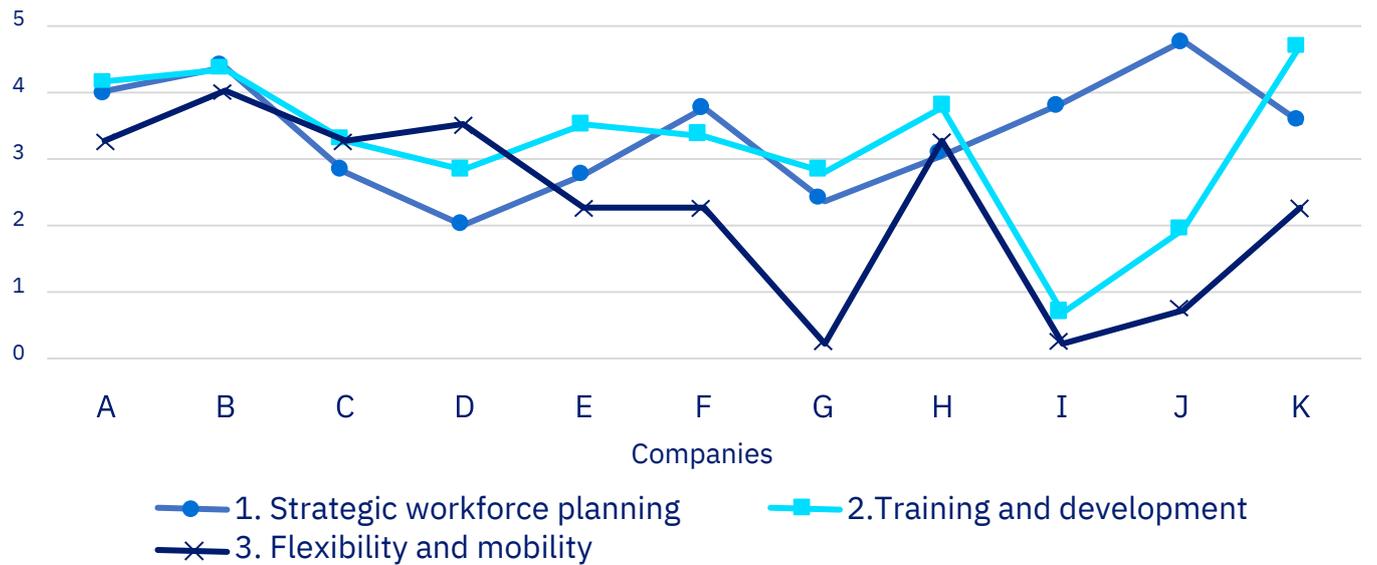


Figure 17. Italy results per pillar - general workers

# NATIONAL SPECIFIC RESULTS

## NATIONAL AVERAGES / 5

STRATEGIC WORKFORCE PLANNING	TRAINING AND DEVELOPMENT	FLEXIBILITY AND MOBILITY	SPECIFIC HR READINESS SCORE
0.9	1.7	1.8	1.5



Figure 18. Italy results - employees at risk



Figure 19. Italy results per pillar - employees at risk

## EMPLOYEES AT RISK

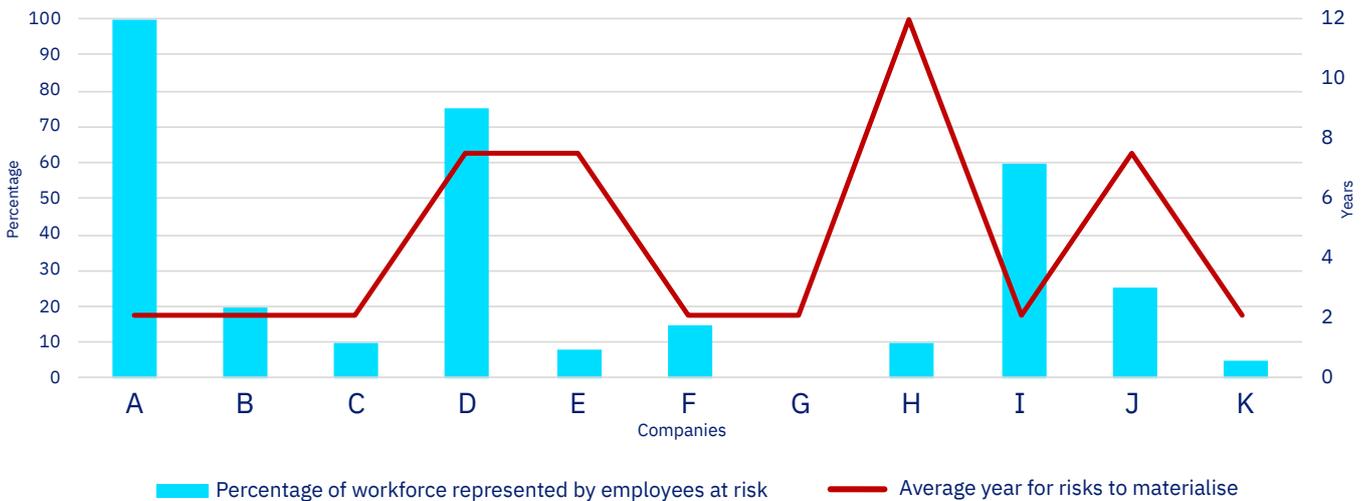


Figure 20. Italy results - employees at risk

### Who the employees at risk are in Italy

*profiles with low level of education /skills required*

*manual / repetitive jobs, with little autonomy*

*administrative services, customer service, data entry, reporting*

*obsolete positions for elderly employees with outdated skills*



## NATIONAL GENERAL RESULTS

NATIONAL AVERAGES / 5

STRATEGIC WORKFORCE PLANNING	TRAINING AND DEVELOPMENT	FLEXIBILITY AND MOBILITY	GENERAL HR READINESS SCORE
4.4	3.9	3.4	3.9

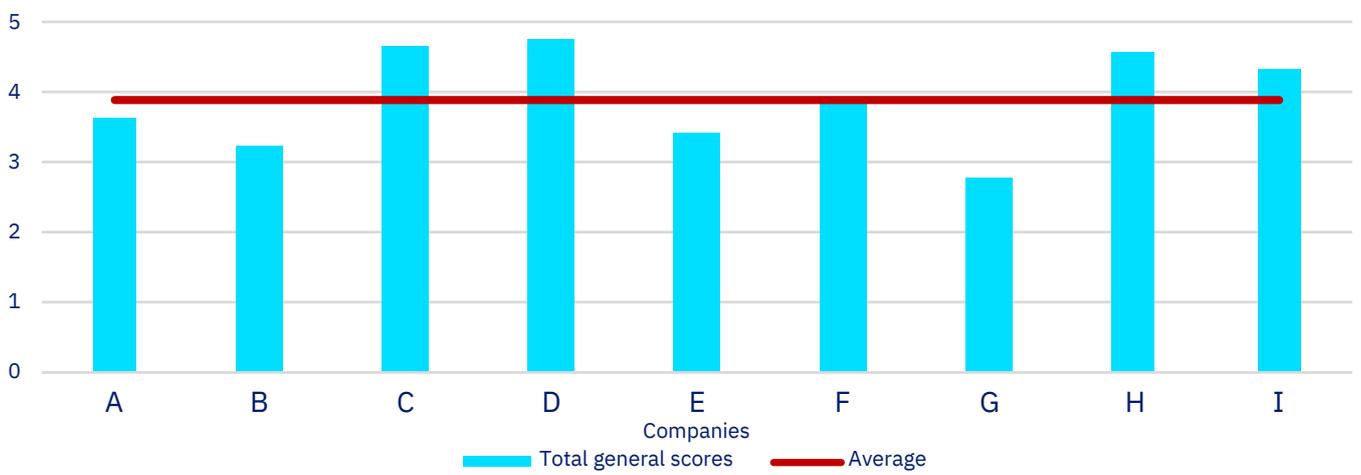


Figure 21. Poland results - general workers

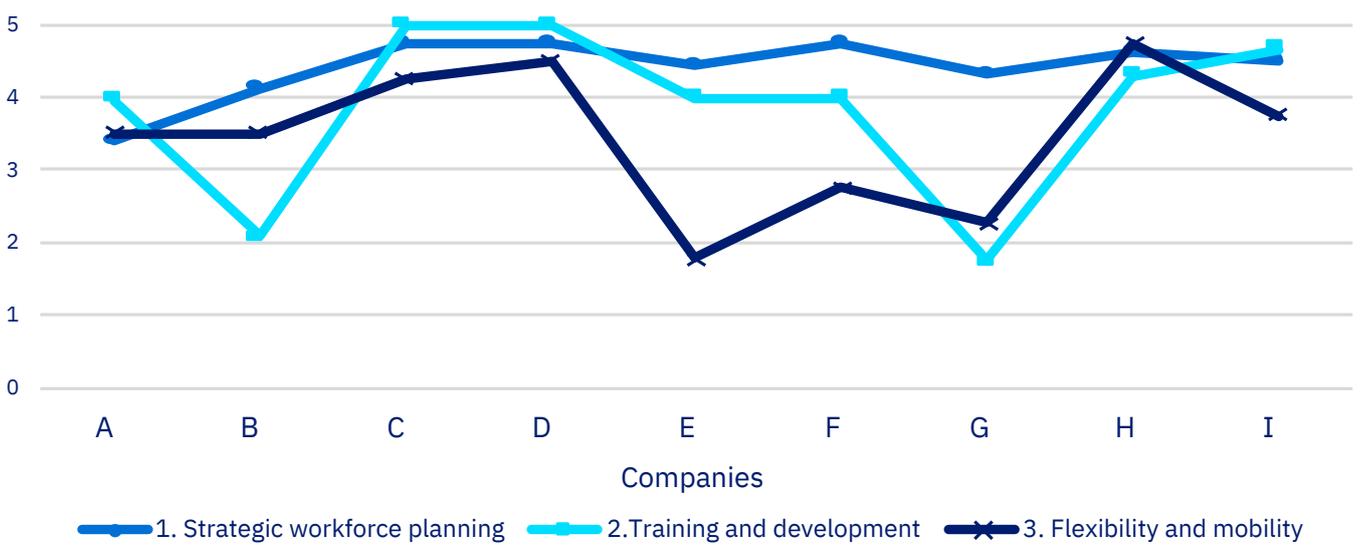


Figure 22. Poland results per pillar - general workers

# NATIONAL SPECIFIC RESULTS

## NATIONAL AVERAGES / 5

STRATEGIC WORKFORCE PLANNING	TRAINING AND DEVELOPMENT	FLEXIBILITY AND MOBILITY	SPECIFIC HR READINESS SCORE
<b>1.2</b>	<b>1.3</b>	<b>1.1</b>	<b>1.2</b>

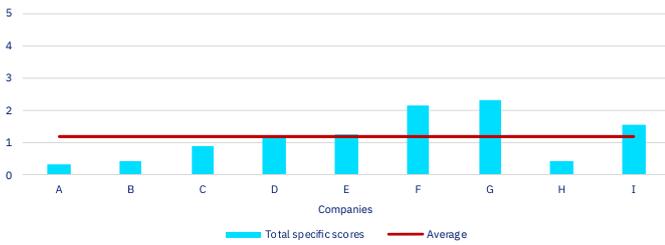


Figure 23. Poland results - employees at risk

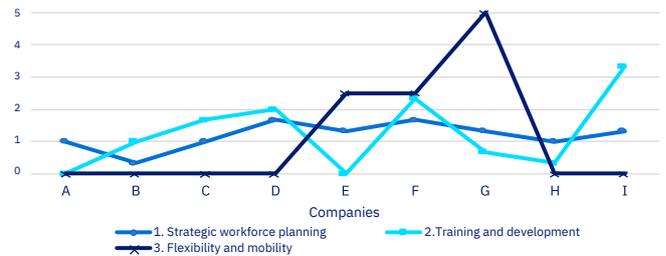


Figure 24. Poland results per pillar - employees at risk

## EMPLOYEES AT RISK

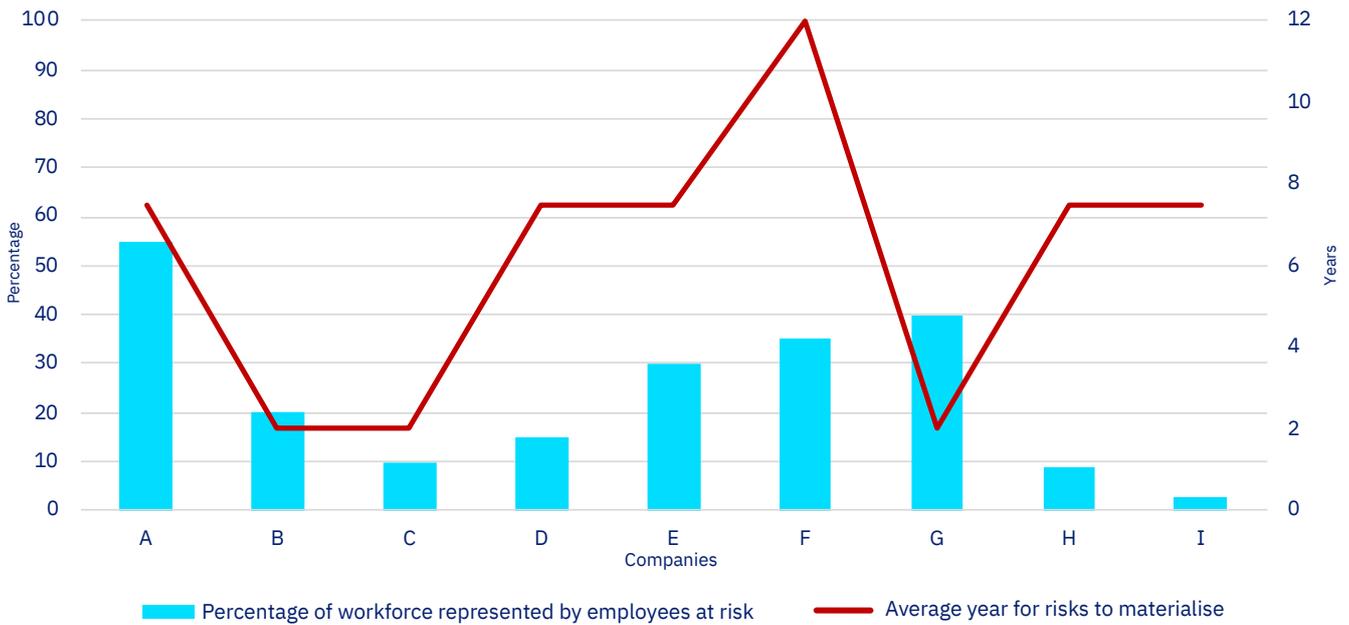


Figure 25. Poland results - employees at risk

### Who the employees at risk are in Poland

**back office jobs**

**warehouse posts**

**traditional customer service**

**over 55 years old and elderly people with disabilities**

**store employees (e.g. cashiers)**

**call centre jobs**



## NATIONAL GENERAL RESULTS

NATIONAL AVERAGES / 5

STRATEGIC WORKFORCE PLANNING

TRAINING AND DEVELOPMENT

FLEXIBILITY AND MOBILITY

GENERAL HR READINESS SCORE

3.2

3.7

2.4

3.1

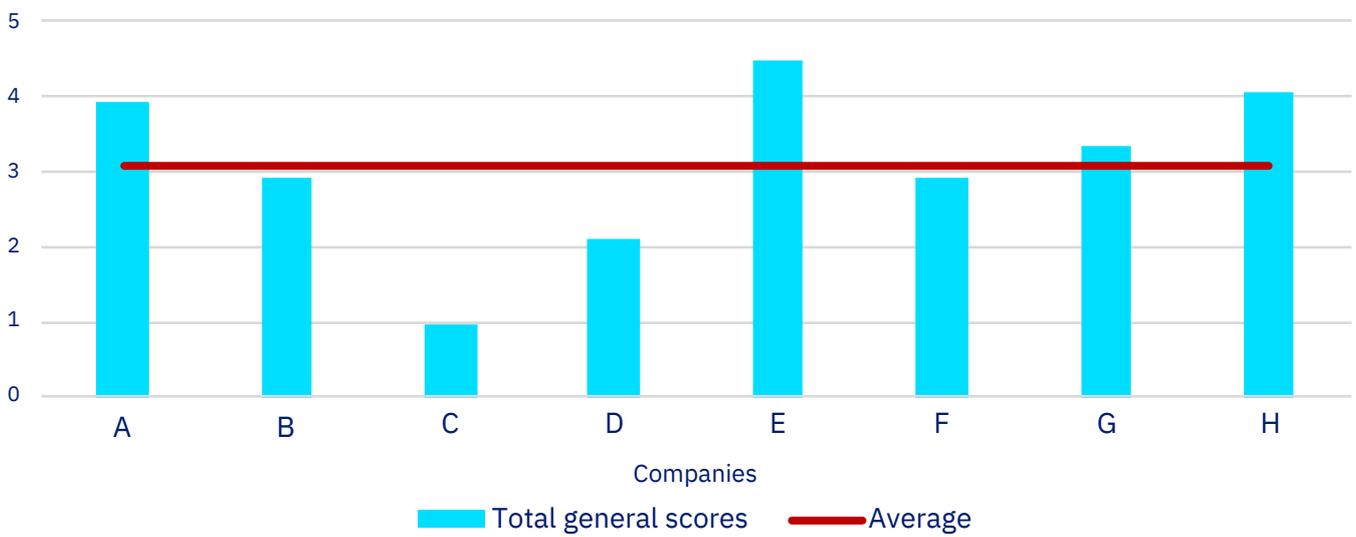


Figure 26. Spain results - general workers

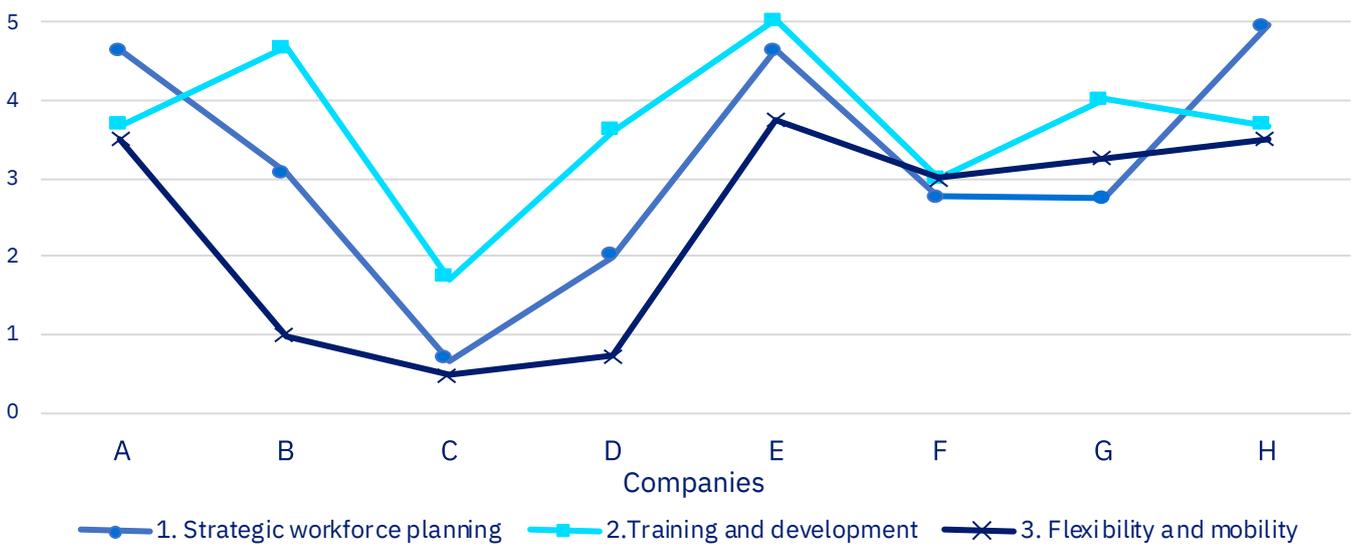


Figure 27. Spain results per pillar - general workers

# SPECIFIC GENERAL RESULTS

## NATIONAL AVERAGES / 5

STRATEGIC WORKFORCE PLANNING	TRAINING AND DEVELOPMENT	FLEXIBILITY AND MOBILITY	SPECIFIC HR READINESS SCORE
0.9	1.1	0.6	0.9

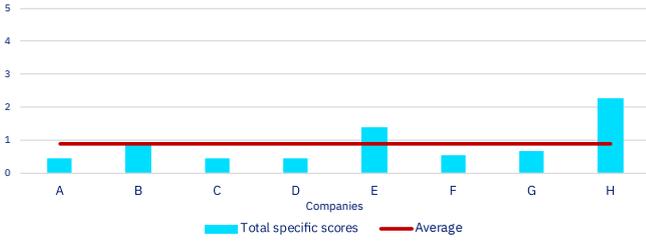


Figure 28. Spain results - employees at risk



Figure 29. Spain results per pillar - employees at risk

## EMPLOYEES AT RISK

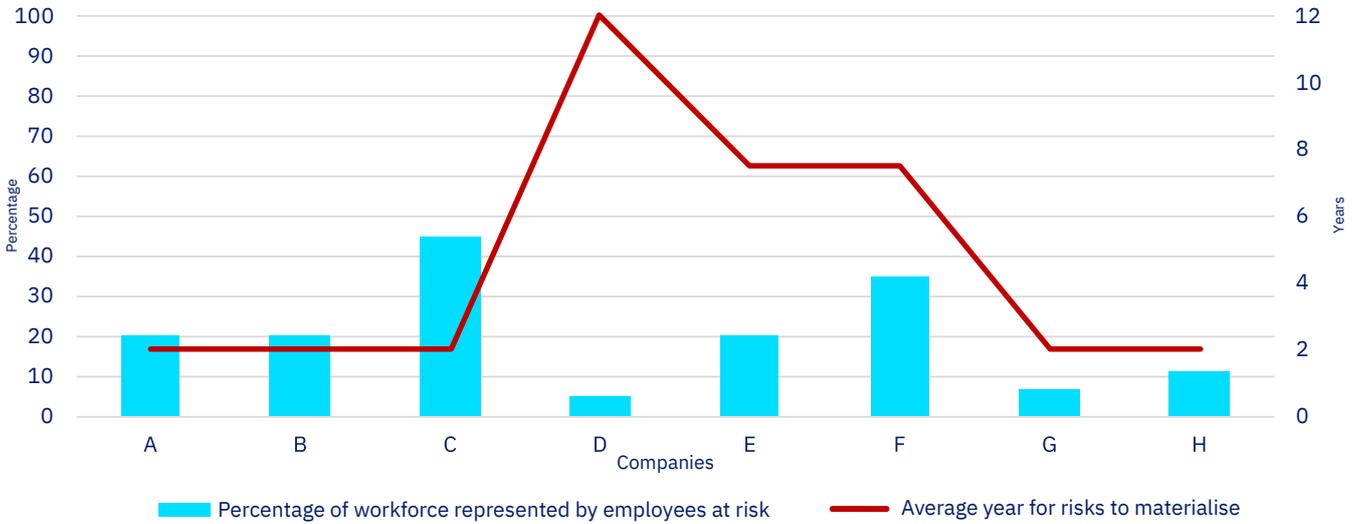


Figure 30. Spain results - employees at risk

### Who the employees at risk are in Spain

<i>railway operators</i>	<i>infrastructure maintenance</i>	<i>restaurant staff</i>	<i>administrative positions</i>	<i>operators working in production centres with low-added-value jobs</i>	<i>distribution positions</i>
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# Annex 4 – List of references

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