

Managing Teleworkers: Challenges and Risks

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19/10/2022



EUROCADRES

63 
members

24 
countries

6 
million workers



Just transition and leading responsibly

Sustainability requires balancing economic, social and environmental objectives, and compromises between different stakeholders. The onus of leading responsibly is on professionals and managers. They have a significant role in corporate social responsibility, due diligence, and in the greening of companies. It is therefore even more important that they are involved in corporate decisions and that the right to information, consultation and participation of workers' representatives is upheld.



Digitalisation

Digitalisation will continue to affect work, speeding remote working and contributing to our green transition. A just transition will ensure that all workers have the required digital skills, crucial to realising the potential of digitalisation and new technology. For this, sustainable public investment and incentives to education and training, enhanced by companies taking financial responsibility towards workers' training, will be essential.



Artificial intelligence

Artificial Intelligence is increasingly becoming a part of the workplace, bringing risks related to: control, privacy, discrimination and bias, dependency and cyber-attacks. Good governance tools are the key to ethical use of AI, with workers input to, and understanding of, the scope and objectives of AI systems used in the workplace crucial to fostering understanding and recognising abuses.



Psychosocial risks

Stress has become an epidemic, it has been on the increase in the last years. The pandemic has increased the risk of mental health problems. Eurocadres will continue calling on the European Commission for an EU directive to tackle work related stress.



Telework

Technology has made teleworking practical and easy during the pandemic. However, teleworking brought about a work-life imbalance. Regulation related to teleworking a necessity, and this should include the crucial right to disconnect. A post-pandemic balance between remote work and presence in the workplace is crucial to promote both well-being and productivity.



Non-discrimination

Discrimination remains widespread in the workplace and in society. As we scrutinise financial abuses within workplaces, so too should we act on social abuses. European leadership is needed to deliver a social Europe. The gender pay gap must be eliminated and proper pay transparency must become a reality. For people with disabilities, Eurocadres proposes a number of initiatives including amongst others: access to education with the relative support needed; fiscal incentives; enforcement of current legislation; and a targeted approach to occupational safety and health.



Qualifications and skills

Finally, Eurocadres also advocates for a stronger knowledge-based Europe. Qualifications and skills are crucial to this aim. However, the responsibility for qualifications and skills development does not only rest on the individual worker, it is a shared responsibility between the individual, employer and government. Each EU member state should guarantee access and the right to education and training for learners of all age and discrimination based on employment status and gender should be removed. Investing in research and innovation has the potential to improve the daily lives of millions of people, both within the European Union and elsewhere, by helping to solve some of the world's largest societal and generational challenges.

How prominent is stress?

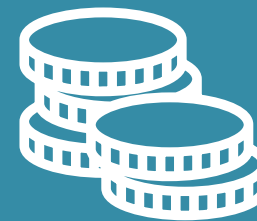
88% of EU workers have experienced stress problems at work

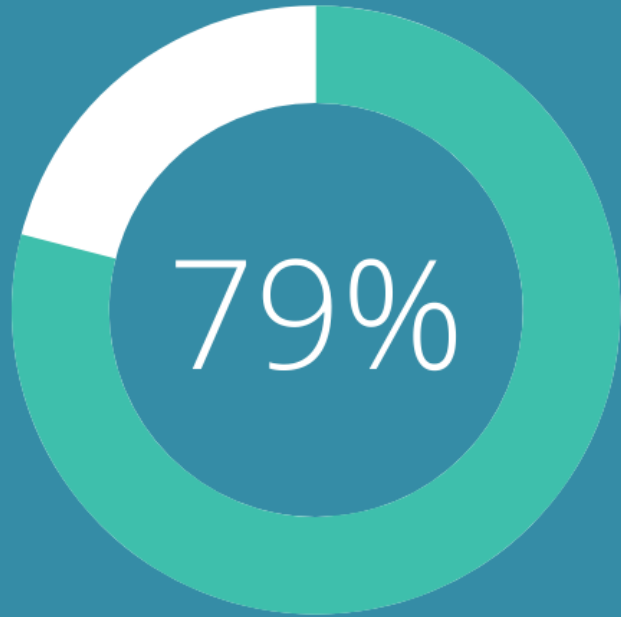


80% of establishments in the EU identify at least one psychosocial risk factor as being present in their workplace

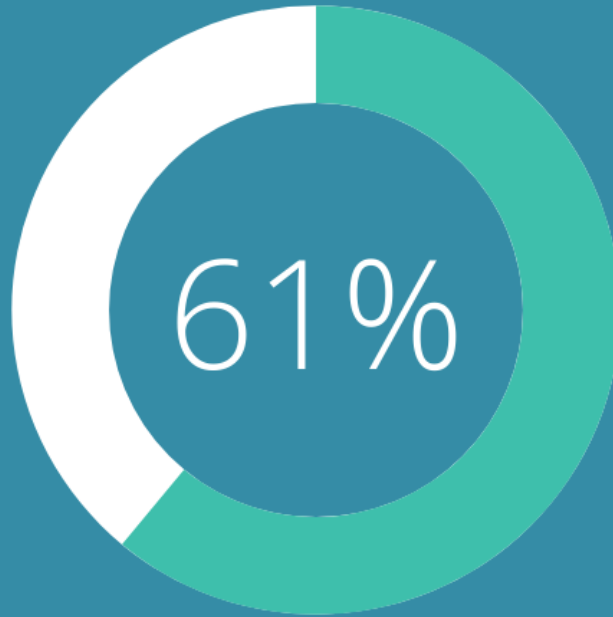


Workers are the one paying the price for poor planning, with prevention-related budgets across all EU Member States at a mere 3% of total health expenditure.

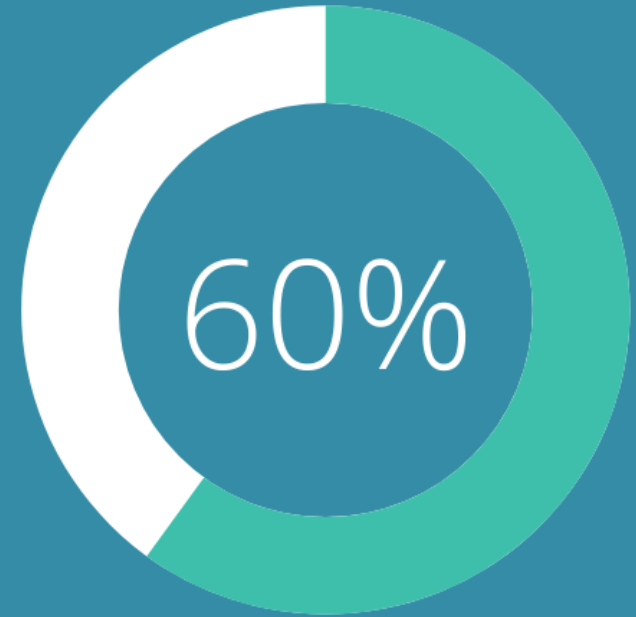




4 in 5 managers express concern about work-related stress



Of female managers have sleep problems



Of all lost working days can be attributed to work-related stress and psychosocial risks

Challenges for Managers

Keeping Teleworkers
connected

Motivating and
inspiring out of sight
workers

Providing authentic
information sharing
from managers to
workers and between
work teams

Overcoming lack of
trust for workers who
are mile away

Denying telework may
result in de-motivation
of workers

Finding **balance**
between personal
demands and
professional needs of
the team members

Risks for Managers

- Shift of responsibility from employers to managers
- Constant adaptation to new technologies and responsible of finding digital solutions
- Added to the existing intensity of work and complex work organisation
- Prevention and detection of risks for teleworkers
- Digital fatigue
- Decision making processes



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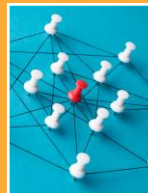
Social links solutions ?



Find in the Online world the sense of presence of the physical



HR Recruiting meetings



Onboarding program



More immersive training experience



Teambuilding Events



What should a directive look like?

5 key elements

1 - The participation of workers and workers representatives in the conception and implementation of measures to prevent from work related risks. For that there is a need to establish dedicated bodies at the workplace where they do not exist but also to strengthen the prerogatives of the existing health and safety committees by giving them rights to expertise.

2 - Clarification on the obligation for employers to assess and mitigate psychosocial risk factors to limit the exposure to the risk by putting in place preventive measures including working on the work organization.

5 key elements

3 - Objectives for employers in reducing work-related stress by putting in place social targets. In providing objectives to tackle work-related stress, companies can accurately evaluate success and failure. Central to the success of this objective will be the **definition of indicators** to measure and evaluate the legislative actions at the workplace and therefore improving working conditions. These indicators will allow employees, employers and independent third parties to evaluate the successful implementation of social targets in the workplace.

4 - Access to relevant training and the promotion of best practices by ensuring rights to access to relevant training for workplace management and organisation to reduce psychosocial risks.

5 - Means for a better functioning and efficiency of the labour inspectorates. This will include further funding and training to ensure inspectorates can adequately protect employees.

Next steps – Advocacy

- The trade union leaders within the EndStress campaign have written to Commissioner Schmit, receiving a response that does not inspire confidence.
- The Swedish Presidency will give PSR a large part in their presidency (OSH summit in May), with the Spanish and Belgian presidencies also expected to focus on the topic.
- Our platform will continue to engage with Member States and the Commission over the coming months.
- EU-OSHA have also made PSR their priority area, as of September.

Thank you for your attention

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