Social Innovation in the Temporary Agency Work Industry

1 December 2020

About this report

This report was commissioned jointly by the World Employment Confederation-Europe (WEC-Europe) and UNI Europa Temporary Agency Work in the framework of the European sectoral social dialogue on temporary agency work, which aims to investigate social innovation in the temporary agency work sector. WEC-Europe brings together 29 national federations of the private employment services industry in Europe, and 7 of the largest, multinational companies providing workforce solutions. UNI Europa, which is headquartered in Brussels, is the European trade union federation for 7 million service workers, representing 272 national trade unions in 50 countries.

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About CEPS and HIVA

The research for this study was conducted by the Centre for European Policy Studies (CEPS) and the Research Institute for Work and Society (HIVA) at KU Leuven. Founded in Brussels in 1983, CEPS is widely recognised as the most experienced and authoritative think tank operating in the European Union today. HIVA is a multidisciplinary research institute specialised in evidence-based policy-oriented research on issues related to work and organisation, social dialogue and industrial relations, education, poverty and integration, welfare, housing and similar societal challenges. Both institutes are deeply committed to the absolute independence of their work, rooted in the individual independence of their scholars and the diversity of their funding sources.

About the Authors

This report is the result of a combined effort by a team of researchers drawn from the two institutes: **Sara Baiocco**, **Willem Pieter de Groen** (coordinator) and **Zachary Kilhoffer** from CEPS and **Karolien Lenaerts** from HIVA.

Acknowledgements

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Executive Summary

This study presents a selection of 15 social innovation practices for skills enhancement and training, working conditions and social protection. These practices are from the temporary agency work sector and beyond, to consider the possibility of mutual learning and exchange of practices across sectors. The practices are implemented in nine countries across Europe. This wider geographical coverage allows consideration of different socioeconomic and institutional contexts in which social innovation takes place. Moreover, one practice is implemented worldwide and several others have this potential.

The comparative analysis has gone through four main aspects. First, it has considered the objective of each practice and its relevance to the most pressing challenges of the temporary agency work sector and of the economy overall. Second, it has looked at the social innovation features that make the practice interesting to provide novel solutions to these challenges. Third, it has studied what the factors are for the success of the practice. Fourth and final, it has explored the potential to scale-up or replicate the practice to other sectors or other countries, considering the specific conditions for its implementation.

Skills enhancement and training

In the field of **skills enhancement and training**, six social innovation practices have been analysed: Testyourselfie, Open Badges, Headai, PhyD, Learn4Job and Grande École de l'Alternance. Despite intervening from different angles, all these practices have the **objective** to address skill gaps. Whether implicit or explicit, their ultimate goal is to reduce unemployment while providing the skills needed for a competitive economy. As such, not all these practices are specific to the temporary agency work sector.

Skills enhancement and training is the area that most leverages digital technology, among the three areas covered in the study. The use of digital technology to tackle social challenges is an **aspect of social innovation** in several of these practices (Testyourselfie, Headeai, Open Badges, Phyd). For others (Learn4Job, Grande École de l'Alternance), the collaborative approach and multi-actor cooperation are the main innovative aspects. Innovation also regards advancements in validation, visibility and measurement of soft skills. A good understanding of the challenges experienced in the temporary agency work sector and the labour market at large is ensured by the involvement of several parties in the design and implementation of the practices. In several cases, the use of technology enables and steps up these fit-for-purpose solutions.

The **success factors** relate to the social innovation features. Digital technology allows them to limit the costs of the initiatives and, after an initial investment to benefit from scale advantages. Collaborative approaches, often based on social dialogue, bring multiple actors' views, needs and ideas on board and ensure engagement in shared solutions to common problems. Although in some cases digital technology and a collaborative approach go hand-in-hand (e.g. bipartite collaboration such as Testyourselfie), this is not always to be taken for granted. Systematic involvement of social partners in digital solutions for skills enhancement and training could help address open issues regarding data protection, when the ownership of digital technology and user data are concerned.

The **scalability and replicability** of these practices is feasible because the challenges that they address are not specific to the temporary agency work sector, but rather affect to an increasing extent the overall labour market (e.g. skill gaps, visibility of soft skills). However, the degree of scalability and replicability is not homogeneous for all the social innovation practices showcased for skills enhancement and training. It is relatively easy and low cost to scale up and replicate digital innovations across countries and sectors.

Actually, scaling up and replicating could increase the cost-effectiveness of the practice, thanks to low marginal costs. By contrast, the replication and upscaling of practices that build on collaborative approaches are dependent on the availability of funds, as well as the legislative and institutional context of the country or sector. Conducive regulation for work-based learning and access to funds to sponsor training can help replication and upscaling. Similarly, the involvement of social partners in the design and implementation of the innovative practices and a developed temporary agency work sector can contribute to success when replicating these practices in other contexts.

Working conditions

For **working conditions**, four social innovation practices have been analysed: Alles-in-1 voor uitzendkrachten, TAKpełnosprawni, Prevention & Interim and Action protocol. Among these practices, the specific objectives are more diversified than in the other areas considered in the study, reflecting the multifaceted nature of working conditions. Their common goal is to improve working conditions in the temporary agency work sector, either in general or for specific target groups.

In this area, the **social innovation features** are represented by the involvement of multiple actors in the practices as well as a comprehensive and holistic understanding of several aspects of working conditions. The former is also a **key driver of success**. In addition, the modular and step-by-step implementation, often proceeding through piloting, also drive success. Another aspect relates to the costs of the practices and access to funding, which are important factors determining whether social innovation practices can be implemented (e.g. to improve workers' employability). Finally, several initiatives managed to reach high efficiency and effectiveness thanks to a clearly defined scope and target groups.

As for some practices in the area of skills enhancement and training, the **upscaling and the replicability** of social innovation practices in the field of working conditions depend on the national legislative and institutional framework. Working conditions are governed by labour legislation, collective bargaining, minimum standards, traditions and practices set at the European, national, sectoral and organisational level. Therefore, appropriate regulation and well-functioning social dialogue at all levels are key conditions to foster learning and enhance the scalability and transferability of these social innovation practices. The social partners thus have an important role to play in this regard, by advancing social innovation in working conditions through collective bargaining, setting the policy agenda and their role in the design and implementation of policies.

Social protection

For **social protection**, five social innovation practices have been analysed: Ebitemp, Intérimaires Santé, Tempcare, Perspectief verklaring and CAPINTER. These practices cover different aspects of social protection, but they often have the **objective** to compensate the gap in effective social protection experienced by temporary agency workers.

For several of these practices, the **social innovation aspect** lies primarily in the involvement of multiple actors and stakeholders to respond to the challenges they face. The social dialogue, collective bargaining and constitution of a bipartite management body help to lower the costs of social protection, thanks to the creation of a critical mass for service provision. Social partners and social dialogue play a significant role for the social protection practices, including for defining entitlements, funding criteria and standards for the provision of the services.

Upscaling and replication of the social innovation practices are often not straightforward. This is due to the potential costs involved in the implementation and service provision and to high dependency on the social dialogue systems. Moreover, the overall legislative and institutional context also play an important role when deciding on the scalability and replicability. Nevertheless, the potential for improving the social protection through collaboration between stakeholders and economies of scale is universal.

1 Introduction

The European labour markets are being transformed through digitalisation, climate change and an ageing population. The Covid-19 pandemic and the related lockdown measures have accelerated the digitalisation and disrupted various economic sectors. The crisis has, among others, raised concerns about the possibility to rapidly shift employment from the most negatively affected sectors to those that require more human resources. The temporary agency work sector can play a key role in managing these sectoral shifts for workers, as also highlighted by the sectoral social partners in their Joint Recommendations on Covid-19 in April 2020.[1, 2] The need for sectoral shifts has made the discussion on up- and reskilling as well as social protection more pressing than ever.

The transformation of the labour markets calls for interventions in three respective domains (see ILO, 2019). First, the growing and declining economic sectors change both the number of jobs and tasks to perform. This requires upgrading and enhancing workers' skills, or even the acquisition of new skills by workers. Increasing efforts on continuing **skills enhancement and training** are needed to thrive in the transformation, as recently remarked in the European skills agenda for sustainable competitiveness, social fairness and resilience.[3]

Second, digital technologies have made it possible to reorganise production processes and work organisation. The working environments are evolving, allowing for more flexibility and higher productivity. However, this also raises concerns about occupational health and safety, including mental distress. Old and new challenges regarding **working conditions** require greater attention to ensure that the introduction and deployment of digital technologies unleash the desired benefits without compromising workers' health and well-being, as highlighted by the EU's "Strategic Framework on Health and Safety at Work 2014-2020".[4]

Third, the emergence of new forms of work has led to a multitude of diverse employment arrangements, entailing different levels of entitlements for the workers involved. New, flexible employment arrangements offer an alternative to the traditional full-time, open-ended contract that has been common for the majority of the European labour force so far. Yet, these contracts and their provisions do not always fit into existing welfare systems – access to skills development opportunities and fair working conditions are not always granted as in traditional forms of employment. This mismatch calls for reforms and novel solutions to ensure **social protection** also to those who have more flexible and discontinuous

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[1] See WEC-Europe and UNI Europa (2020), "Protecting workers, safeguarding work and preparing for an inclusive economic and social recovery", Joint Recommendations of the sectoral social partners of the temporary agency work industry, Brussels, 29 April.

[2] In response to the Covid-19 pandemic, the World Employment Confederation has set up the 'Safely back to work in the new normal' Alliance to allow members to exchange best practices, reflect on the lessons learned and develop practical solutions.

[3] European Commission (2020), European skills agenda for sustainable competitiveness, social fairness and resilience.

[4] European Commission (2014), Communication on an EU Strategic Framework on Health and Safety at Work 2014-2020.

working patterns, as highlighted in the conclusions of the High Level Expert Group on the Impact of the Digital Transformation on EU Labour Markets.[5]

In this context, **social dialogue and industrial relations** represent a key instrument for employers and workers. Through social dialogue, both employers and workers can affirm and protect their rights in a changing landscape. At the same time, social partners can come to new innovative solutions that can inspire and influence government actions during the transition to the digital and sustainable economy. Yet, social dialogue and industrial relations as well as the action of social partners are themselves being transformed by key trends in the labour market and continually adapting the agenda to emerging social and labour issues and related policy actions.

The EU has developed a comprehensive policy framework to address emerging challenges, while continuing to promote the European social model. The **European Pillar of Social Rights** (EPSR)[6] was approved in 2017. It establishes 20 principles to orient the action of the EU and its Member States towards the objective of a strong social Europe. These principles are organised around three pillars, which overlap with the domains outlined above.[7] Now, attention is on how the principles will be implemented. The European Commission is expected to present an action plan by 2021, to deliver on the social rights affirmed in the EPSR.

The temporary agency work sector deserves particular attention in the ongoing transformation of the economy and the labour market.

Temporary agency work has risen in Europe over the last few years and has the potential to reduce unemployment (Houseman, 2014). Temporary agency work refers to temporary work with a contract of employment or an employment relationship with a temporary work agency, which assigns the supervision and direction of the worker to the hiring company.[8] Thus, it appears to be one of the diverse forms of employment in the fast-changing labour market.

The challenges that are ahead in the labour market as a whole, such as the increasing flexibilization, have already been experienced for some time in the temporary agency work sector. In some cases, though, facing these challenges has led to the development of solutions that help both workers and employers to reap the benefits of temporary agency work while minimising its risks. For these reasons, the temporary agency work sector represents an interesting case study to analyse the dilemmas for the labour market as a whole. Indeed, solutions put in place in the temporary agency work sector might be relevant for other sectors. Similarly, the temporary agency work sector can learn from the experiences in other sectors in addressing these issues and vulnerabilities, such as the intensifying need for up- and reskilling and for the protection of workers in new forms of employment.

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[5] European Commission (2019), Report of the high-level expert group on the impact of the digital transformation on EU labour markets.

[6] For more, see the European Pillar of Social Rights.

[7] Chapter 1 of the EPSR is dedicated to "Equal opportunities and access to the labour market", covering the policy area of education, training and lifelong learning. Chapter 2 refers to "Working conditions" including aspects ranging from wages to work-life balance, health, safety and well-being, as well as social dialogue. Chapter 3 deals with "Social protection and inclusion principles" from childhood to old age, passing through protection during working life.

[8] See Art. 1 of the Temporary Agency Work Directive (2008/104/EC).

The ongoing labour market transformation and the recent crisis are showing the necessity of and the opportunity for putting in place novel strategies and solutions. These can build on new technological possibilities and be developed with the cooperation and agreement of all the parties involved, to find new ways of doing things. This study focuses on **social innovation** practices, which is defined as the implementation of new strategies in the field of working, learning and social protection to meet both employers and workers' needs. It represents an opportunity to leverage the untapped potential of both public and private actors to contribute to shared solutions. Multi-actor cooperation brings together different stakeholders' knowledge of the problems, needs, ideas, efforts and resources. This approach can contribute to building an inclusive path towards the future of work, where firms, workers and society as a whole make the most of the ongoing transformation, mitigating its negative effects on people and business across Europe.

Against this background, the overall objective of the study is to identify social innovation practices in the temporary agency work sector. This is to inform future employment and social policies, as well as social dialogue, in a digital and green economy. Towards this aim, the study has undertaken a comparative analysis of 15 identified social innovation practices to explore barriers and enabling conditions for social innovation, in the temporary agency work sector and beyond. It has examined good practices and lessons learned, and formulated conclusions that are relevant for policy making and social dialogue.

1.1 Methodology

To identify the social innovation practices, an online call was launched to scan the landscape of social innovation practices in the temporary agency work sector throughout Europe. In total, 51 social innovation practices were identified based on the survey disseminated through WEC-Europe, UNI Europa and the sectoral social dialogue from May 2019 to October 2020 (see Annex I).[9] Among them, 35 practices address skills enhancement and training, 21 relate to working conditions and 18 to social protection. In addition, several practices deal explicitly with social dialogue, and even more have a bipartite nature. Each practice addresses one of these areas exclusively or more than one at the same time.

Following identification of the existing practices, a selection was made of those providing good examples of social innovation in the three investigated areas, with pronounced attention on enhancing social dialogue. Social innovation practices that are presented in this study have one or more of the following features:

- relevance in relation to the challenges addressed by the practice (i.e. contributions to the most important/urgent needs of workers and employers);
- innovative aspects;
- replicability, scalability and transferability, within the sector of temporary agency work or beyond, and across countries;
- the involvement of several actors, with special attention given to its bipartite nature and social dialogue dimension; and
- geographical variety, to take into account different contexts.

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[9] Additionally, 50 practices that emerged to deal with Covid-19 have been identified, given their timely relevance. Their analysis lies beyond the scope of this project but the 50 additional practices are included in Annex II.

The selected practices were subject to further investigation, including desk research and semi-structured interviews with representatives involved in the practice. In addition, the social innovation practices were presented and discussed during three one-day workshops with experts and stakeholders, to deepen the understanding of the underlying factors for success, limitations and conditions for upscaling or replication.

1.2   Reading guide

The remainder of the report presents a compendium of social innovation practices in the three main areas covered in the study. Chapter 2 discusses practices aimed at skills enhancement and training. Chapter 3 presents practices of social innovation in working conditions. Chapter 4 sets out the practices that deal with social protection. Chapter 5 draws the main conclusions from the assessment of the practices.

2   Skills enhancement and training

Skills enhancement through lifelong learning is a key aspect of the future of work (World Bank, 2019; ILO, 2019) and it is tackled in chapter 1 of the EPSR. Its first principle states that "[e]veryone has the right to quality and inclusive education, training and life-long learning in order to maintain and acquire skills that enable them to participate fully in society and manage successfully transitions in the labour market". The ongoing transformations in the economy and society such as digitalisation, climate change and the ageing of the population deeply affect the nature of work and the skills that it requires. These transformations lead to a significant need for up- and reskilling, which continue throughout one's entire career and life. As the importance of skills enhancement and training rises, new means for the validation, certification and recognition of skills are developing beyond formal education and learning (Beblavý et al., 2019).

The need for social innovation in skills enhancement and training are all the more relevant in light of the Covid-19 pandemic. The pandemic and subsequent containment measures have not affected economic sectors and activities in a symmetrical way. Jobs were more vulnerable in sectors that had to stop or significantly reduce their activities, such as the accommodation and food services sector and occupations requiring close proximity (Barbieri et al., 2020). In addition, previous trends like digitalisation and the transition to a climate-neutral economy are likely to accelerate, especially spurred on by public funds for the recovery.[10] Therefore, a sectoral restructuring of the economy and shift across occupations will drive the demand for skills and training.

Not only the demand, but also the supply of training has changed as an effect of Covid-19. In many locations, in-person learning has been reduced or suspended indefinitely, requiring educators and learners to adapt very quickly (Dhawan, 2020). While the pandemic has caused dramatic economic declines, it has also led to a huge growth of interest in online learning resources. For example, one study found that by 19 April 2020, roughly a month after most of the US had entered a shutdown, search intensity for school- and parent-centred online learning resources had doubled relative to baseline (Bacher-Hicks et al., 2020).

Skills enhancement and training typically refers to developing more technical or "hard skills", such as digital skills,[11] which are becoming a basic skill required for all jobs (European Political Strategy Centre, 2019). In addition, "soft skills" are increasingly recognised as important to succeed in the labour market (Morandini et al., 2020; World Bank, 2019). According to Cedefop, soft skills are "[s]kills that are cross-cutting across jobs and sector[s] and relate to personal competence (confidence, discipline, self-management) and social competences (teamwork, communication, emotional intelligence)".[12] Despite the terminology, hard and soft skills are both necessary for succeeding in the workplace. Some authors have criticised the term 'soft skills', as it seems to minimise their importance (Cukier et al., 2015; Matteson et al., 2016), and alternative terminology, such as non-cognitive, socio-emotional or socio-behavioural skills can instead be employed (Kautz et al., 2014).

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[10] European Commission (2020), Communication on Europe's moment: Repair and Prepare for the Next Generation.

[11] The DigComp2.0 provides a framework to define and classify these skills.

[12] See Cedefop's Skills Panorama.

An important element of skills and training is minimising the skills gap – a goal highlighted in European policy initiatives like the recently adopted European skills agenda.[13] The skills gap refers to the mismatch between skills that employers demand, and skills that job applicants possess. When a skills gap exists, it is more difficult for employers to fill positions, and more difficult for job searchers to find work. Targeted skills enhancement and training is essential in addressing the skills gap. Yet, as a first step, the skills gap needs to be identified, at the individual level and in the labour market as a whole. Despite some limitations, such as sample selection bias, digital tools and artificial intelligence (AI) represent an opportunity in these regards, facilitating access to more and better data on skills demand and supply, for example through social media or job portals (Baiocco et al., 2020b). In addition, the traditional difficulties in measuring skills beyond qualifications (Quintini, 2011) are even worse in the case of soft skills, which are normally harder to validate and recognise, and thus tend to be overlooked in job vacancies and applications, CVs or personal profiles on social media or job portals.

Skills enhancement and training are very relevant in all sectors, but especially for temporary agency workers, as they change their occupations and workplace more frequently. The necessity of skills enhancement through continual training is even greater for those temporary agency workers who experience low job quality (Mitlacher, 2008), and are employed in low-skill occupations or sectors (de Ruyter, 2004) that place them at the margins of the labour market and diminish their possibilities to access even informal learning opportunities at the workplace. The temporary nature of contracts makes it very important for temporary agency workers to continually develop their skills and acquire new ones in order to be attractive for filling new job posts. In spite of this need, which is also remarked upon in the Directive on Temporary Agency Work,[14] some literature finds limited possibilities for these workers to access training, in comparison with workers in other forms of employment (Lenaerts et al., 2018).[15]

The social innovation practices presented below consider the general trends in skills development (Testyourselfie, Open Badges, Headai), as well as needs that are specifically relevant for the temporary agency work sector (Phyd, Learn4Job, the Grande École de l'Alternance). These practices bring together several actors, in some cases being bipartite in their nature, to address the challenges experienced in the temporary agency work sector in skills enhancement and training to close skill gaps resulting from a fast-changing economy. They have been selected for their innovativeness in tracking skills, identifying skill gaps and suggesting targeted solutions, as well as for their attention to soft skills and to more vulnerable workers, such as those who need to reskill due to changes in the sectoral structure of the economy. Given their characteristics, these practices can also represent a source of inspiration for skills enhancement and training solutions beyond the temporary agency work sector.

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[13] See European Commission, "European Skills Agenda".
[14] See Temporary Agency Work Directive (2008/104/EC).
[15] See also the data from the "European Working Conditions Survey (2015)", Eurofound, Dublin.

2.1 Testyourselfie

Testyourselfie is an online tool providing young people a free test to assess their soft skills. Four main actors – the Training Fund for Temporary Agency Workers for Belgium (Travi), Temporary Work Training Insurance Fund for France (FAF.TT), Foundation for Training and Development Flexbranche (STOOF)[16] and the Sectorial Training Fund for Temporary Work for Luxembourg (FSI) – developed the initiative in cooperation with KU Leuven, ATOLO and Erasmus+.

Testyourselfie	
Countries active	Belgium, France, Luxembourg and the Netherlands
Start	2017
Target group	Secondary school students
Sector	Education
Initiator	Travi (private)
Social partners involved	Travi, FAF.TT, STOOF, and FSI
Financiers	Erasmus+ and co-financing
Users	39,000 (9,605 unique)

2.1.1 Description

Testyourselfie is a website usable on computers, tablets or smartphones (Figure 1). It contains a selection of tests in French (for Belgium, France and Luxembourg), Dutch (for Belgium and the Netherlands) and English (not country specific). Upon taking the tests, the users receive a score and an online medal enabling them to display their proficiency.

The tests cover seven soft skill competences: time management, professional presentation, oral communication, adaptability / flexibility, initiative-taking, recognising one's own strengths and weaknesses, and learnability. Together these form a framework to measure soft skills developed by a research team from KU Leuven.

2.1.2 Objective

The primary purpose of Testyourselfie is to address a lack of awareness and understanding of soft skills, especially among young people. Soft skills are a very relevant and widely discussed element of training and education, but few concrete measures address them in concrete terms. Indeed, most attention has been paid to the development of hard skills, as these are more easily understood and quantified.

2.1.3 Social innovation aspects

Testyourselfie is innovative as it offers a tool to create awareness, discuss and assess soft skills. At present, the initiative targets young people and their educators rather than employers or workers directly. Nevertheless, awareness of soft skills is a relevant challenge for everyone currently in, or soon to join, the labour market.

Figure 1 Mobile view of the Testyourselfie website (Do your self-assessment)
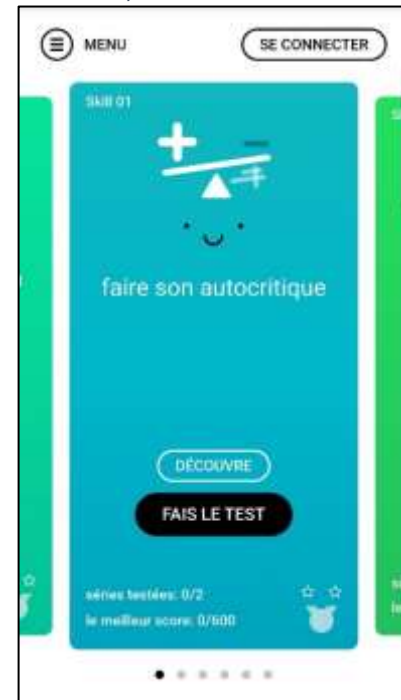
Source: Testyourselfie

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[16] STOOF has now merged with STAF (Stichting Arbo Flexbranche) to become DOORZAAM. They are also responsible for Alles-in-1 voor uitzendkrachten (see section 3.1).

Another element of social innovation is the variety of stakeholders involved. Testyourselfie is the result of a two-year collaboration between four training funds in Belgium, France, Luxembourg and the Netherlands. Additionally, it has drawn on the involvement of educational institutions, communities, youth organisations and EU initiatives like Erasmus+. In doing so, Testyourselfie represents a collaborative project addressing a widespread dilemma.

2.1.4 Key success factors

Testyourselfie is very usable, featuring a simple, attractive and intuitive interface. This makes it accessible to teachers and students, and enjoyable to use. The website is fairly small in terms of content, but this means it is not overwhelming and can focus on the quality of the presentation.

An additional advantage of Testyourselfie is that it requires very little overhead costs. The project is continuing on a minimal budget to 'keep it alive', but the necessary infrastructure to maintain the website and develop content is already in place. Because of its low costs and co-financing, the website can stay free to use and accessible to anyone with an internet connection.

Lastly, few other tools exist to introduce young people to soft skills. By addressing this gap, Testyourselfie has had some success in reaching young people and educators supporting them.

Testimonial: Testyourselfie

"Testyourselfie is a tool that we like to use in guiding our youngsters. Knowing yourself is the basis for personal development, and thanks to this tool the youngsters learn to know and develop their soft skills. The exercises are based on real cases every coach regularly comes across. This information is also important for our coaches; it gives them a better picture of the youngsters, they can work with them on their personal growth, on their soft skills and their competences, and on reducing the distance between them and the labour market. That is the ultimate goal. The employer attaches great importance to these soft skills. Detecting and developing these skills is therefore required."

Cathy Belles, Jobcoach for SBS Skill Builders

2.1.5 Scalability and replicability

Testyourselfie is likely to be easily replicated and upscaled with a modest amount of additional funding. 1.08 has two sets of six questions. This means that a user can exhaust all the content rather quickly and have little reason to return. Testyourselfie, therefore, plans to add content to give existing users more reason to return to the site. Testyourselfie already added a seventh skill category (learnability) with new sets of questions in October 2020, and a third set of questions for each skill has been implemented.

2.1.6 Reflections

The lack of awareness of soft skills is a problem with few concrete solutions at present. Testyourselfie tackles this in a fun and interactive way for young people, available to anyone for free online. It is an innovative and cost-effective approach with high potential for upscaling and replication.

One weakness of Testyourselfie is its limited content, which means users have little reason to return to the website. In turn, the main goal is to raise awareness of soft skills and give educators a tool to better discuss them. This means users need not necessarily use the website repeatedly to benefit.

The issue of soft skills is relevant in the general labour market but represents a particular one for temporary work agencies. They frequently have difficulties with recruitment or must prematurely end employment contracts because of workers who possess insufficient soft skills for a given position. A similar testing and accreditation strategy could thus be envisaged for use elsewhere by temporary work agencies or others. Yet, the website currently caters to younger people, so the tone and presentation would need to be rethought if such a strategy were to be used for all temporary agency workers.

Lastly, Testyourselfie is only valuable if many people and educators use it. This means that effective promotion is essential, regardless of the target audience.

2.2   Open Badges

Open Badges are verifiable, portable digital certifications provided in the form of visual symbols of accomplishments. These certifications contain embedded metadata about an individual's skills, knowledge and achievements. Mozilla created Open Badges in 2011 with funding from the MacArthur Foundation and a network of partners.

Open Badges	
Countries active	Global
Start	2011
Target group	Students and workers of any age
Sector	All
Initiator	Mozilla (private)
Social partners involved	None
Financiers	MacArthur Foundation, others
Users	Educational institutions, employers, training organisations

2.2.1   Description

Since 2017, the IMS Global Learning Consortium has led the initiative, with 552 members in 22 countries. For example, the temporary work agency Manpower provides Open Badges in Belgium, and DigitalMe has been involved in their implementation through several projects[17] in the UK since 2012.

An Open Badge is issued by an organisation and owned by the individual who earns it through formal, non-formal and informal learning. Badges can be obtained online by completing tasks to achieve a certain result or providing evidence of a certain skill. A badge is then sent to a personal account and the individual 'owns' it.[18] Each badge contains information and certifies a skill that the badge recipient holds. This skill is often a micro-skill, for example baking cakes, building a shed or surfing the internet, but also soft skills like teamwork or autonomy.

Open Badges is based on an open standard, so recipients can combine multiple badges from different issuing organisations, both online and offline. Each Open Badge is associated with an image and information about the badge, its recipient, the issuer and any supporting evidence. All this information

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[17] An example is the Open Badge Academy.
[18] In some cases, the badge also allows endorsement by actors that are different from the issuer.

may be packaged within a badge image file that can be displayed on online CVs and social networks. Each badge has to comply with the Open Badges specification[19] and is shareable across the web. Thousands of organisations across the world issue badges in accordance with the Open Badges specification, from non-profits to major employers to educational institutions at all levels.

The main beneficiaries are the individuals who earn the badges because they provide visible proof of skills that are difficult to verify, being outside traditional education and training. However, training institutions benefit from the initiative because they can provide proof of training beyond formal qualifications and certificates and can develop additional, and potentially more precise, training in accordance with which badges are in demand. Companies may also benefit, as they can issue badges to make staff skills more visible and keep track of what they learn. Finally, when the Open Badges are developed holistically, the entire local system (e.g. a city) can benefit from them, collecting information about what and how people learn.[20] In this way, policy initiatives can be better informed and developed accordingly.

2.2.2   Objective

Open Badges address the challenge of improving the validation and tracking of skills, particularly outside traditional and formal learning environments (Figure 2). This is increasingly important, as i) more workers are trained throughout their career, ii) much training occurs in informal environments and iii) employers need a way to recognise such qualifications.

Figure 2 The Sweetwater Foundation issues the Urban Agriculture Badge for young learners in Chicago, Illinois

Moreover, there is growing interest in developing and validating micro-skills and soft skills.[21] Soft skills, such as teamwork, an innovative mindset and personal initiative, are increasingly important in the labour market. Open Badges can account for these and is very precise in specifying an individual's skills.

Source: Sweetwater Foundation

2.2.3   Social innovation aspects

Open Badges is innovative because it recognises new and more casual forms of learning, wherever they occur. Digital learning and on-the-job experience are important sources of informal learning. Badges make use of digital technologies and online (social) networks to validate and certify skills acquired through these

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[19] The Open Badges Technical Specification, which defines what information the badge must contain for both issuers and earners, is freely available and open source.

[20] See Cities of Learning.

[21] See the "Study on mapping opportunities and challenges for micro and small enterprises in offering their employees up- or re- skilling opportunities" by Baiocco et al. (2020a).

means. In this way, badges give workers proof and validation of their skills as they change jobs and proceed with lifelong learning, no matter how or where they acquired these skills.

While social networks make badges accessible globally, the programme also has a local orientation. If institutions implement badges in a specific area, such as a city, local institutions like training providers and employers can better coordinate, and local labour markets might be studied in new ways.[22] Ultimately, individual and institutional use of badges can help local governments to define better policy measures related to education, training and employment.

2.2.4   Key success factors
Open Badges appears to be efficient and effectively organised as the programme makes use of digital technology, which helps to keep overhead costs low. Moreover, it relies on open standards, so institutions and individuals determine which skills are certified and in demand. This is flexible and ensures that any skills that become relevant in the future are represented.

Open Badges are easily accessible for workers and organisations issuing the badges. The graphic design makes badges easy to understand and effective at communicating information online. Finally,, badges help meet the demand for certifying new skills acquired in new ways. This is an ongoing challenge with few solutions at present.

2.2.5   Scalability and replicability
Open Badges is highly replicable and scalable because all actors, whether organisations or individuals, and regardless of sector or country, can issue or earn badges. The open-source technical specification is very flexible in this regard. Technologically, the programme is ready for a wider rollout.

Similar to other online programmes and platforms, Open Badges become more valuable to users as the number of users grows. For example, if influential companies request badges to certify particular skills, individuals are incentivised to learn and gain the accreditation. Simultaneously, other companies and organisations would be more likely to replicate the practice if it has proven useful elsewhere.

Testimonial: badging for success

*"*The level up badges were used for any student that wanted to prove that they could do better. If they didn't have a good grade in the assignment or think about it as not having a great day at the office …, then they could resubmit the assignment …. If the second attempt was better than the first one, then they could access the level-up badges, to show that they could improve and do better for self-development purposes. … The employers absolutely latched onto that badge, it has been one of the most valuable of the entire map. It really shows the dedication to self-development.*"*

Wayne Gibbons, Galway-Mayo Institute of Technology (GMIT)

Furthermore, Open Badges might benefit from coordinating with other skills accreditation frameworks, such as Europass. Europass provides a standardised CV template to present skills and qualifications

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[22] See Cities of Learning.

effectively and clearly. The template is widely used in Europe and often requested by employers, but it does not provide support for badges at present.

2.2.6   Reflections

Open Badges is a very promising initiative, especially considering its application for micro-skills validation and recognition. But additional tracking of how individuals and employers use badges is necessary to assess the impact.

While Open Badges is present in 22 countries, it still seems to be rather niche. Some temporary work agencies, such as Manpower, use Open Badges to make visible the skills that workers have, even if acquired outside the formal education and training system. The use of Open Badges in the temporary agency work sector can facilitate the matching of skills demand and supply based on specific skills that are needed to perform the job and which workers acquired through on-the-job learning or learning-by-doing. In some cases, the agencies themselves can issue the badges. Alternatively, education and training providers, especially in the field of digital learning, are increasingly adopting this form of certification. For example, online training programmes like Duolingo (for languages) and CodeAcademy (for programming) allow users to display badges on LinkedIn, but it is not clear how much these certifications matter for prospective employers.

At present, it is not apparent how important badges are compared with formal accreditations, such as exams or licenses distributed by sectoral organisations or other formal institutions. This knowledge gap may hinder their development. Finally, if Open Badges grow increasingly influential yet access to this new form of certification is not inclusive, it could change employers' hiring practices and create new risks for labour market exclusion.

2.3   Headai

Headai is a Finnish technology company that developed its own AI technology and provides a platform for data on skills. It builds on Headai's General Semantic AI, leveraging big data[23] and natural language processing[24] to develop new insights in a variety of applications.

Headai	
Countries active	Finland (primarily)
Start	2015
Target group	Universities, government labour agencies, private companies, other organisations
Sector	All
Initiator	Headai (private)
Social partners involved	None
Financiers	Headai and users
Users	Various public/private actors

2.3.1   Description

Headai's AI works by reading and analysing data, which can be sourced from the internet (e.g. job announcement ads on publicly hosted websites, private job boards like Monster and social media networks, including LinkedIn), or datasets fed from organisations, companies or anywhere else. The AI technology then refines and analyses the information, presenting it in a way that helps people understand

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[23] Big data refers to extremely large data sets that are too large or complex to be handled with traditional methods.
[24] Natural language processing is a branch of artificial intelligence. It aims to allow computers to make sense of human languages.

the data and make informed decisions.[25] The data can be presented as a 'cognitive map' – similar to a mind map – identifying meaningful words and patterns.

2.3.2   Objective

A primary issue addressed by Headai technology is understanding the supply and demand for skills in the labour market, and at the educational, company and individual levels, and thereby highlighting the skills gap for each actor. This can enable organisations to make better decisions to minimise this gap. For example, Headai's analysis helped the Helsinki Metropolitan Universities of Applied Sciences to better understand each operator's competence clusters, minimise overlaps and optimise that

> **Testimonial: Headai**
>
> "The Headai AI tool and analysis will be a great input for upcoming projects, focusing on digital skills development in Africa, to exactly show the digital skills demand in the continent and prepare a demand-driven skills development interventions at scale."
>
> *Saori Imaizumi, ICT Innovation and Education Specialist for the World Bank*

operator's offerings for the Finnish labour market's in-demand skills. Headai applied the same approach to the Kenyan labour market and local universities.[26]

Headai AI operations also help individuals to understand their strengths. Individuals can input information about their current expertise, accreditations and interests, and the AI technology creates a detailed replica of the individual's skills ('Digital Self on My Skills'), assisting individuals to understand their strengths and store them in an inter-operational format for future use.

Moreover, it also provides suggestions for training and shows career paths with both jobs and educational opportunities.[27]

2.3.3   Social innovation aspects

Headai's primary innovation is the application of AI technology to identifying and tackling skill gaps. The technology and AI operations are widely considered an important tool for individuals and organisations, and Headai is a novel application of AI in the labour market.

2.3.4   Key success factors

Headai is very efficient, insofar as the technology requires minimal human intervention. People are required to provide data and/or specify the data to be gathered, and once the analysis is complete, a person must interpret the analysis.

This highlights the two factors primarily determining the effectiveness of Headai. The analysis is limited by the available data, and the analysis must be carefully considered to make good decisions. Still, Headai has proven effective in a number of applications and customer projects.

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[25] The AI described can work in a number of different ways. This is a very brief and general simplification.

[26] See S. Imaizumi (2020), "Jobs, Skills, and the Potential of AI in Kenya", blog, World Bank, Washington, D.C.

[27] For use cases, see Finnish Defense Forces (2020), "Pori brigade applied artificial intelligence (AI) to recognise skills learned during the military service".

2.3.5   Scalability and replicability

Headai is likely to be replicable in new sectors or across countries. In the examples described above, Headai has already demonstrated its utility in the education sector, identifying where skills mismatch is present and so it can be addressed. Very similar applications can be foreseen in temporary work agencies, which are also concerned with anticipating skill needs and developing appropriate training programmes for skills in high demand but low supply. Ultimately, the better forecasting of training needs might aid temporary work agencies to fill vacancies and support job-seeking candidates.

At a broader level, Headai could assess the current skills demand in a given country and forecast how this will develop. Based on this information, temporary work agencies and social partners could adjust their present and planned training strategies. While open data could be used for this purpose, the analysis would be even more valuable if temporary work agencies and social partners gather and share additional relevant data (e.g. certain worker data, vacancies). Other applications could be imagined, such as helping public employment services (PES) become more agile and responsive to labour market demands for particular skills and competences.

The Headai skills platform provides AI operations to be included and embedded into current systems and software. These AI operations enable data analytics and skills data interoperability between different data sets, actors and systems. Headai technology can be used through open interfaces with no need for system integrations. At present, Headai suggests that the greatest barrier to expanding its skills platform is successfully communicating what they do and drawing in investors.

2.3.6   Reflections

Headai represents a technology-driven innovation with many potential applications in the labour market. It leverages a flexible AI system that can generate insights and lead to better policy decisions. Given the large and growing need for up- and reskilling, and the high costs of doing so, this information can be very valuable. Schools, universities, private companies, public sector organisations and temporary work agencies may all benefit from better insights in forecasting the supply and demand for skills, training and vacancies.

In spite of its potential in the temporary agency work sector and elsewhere, the **quality of insights depends on the quality of data**. Certain concepts, notably soft skills, remain largely absent from currently available data sources. Organisations seeking insights may simply lack appropriate data for use, and open data sources are not always feasible replacements. Alternatively, organisations may be unwilling or unable to share sensitive data useful for analysis. Furthermore, quality insights do not guarantee successful policy. Still, given appropriate data inputs, AI like that developed by Headai seems very well suited to facilitating understanding of the supply and demand for skills, and an evidence-based approach to training.

The temporary agency work sector would represent a new application for Headai. Similar to other prospective sectors, leveraging the service would be **contingent on awareness and interest**, as well as the capacity of actors in the temporary agency work sector to share relevant data to respond to a given need.

Finally, as with many initiatives that rely at least partially on personal data, there are concerns about data privacy, the consensual sharing of data and the General Data Protection Regulation (GDPR). Concern for privacy can be a significant barrier, particularly in certain cultural contexts where people are more sceptical towards technology. Headai reports that they are very aware of the need for data sharing to be

consensual, and generally the labour market data they gather need not contain personal data. Headai solutions apply 'MyData' philosophy, and Headai is actively promoting the MyData approach for the future of the work and skills ecosystem.[28]

Moreover, the European Commission has acknowledged the benefits of leveraging open data and issued opinions further clarifying when data qualify as personal data protected under the GDPR, and which techniques can be used to ensure GDPR compliance.[29]

2.4   Phyd

Phyd is a 'phygital' project that combines a digital platform, developed by the Adecco Group Italy, Microsoft and HUDI-Skilla, and a physical space located in Milan (called the "Phyd HUB"). It leverages AI technologies to help people understand their skills and employability in the local labour market and guide them in their career and/or training paths. Phyd offers a website to create a personal profile and receive personalised training and career advice.

Phyd	
Country	Italy
Start	2019
Target group	Private individuals, especially recent graduates
Sector	All
Initiators	Adecco Group Italy and Microsoft (private)
Social partners involved	Indirectly through the Adecco Group, which is a member of employers' associations
Financiers	The Adecco Group Italy and Microsoft
Users	Private individuals

2.4.1   Description

Phyd functions somewhat like an AI-based career coach, providing valuable information to people who can build on their qualifications and/or work experience and benefit from career guidance and additional training to find a job, including through a change in occupation or sector.

Users begin by creating a personal profile with information about their education, qualifications, work experience and preferred types of jobs. The platform uses self-assessment and standardised testing to determine the skills of the users. Users identify and rate their own hard skills, while they take a test to evaluate their soft skills. Their self-rating is also complemented by a series of assessments that evaluate digital, language and reasoning (numerical, visual and abstract) skills.

Leveraging a bespoke AI engine, Phyd provides an employability index, correlating a user's knowledge, hard and soft skills with the requirements of a given profession. The employability index uses the job qualifications database of ESCO[30] as well as local market data on job vacancies. Ultimately, Phyd is able to suggest career paths, training opportunities and specific jobs that the user may deem to have strong potential. These suggestions account for user preferences, while also proposing alternatives relevant to the users' profiles. This means that even if the users have not searched for some occupations, the platform suggests them whenever these occupations are in line with the competences and qualifications that the users have indicated in their profiles, showing them also the skill gaps they may have so they can more

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[28] See MyData Skillsdata, MyData Global, Helsinki.
[29] See for example, Opinion 05/2014 on Anonymisation Techniques.
[30] See European Commission, "European Skills/Competences, qualifications and Occupations".

easily decide where they need to focus their training efforts. In a fast-changing labour market, where occupations and their skill requirements are rapidly evolving, this feature opens up new possibilities to job searchers, by informing them about opportunities they might not have considered by themselves.

2.4.2   Objective

The platform addresses the issue of skills mismatch, which is particularly serious in Italy.[31] To this end, the platform raises awareness of employability and also highlights upskilling opportunities. By completing their profile and viewing suggestions, users can better understand their current degree of employability, expected salary and options to advance their career. This information can help them explore general career options, as well as find available job openings or training opportunities. This platform is primarily targeting job seekers (especially graduates and early school leavers) but is open to everyone and proposes to provide guidance to professionals who may need or consider a change of profession.

2.4.3   Social innovation aspects

Phyd is technologically innovative, leveraging cloud computing and AI to process data on the local labour market and address employability and skill gaps. Through the assessment tools, the users' professional and educational information, and labour market data, individuals can gain an objective view of their position in their labour market (Figure 3).

Figure 3 An image introducing users to Phyd's website

Source: Phyd

Moreover, Phyd is innovative in proposing customised training opportunities. Phyd suggests training providers and programmes based on the results of the user's profile, as well as the characteristics of the training providers (i.e. skills provided, method), and the skills required in the local labour market. Users can view a list of options, which are ranked based on how strongly each is recommended.

Next, the training suggestions take into account both the user's preferences and labour market demand. The platform provides information about possible career paths corresponding to the user's skills, even if these paths are different from previous jobs or job qualifications indicated by the user. Thanks to this feature, the platform is particularly relevant for reskilling the workforce, because it identifies transferrable skills and facilitates the transition from one occupational area to another.

2.4.4   Key success factors

Phyd is freely accessible to anybody from home, although it is centred on the Italian market where unemployment and skills mismatch are important concerns. Phyd cooperates with universities[32] and European institutions, ensuring it can leverage high quality and up-to-date data in its analysis.

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[31] See also Skills Panorama, European Skills Index for Italy.
[32] Politecnico di Milano and Universita' di Milano.

Moreover, Phyd leverages its network with the private sector to connect users with training. Phyd has around 30 partnerships with private training providers to offer skill development opportunities to the users, especially hard and ICT skills.

The solution is effective and efficient only if it reaches enough people in need and succeeds in encouraging them to pursue training and skills enhancement to respond to labour market needs and increase employability.

2.4.5 Scalability and replicability

Phyd is a digital solution with limited overhead costs, which in principle makes it a good candidate for replication.

The platform is currently active only in Italy, but there is already interest from other countries, as the skills mismatch becomes more salient across European labour markets. Provided that information on the local labour market is made available (i.e. through partner universities), the solution can be replicated and upscaled in other sectors of the economy and other countries. These data are likely available; in France, for example, Adecco gathers its own labour market data. Collaborating with other employers' associations or trade unions could also provide input on expanding the network of partners, training opportunities, labour market demand and other topics of value.

Phyd is active for the sectors related to Science, Technology, Engineering and Mathematics, sales and marketing, consultancy and human resources. Yet, it is rapidly expanding to other sectors and it can also be accessed by low-skilled workers and early school leavers, because the system accounts for job experience and thus is able to factor in skills acquired outside formal education and training. The platform is working to facilitate new training for other skill sets, such as soft skills and foreign languages. While Phyd was originally developed for graduates, and hence younger people, it has great potential to address the need for reskilling older workers too, which is an increasingly important effect of digitalisation and other transformations affecting European labour markets.

Finally, Phyd's algorithm can be improved as more and more users access the platform. As of September 2020, there were 6,200 active users and more than 70,000 site visits. If this number continues growing, Phyd could follow up with users and learn what they did with their suggestions; however, the GDPR may limit this approach. At present, little information is available about what users have done based on the platform's recommendations.

2.4.6 Reflections

Phyd is still a rather young initiative. Because of this, and limitations in tracking user results, it is difficult to fully assess its contribution to reducing the skills mismatch in the labour market. The collection and public availability of (aggregated) data on users' backgrounds could help in assessing the inclusiveness of the initiative (e.g. the qualifications, age and socioeconomic background of beneficiaries). Greater transparency on the algorithm to match users to occupations and job vacancies could facilitate the understanding and identification of its limitations and ultimately speed up its improvements. That being stated, it has significant potential both in Italy and in other European countries to reduce unemployment.

2.5   Learn4Job

Learn4Job is a cooperative programme to provide training to candidate temporary agency workers. The measure is financed by the bipartite Belgian training fund for temporary agency work (Travi), and managed by social partners on a joint basis in cooperation with private training providers.[33]

Learn4Job	
Countries active	Belgium
Start	2011
Target group	Temporary agency work candidates
Sector	Temporary agency work sector
Initiator	Travi (private)
Social partners involved	Workers and employers of temporary work agencies
Financiers	Travi
Users	Temporary agency work candidates

2.5.1   Description

Learn4Job focuses on 'candidates', meaning job seekers who are not currently employed. They may have just entered a temporary work agency and applied for a job or be temporarily inactive (e.g. between two assignments for temporary agency work). Temporary work agencies target these candidates for Learn4Job because their profile would be a good fit for a particular job posting if they complete a short training course. Temporary work agencies are eligible to apply for Learn4Job funding if i) the candidate cannot begin training quickly enough; ii) the PES has insufficient infrastructure to offer the training; or, iii) no competent trainer is available via the PES. The training must be offered by an external training organisation from the private sector. Learn4Job also ensures successful trainees receive a certificate of accreditation.

2.5.2   Objective

Learn4Job primarily deals with a few interrelated issues. First, candidates would like to begin a work assignment as soon as possible, whether they have newly entered a temporary work agency or finished a work assignment. Second, there is a mismatch of supply and demand for certain job openings, which means employers have a hard time filling them rapidly. The PES often require months to connect candidates with training programmes or lack resources to do so effectively. Such delays result in additional costs for many parties (e.g. unemployment benefits, opportunity costs from vacant job openings). Additionally, consultants at temporary work agencies mainly match candidates for job openings – they are not training experts and may lack a sufficient network of training providers. As such, Learn4Job helps fill temporary work agency vacancies lacking candidates, while reducing the downtime between work assignments for candidates.

2.5.3   Social innovation aspects

Learn4Job is innovative because temporary work agencies can use an alternative financing source rather than rely on self-financing or the PES. This gives temporary work agencies more incentives to invest in job seekers who do not already possess the required qualifications. Moreover, the job seekers do not have to self-finance their training.

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[33] Temporary work agencies contribute 0.4% of their total wage to the fund and an additional 0.1% for specific target groups, according to collective agreement (Voss et al., 2013).

2.5.4   Key success factors

The measure is effective for a few primary reasons. First, Learn4Job operates with an extensive network of Belgian temporary work agencies, which have a high rate of staff turnover, and therefore a great deal of demand for training to facilitate job placements. Second, Learn4Job's network includes private training providers throughout Belgium. This means it is relatively quick to find appropriate training solutions. Learn4Job's extensive network also improves efficiency. Learn4Job can negotiate favourable training prices because it connects so many candidates to the private training providers. For 2016-18, the cost of the programme averaged EUR 235 per trainee per year, and EUR 8.73 per hour of training.[34] Awareness of the initiative in the sector and potentially also among job seekers and PES is essential to reach potential candidates.

> **Testimonial: Learn4Job**
>
> "At Accent, safety in the workplace is our number one priority. Via Travi we offer our candidate temporary workers the opportunity to follow training courses that are important for both their own safety, and their future colleagues' safety. The certificates they obtain also increase their chances on the labour market, thus creating a win-win situation for us, our clients and our candidate temporary workers."
>
> *Mariska De Vlamynck, Project Manager for Accent Jobs*

2.5.5   Scalability and replicability

Overall, Learn4Job appears to be replicable in other countries and scalable in Belgium. Upscaling would require more funding, as this is currently the main constraint to growth. More funding would allow more training. At present, the training fund is sometimes exhausted a few months prior to year-end, which means that the programme cannot offer new training opportunities until the next funding round the following year. It is likely that other temporary work agencies outside Belgium have similar difficulties as those described above. Assuming local stakeholders can be identified and are interested, Learn4Job could also be replicated in other locations; in fact, a similar initiative is active in France.[35] This reinforces the importance of criteria such as the size of the industry, a strong emphasis on social dialogue, and an appropriate and efficient regulatory framework for successful application. Yet, the network of private training providers is a key element that must be in place for the system to work effectively.

Finally, Learn4Job has signed partnership agreements with other sectors beyond temporary work agencies. Some sectors seem reluctant to work with the temporary agency work sector, however, because it is sometimes perceived negatively. This indicates that further replication across sectors would benefit from outreach and communication efforts.

2.5.6   Reflections

Learn4Job seems to offer many advantages for temporary work agencies and job seekers in Belgium. It helps meet the training needs of temporary work agencies, which public authorities are unable to provide

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[34] At present, the available data do not fully distinguish Learn4Job from the Travi training fund more generally.
[35] See FAF.TT.

in an acceptable timeframe. Job seekers benefit from training placements and funding, and a high rate of employment after the training courses. But most importantly, it contributes to the reduction of unemployment. A very high percentage of candidates who take up training, averaging over 85%, become employed within two months, which represents a good return on investment for both the temporary agency workers' time and the training fund (Table 1).

Table 1 Learn4Job by the numbers

Indicator	2016	2017	2018
Budget total (EUR)	776,126	686,271	708,124
Participants	3,729	3,173	2,313
Hours	62,925	52,159	81,095
Employment rate after two months (%)	86	81	89

Note: Totals are shown (not distinguishing between the collective and individual funds, which are available for individual temporary work agencies and groups of temporary work agencies, respectively).

Source: Learn4Job.

2.6   The Grande École de l'Alternance

The Grande École de l'Alternance is a recruitment solution developed by the Adecco Group France. It is centred on enhancing workers' skills by bringing together companies' needs, the expertise of training partners and the career aspirations of youngsters and other job seekers.

The Grande École de l'Alternance	
Countries active	France
Start	2015
Target group	Young people and other job seekers
Sector	Primarily temporary agency work
Initiator	The Adecco Group France (private)
Social partners involved	Worker and employer organisations
Financiers	The Adecco Group France
Users	Private businesses

2.6.1   Description

The Grande École de l'Alternance consists of programmes for professional career development or training beginning with work-study, both in-class and job-based, and ending with a job placement in a company. Candidates or workers are selected mainly according to their general competences and attitude, while participating companies opt in if they require assistance finding workers with the right set of skills.

The Grande École de l'Alternance covers 17 sectors, which resulted from an analysis of the local labour market to obtain an overview of the skills demand and supply and to identify gaps in workers' skillset. Participants then train for these in-demand skills both in class (in partnership with training providers) and at the workplace, in collaboration with the companies looking to recruit for these job qualifications. Depending on the job and the sector, the training often includes certain soft skills, such as communication, and job-specific hard skills that are built through a mixture of alternating in-class training with training partners and hands-on training within the company. Although a standardised part of the training is developed in accordance with the sectoral characteristics or a specific geographical area's requirements, each participant's training is somewhat personalised. The majority of the programmes are designed to

lead to or are mapped in line with a recognised formal outcome (either at the national or sectoral level). Each participant is assigned a training tutor in the host company and a tutor at the temporary work agency Adecco. Depending on the programme, the participants are either employed directly by Adecco or by the company itself. In this sense, this practice is implemented for temporary agency work, but not exclusively.

The Grande École de l'Alternance is managed by the Adecco Group France, Adecco Training (its own training subsidiary) and Adecco staffing. These actors work in close collaboration with private and public training partners, private companies and, in some cases, national, regional or local governments. Social partners, especially associations of professionals, may be involved in the initial phase for training design, in particular for those parts of the training that are more standardised according to sectoral demands. Regional authorities have been involved and provided funds, especially for areas with high unemployment, including areas under industrial reconversion with more marked reskilling needs.

2.6.2 Objective

The Grande École de l'Alternance addresses the issue of the continual and increasingly rapid change of skills demanded by industry, often resulting in skill gaps in the labour market as education and training systems, even when well-functioning, tend to be slower in adapting. Ultimately, it seeks to meet workers' needs for up- and reskilling to continue being employable as the economy changes. Thus, it tackles the issue of employability and unemployment, on the one hand. On the other hand, it deals with companies' difficulties in recruiting workers with the skills needed for their business. Thus, it concerns industrial growth and its sustainability. By providing a training programme tailored to the demands of both the companies and participants, it facilitates the changes needed to become employed and the retention rate of temporary contracts, because the skills developed by the workers are in line exactly with what is needed by the companies. Hence, the workers and the companies are tied together through this cooperation.

At present, the main beneficiaries are the young unemployed, but the programmes are equally accessible to older job seekers, including lower-qualified workers who can benefit from practical and on-the-job learning and training. So far, 77% of the beneficiaries have been recruited through PES, being registered as unemployed before starting the training, and 43% of these were younger than 26 years old; therefore, older workers are accessing the programmes in significant numbers.

2.6.3 Social innovation aspects

The Grande École de l'Alternance is innovative because it uses a tailored approach to up- and reskilling, looking at both worker and employer needs. Trainees can benefit from a double tutoring approach that gives them specific guidance within the host company and a more general orientation by Adecco. Meanwhile, businesses receive assistance in preparing workers for particular positions. Beyond workers and employers, the Grande École de l'Alternance has a broader social dimension because it tackles the issue of unemployment, especially in sectors that are going through a transformation.

Next, developing soft skills remains a key part of the training. In selecting workers to train, soft skills are considered the most important prerequisite to participate. In effect, this strategy targets lower-qualified people, who are those more in need of training and can benefit most from the programme. One-third of the participants are early school leavers without a formal diploma.

Finally, the Grande École de l'Alternance is innovative in developing new synergies for stakeholders in training. Beyond the host company, training provider and the recruitment company (Adecco), private and public actors engaged in training, recruitment and employment are also involved throughout the

programme. By coordinating these parties' needs and capabilities, the Grande École de l'Alternance tries to find solutions to sharing the costs of training, which is a key point in developing sustainable strategies in this field.

2.6.4   Key success factors

The Grande École de l'Alternance appears to be quite effective in addressing the skill needs of both workers and companies at the same time, by providing appropriate on-the-job training directly within the company. It has enabled the Adecco Group France to put over 12,000 people to work in three years (Figure 4). In 2018, 85% of individuals who had completed their work-based learning programmes were still employed twelve months afterwards. Only about 8% of the individuals who had started the training did not complete it.

Figure 4 A summary of the results on the website

Given these results, it also appears effective in responding to the challenge of meeting skills demand with supply because the great majority of participants stay employed in the company where they are trained, showing a considerable degree of sustainability.

However, securing funding has been a major challenge in its implementation, resulting in a disproportionate amount of time spent on agreeing the financing role of each party involved and convincing public authorities, in some cases, about the value of the public-private partnership in the Grande École de l'Alternance.

2.6.5   Scalability and replicability

The Grande École de l'Alternance is not specific to any economic sector, though 53% of programmes have been in transportation/logistics and construction. To date, it is mostly an initiative for the temporary agency work sector, but the programme can likely be upscaled and replicated in other sectors.

One consideration for upscaling and replication is the regulatory environment. The implementation of the Grande École de l'Alternance depends on a particular regulatory environment, and the cooperation of stakeholders and institutional assets, which are country- and sector-specific. It may be difficult to replicate outside France exactly as it currently is. Within France, the programme could be expanded to new sectors provided that the regulatory basis is fit for the work-based learning programme. At the local level, the regulatory environment for labour sometimes limits certain actors in providing training and recruitment solutions.

Still, programmes similar to the Grande École de l'Alternance have been implemented in other formats in other countries. Key components of the programme that should be replicated include *ex ante* analysis of the local labour market, the involvement of both the host company and training provider, and the double tutoring scheme. Nevertheless, funding is a significant challenge outside France. In previous attempts to expand the programme beyond France, it proved difficult to secure adequate funding, so the programme's implementation was limited and its impact quite small.

2.6.6   Reflections

The Grande École de l'Alternance is a solution that highlights the importance of cooperation among private and public stakeholders in skills enhancement and training. Such cooperation could be further improved by involving trade unions and increasing the role of PES, to strengthen the social impact. This might also enable the programme to have more impact outside the temporary agency work sector.

Based on participation data, the practice seems particularly good for up- and reskilling of low-qualified and older individuals. The replicability and scalability, however, relies a lot on specific institutional conditions and availability of funds.

2.7   Conclusions on skills enhancement and training

Regardless of whether targeted exclusively at temporary agency workers or not, all these practices provide collaborative solutions to respond to the increasing need for skill enhancement and training. Ultimately, most of the social innovation practices presented above aim to address unemployment through better skills matching in the labour market.

The majority of these practices make use of digital technology to develop innovative solutions. In several cases, the use of this technology constitutes the social innovation feature as well as a factor for success. It helps actors to limit the costs of implementation, after the initial investment, and to generate gains in efficacy and efficiency. But in some cases a refinement of the methodology (e.g. algorithms), better data and increasing transparency could further improve the results in terms of effectiveness and inclusion. Despite these caveats, when digital technology is involved, the replicability and upscaling of the practice appear relatively easy, provided sufficient data availability and initial investment to incorporate the necessary technology.

By contrast, for those solutions that build on specific institutional arrangements and place-based cooperation among actors, replicability and upscaling is subject to contextual factors. Collaborative approaches involving both private and public actors, and often building on social dialogue, frequently represent an aspect of social innovation and drive their success. Where social dialogue structures are well developed, these can represent a solid basis for replicating innovative collaborative practices. Still, replicating collaborative approaches may entail high monetary and non-monetary costs that the involved actors may not be able to cover. Access to funds to cover these costs can enable the replication and scalability of these practices. Similarly, regulation and framework conditions that encourage work-based learning are conducive to this aim.

In any case, since most of the practices in the field of skills enhancement and training address issues that affect the labour market widely and are not specific only to the temporary agency work sector, they have high potential to be replicated and scaled up.

From the practices presented above, a key area of innovation is the way skills are made visible, tracked and developed on an ad hoc basis thanks to comparisons with labour market information or cooperation among different parties. Digital technologies play a pivotal role here. Advancements in this area are promising to improve the measurement and certification of skills beyond formal qualifications, and better monitor skills demand and supply evolutions. This is an important first step to put in place up- and reskilling strategies and can enhance the utility and transferability of skill certifications.

Finally, a key area of innovation is the greater focus on recognising and developing socio-behavioural (soft) skills. The increasing attention paid to them represents a positive development, necessary to ensure that workers can adapt to change and keep learning during their careers and life. Despite being difficult to measure and validate, and often overlooked, these skills are ever-more important to deal with uncertainty and complement the tasks taken over by digital technologies.

3 Working conditions

Working conditions refer to the **work environment** and all **aspects of an employee's terms and conditions of employment**.[36] This includes a range of dimensions, such as the organisation of work and the organisation of work activities; training, skills and employability; health, safety and well-being; working time and work-life balance; remuneration; and representation.[37] Working conditions have a profound impact on workers' **physical and mental health and well-being** in both the short run and the longer run. The benefits of having good, healthy and safe working conditions, moreover, extend beyond the level of the worker and have also been associated with higher productivity and better economic performance of the companies involved. Good conditions may additionally help reduce costs, for example by preventing accidents or illnesses or lowering their impact and severity.

In the EU, working conditions are governed by **labour law** in the EU Member States and at the EU level, although the **responsibility and competence for labour policy mostly lies with the Member States**. In addition to legislation and regulations, working conditions are governed through collective agreements, minimum standards, customs and practices, and other instruments set at the national, regional, local or sectoral levels. As a result, there is quite some variety within the EU on how working conditions are monitored and managed. Specifically, for the temporary agency work sector, **Directive 2008/104/EC**[38] of the European Parliament and of the Council of 19 November 2008 on temporary agency work defines the general framework applicable to the working conditions of temporary agency work. The directive establishes a protective framework for temporary agency workers that is non-discriminatory, transparent and proportionate, while respecting the wide diversity of labour markets and industrial relations in the EU. The directive stipulates that the basic working and employment conditions applicable to temporary agency workers should be at least those that would apply to such workers if they were recruited by the user company to occupy the same job. It further contains provisions ensuring that agency workers are informed about vacancies in the user company, are not charged recruitment fees, have access to amenities or collective facilities provided by the user company as well as access to training. This directive was accompanied by a joint declaration of the sectoral social partners in 2008.

Fostering upward convergence and improving working conditions in the EU have been longstanding ambitions of national and EU policymakers and the social partners. Also, international organisations, such as the Organisation for Economic Co-operation and Development (OECD) and the International Labour Organization (ILO), have devoted significant attention in recent years to the improvement of working conditions around the globe. In Europe, fair working conditions and equal opportunities and access to the labour market have been introduced as key pillars of the **EPSR**, adopted in 2017. Among the principles related to fair working conditions are secure and adaptable employment (principle 5), wages (principle 6), information about the employment conditions and protection in case of dismissals (principle 7), social dialogue and the involvement of workers (principle 8), work-life balance (principle 9), and healthy, safe and well-adapted work environments and data protection (principle 10). Other relevant principles and rights related to work entail equal opportunities and gender equality, active support for employment and

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[36] This definition is taken from Eurofound's European Observatory of Working Life (EurWORK, Industrial Relations Dictionary). Eurofound is the European Foundation for the Improvement of Living and Working Conditions.
[37] In this project, 'training and skills' are covered in chapter 2 and 'representation' is treated as a transversal topic.
[38] See the Temporary Agency Work Directive (2008/104/EC).

inclusion. To put these principles and rights into practice, the European Commission has undertaken a number of legislative and non-legislative initiatives over the past years. These include the launch of the European Labour Authority, the Work-life Balance Directive, the Council Recommendation on access to social protection for workers and the self-employed, the Directive on Transparent and Predictable Working Conditions, and other initiatives.

The topic of working conditions is also at the heart of bipartite and tripartite cross-industry and sectoral social dialogue at the EU level and in the Member States. Through social dialogue, the interests of workers and businesses are balanced, with respect for national and sectoral customs and practices. By negotiating collective agreements, social partners can advance working conditions, pay, health and safety, access to training, etc. In addition, social partners play a critical role in setting the policy agenda, designing and implementing policies, and defining standards. The conditions of temporary agency work are regulated by EU directives, national legislation and collective agreements.

The recent increased emphasis on improving working conditions is connected with **several major developments** that have coincided over the last decade. First, in the aftermath of the 2008 crisis, policy measures mostly aimed to safeguard jobs and revolved around the number of jobs available in the labour market, rather than the quality of those jobs and the associated working and employment conditions. Several scholars, policymakers and other stakeholders have therefore called for renewed attention on these topics. Second, global megatrends, such as globalisation, digitalisation, climate change and demographic change, have all had a profound impact on the world of work. In this context, diverse forms of work are on the rise. In the first months of 2020, this issue of working conditions gained further relevance, as the **outbreak of the Covid-19 pandemic** radically altered working environments and conditions in workplaces around Europe (e.g. a high increase in telework; raised attention on health and safety). Many have become (temporarily) unemployed or have lost (some of) their income and have shifted from working in low-demand sectors to high-demand sectors. Temporary agency work offers much-needed flexibility to businesses and workers in this regard (see Box 1).

Box 1 Joint recommendations of the sectoral social partners of the temporary agency work industry

On 29 April 2020, the European sectoral social partners of the temporary agency work sector, World Employment Confederation-Europe and UNI Europa, put forward joint recommendations on protecting workers in the Covid-19 pandemic, safeguarding work and preparing for an inclusive economic and social recovery. The main priority of the social partners is to protect temporary agency workers' health and safety, supporting companies and workers in managing the pandemic. Social dialogue is imperative to do so. The recommendations (extracted below) target both the temporary agency work sector as well as policymakers, and cover actions to take during the pandemic as well as actions to foster economic recovery.

Recommendations related to managing the Covid-19 pandemic:

Recommendations and commitments addressed to the temporary agency work sector

1. Call on temporary work agencies and user undertaking[s] to provide frontline workers with adequate health and safety protection against the COVID-19 virus. This includes medical care, examinations and, where possible, a COVID-19 test paid by the employer or the user undertaking before the start of a new assignment.

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2. Ensure the required access to health and safety instructions and training tailored to the COVID-19 pandemic for agency workers, before engaging in new tasks and jobs. This includes providing temporary agency workers with training in the use of IT tools. The sectoral social partners remind the agencies of their responsibility and call on temporary work agencies to monitor this.

3. Promote the adherence to governmental health and safety instruction and prevent further spread of the COVID-19 virus.

4. In accordance with point 2 above, strengthen the labour market reallocation role of temporary work agencies in the current COVID-19 pandemic, supporting workers to safely transition from sectors in decline to sectors in urgent need of workers including healthcare, logistics, education, agriculture & food production and supply.

5. Work together with all relevant actors addressing the impact of the pandemic on labour markets and economy (national governments, health and safety organisations, labour inspectors) to work jointly on containing the pandemic and protecting the temporary agency workers and the respect of their terms of employment.

6. Commit to respect and implement these recommendations

Recommendations to national policymakers

7. Focus governmental and public policy on health and safety at work on supporting companies and workers in containing the pandemic through information campaigns, online information sources and training programmes which can be implemented in cooperation with sectoral social partners. Guarantee that all temporary agency workers have access to universal healthcare.

8. Ensure that all temporary agency workers who are laid off temporarily or otherwise, maintain their income to the greatest extent as possible. When this is not possible, all workers, regardless of contract form, must have a minimum right to social protection, as also reflected in the European Pillar of Social Rights.

9. Recognise the temporary agency work [sector] as an 'essential service' in public policy during the pandemic, securing [*sic*] workers and businesses have full access to agency work services. Ensure the continuity of employment, authorizing temporary work agencies to renew contracts of temporary agency workers which expire during the periods of social safety nets or the interruption of the activities of user companies.

10. Ensure that temporary work agencies have equal access to governmental programmes and measures put in place to mitigate the impact of the pandemic, including short-time working schemes.

Recommendations related to fostering economic recovery:

Recommendations addressed to the temporary agency work sector

11. Take advantage of the sectoral social dialogue at national level for a discussion among sectoral social partners on developing new ways of working, learning and social protection, as social innovation can be an important driver for the economic recovery and the return to inclusive growth.

12. Engage with public authorities, user companies and sectors to create a safe and quick pathway back to work for workers including operational health and safety guidelines, processes and protocols tailored [to] the various stages of recovery.

13. Encourage the use of solutions already put in place by sectoral social partners at national level for skilling and re-skilling to ensure that temporary agency workers have access to training/retraining.

14. Support and strengthen the sectoral social dialogue in accordance with national law and practice on all issues related to the COVID-19 containment and the support of the economic recovery.

Recommendations addressed to governments and policymakers

15. Ensure equal access to governmental programmes that support the economic recovery.

16. Recognise the role of the regulated temporary work agency sector in offering both access to the labour market as well as labour market transitions to new employment opportunities.

17. Speed up reforms to ensure effective access to skilling and social protection across diverse forms of work

18. Strengthen the cooperation between public and private employment services to enhance labour market access for all who are exposed to displacement, exclusion and transition.

Source: WEC-Europe and UNI Europa (2020), "Protecting workers, safeguarding work and preparing for an inclusive economic and social recovery", Joint Recommendations of the sectoral social partners of the temporary agency work industry, Brussels, 29 April.

Social innovation in the area of working conditions, which is understood as the implementation of new strategies related to work to meet both employers' and workers' needs, could serve as a tool to help address these challenges. For the purpose of this project, the **social innovation practices** in the working conditions of temporary agency work cover areas like the workers' employability and the sustainability of employment (All-in-1 for temporary agency workers), health and safety in such work (Action protocol, Prevention & Interim) and the labour market inclusion of vulnerable groups (TAKpełnosprawni). These practices not only **involve different aspects of working conditions**, **and various principles of the EPSR**, but also are **all supported by a range of stakeholders,** including the social partners.

As indicated above, the national legislative and institutional framework plays an important role in working conditions and will also affect what social innovation practices emerge in different EU Member States, as well as their scope, implementation and effectiveness (e.g. Prevention & Interim in Belgium and TAKpełnosprawni in Poland). This has implications for the scalability and transferability of these practices to other sectors and countries.

3.1   Alles-in-1 voor uitzendkrachten (All-in-1 for temporary agency workers)

Alles-in-1 voor uitzendkrachten (All-in-1 for temporary agency workers) is a programme launched in 2019 and financed by DOORZAAM, the Dutch fund for the temporary agency work sector. The aim of the programme is to stimulate sustainable employability and foster ownership among temporary agency workers. To this end, the All-in-1 programme targets workers with at most a degree in secondary vocational education (MBO4) and without good prospects. The burden on the temporary work agency and on the client company is kept to a minimum.

Alles-in-1 voor uitzendkrachten	
Countries active	The Netherlands
Start	2019
Target group	Temporary agency workers with at most a degree in secondary vocational education
Sector	Sustainable employment
Initiator	DOORZAAM (sector fund) (private)
Social partners involved	Social partners in the temporary agency work sector
Financiers	DOORZAAM (sector fund)
Users	±1,000 trajectories in 2019

3.1.1   Description

In the context of the programme, **sustainable employment** refers to employment that is healthy, safe and fun, and which enables the workers involved to develop their skills and to remain at work until retirement. This perspective is holistic, as it looks at the different aspects that could contribute to sustainable employment and does not weigh one of these aspects more heavily than others.

Temporary work agencies can nominate temporary agency workers to participate in the programme. In 2019, 1,456 temporary agency workers were enrolled via 65 companies in the programme, but only 216 actions had been completed at the time of writing (of which 92% concentrated on education and 8% on health – this is likely because implementation of the actions takes time). In order to participate in the programme, both the temporary work agencies and the workers have to meet a number of conditions. More specifically, only those agencies that contribute financially to the sector fund and develop policies on sustainable employment can enrol temporary agency workers in the programme. For such workers, conditions are set in terms of their education level (with the emphasis on those with at most a degree in secondary vocational education (MBO4)), career prospects (e.g. do they work in jobs that are being displaced due to technological change, need training in areas that are not job-specific, work under flexible or semi-flexible contracts), and language proficiency (their Dutch language skills need to be sufficient).[39]

At the core of the All-in-1 programme is the sustainable employment scan (**Duurzame Inzetbaarheids Scan – DIS**). Temporary agency workers participating in the programme are asked to complete the scan, which maps their current and future needs in **four areas**: **work situation, health, culture and career** (Figure 5).

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[39] Note that DOORZAAM started a pilot programme with English coaching sessions in October 2019.
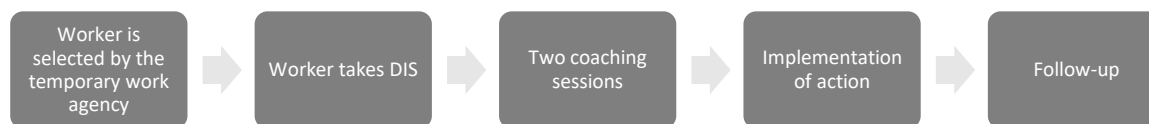
Figure 5 Four key areas of the DIS scan

The DIS scan focuses on four key areas:
- Work situation (conditions)
- Health (health and safety)
- Culture (within the hiring company)
- Career (including lifelong learning)

Source: DOORZAAM

This scan is based on a short questionnaire, developed by DOORZAAM and the research institute TNO. The results of the DIS are then discussed by the worker and a coach in the first **coaching session**. In a second session, the coach and the temporary agency worker jointly develop an action plan (e.g. consult a budget coach or participate in a course). The temporary work agencies participate in the second session as well (during the last 10-15 minutes of the consultation), so they are aware of the **action plan** drawn up for the worker. Two to three months after the action has been implemented, the coach has a follow-up phone call with the worker to discuss that person's experience and the next steps. Besides the follow-up phone call, the workers are contacted several times after a few months for follow-up (Figure 6).

Figure 6 Sustainable employment scan process

| Worker is selected by the temporary work agency | → | Worker takes DIS | → | Two coaching sessions | → | Implementation of action | → | Follow-up |

Source: DOORZAAM

Temporary agency workers receive a **budget of EUR 2,500** (excluding VAT) to spend on the action **within eight months after the second coaching session**.[40] Workers can use this budget to participate in one or multiple actions, as long as these are within budget. Workers themselves do not have to pay anything. About 30% of the participants so far have chosen actions in the area of up-skilling and 30% have chosen actions related to reskilling.

3.1.2 Objective

The main objective of Alles-in-1 voor uitzendkrachten is to **support vulnerable, temporary agency workers** by raising their awareness of sustainable employment, suggesting concrete actions to tackle their current and future needs in this area and offering funding to actually undertake such actions.

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[40] This was extended to 11 months in 2020 due to Covid-19.

DOORZAAM aims to support temporary agency workers, encourage them to be in and stay at work and to take action to improve their long-run employability. Besides agency workers, DOORZAAM hopes to raise awareness of the issue of sustainable employment among temporary work agencies, to better involve the agencies and to inspire them to participate. DOORZAAM, however, takes the lead in the programme to ensure that the burden on these agencies and the client companies is minimal. DOORZAAM reaches workers through the temporary work agencies, regular employers, collaboration with other funds (e.g. training funds) and through their own database of contacts.

3.1.3 Social innovation aspects

Alles-in-1 voor uitzendkrachten is innovative because it takes a **novel approach** that is **needs-based**, accounts for **multiple dimensions** and is centred on the notion of **sustainability**. This combination makes Alles-in-1 voor uitzendkrachten a potentially powerful and impactful instrument, especially since the burden of managing it is not on the temporary work agency, nor on the worker. In addition, the programme targets both the workers and agencies, raising awareness among both groups. Another relevant aspect is that the programme concentrates on temporary agency workers in **vulnerable positions** who are nominated by the agencies. This lowers the barriers to entry for those workers who may be less aware of the available opportunity and less likely to participate in programmes. The programme also brings together a range of actors beyond the temporary agency worker, the agency and the client company, including the social partners and different types of organisations offering services (from training institutes to civil society organisations, depending on the needs of the worker).

3.1.4 Key success factors

Alles-in-1 voor uitzendkrachten was piloted before the programme was rolled out on a larger scale. In total, 11 temporary work agencies and 130 temporary agency workers participated in the pilot programme. This allowed DOORZAAM to test out and fine-tune the programme before it was scaled up. It also enabled DOORZAAM to set goals, for example regarding the number of trajectories.

The programme involves a detailed process of monitoring and follow-up, at different points throughout it. This is key to understanding whether the initiative meets its goals, as well as to drawing lessons on what can be improved. There is a follow-up phone call with the coach, and participants are asked to complete surveys. Furthermore, DOORZAAM is considering several changes based on the feedback from participants (e.g. as the average participant spends EUR 1,300,

Example of acquiring language skills through Alles-in-1 voor uitzendkrachten

Mohamed came to the Netherlands with his family five years ago. He started working as a temporary agency worker and has held many different jobs, such as driving, packing and washing dishes. Mohamed finds it important to speak in Dutch. He learned the Dutch language by talking with his Dutch colleagues. He states that reading and writing in Dutch is difficult for him, because he has not learned these skills. He notices that this hinders him in his work. He would like to take a course to start working in the hospitality industry, but must first improve his Dutch language skills to a sufficient level. His coach refers him to 'Learning and Working', where they will look with him for the most suitable route.

DOORZAAM is considering lowering the maximum budget so more agency workers can benefit from the initiative).

Previous programmes from DOORZAAM have shown that coaching is crucial to encourage temporary agency workers to take up interventions, especially in the area of sustainable employment. The quality of the coaching thus is essential for the success of this programme. All coaches participating in the programme are certified, have extensive experience in career guidance or sustainable employment and a large network of organisations they cooperate with. They are well aware of the available opportunities. These coaches have been appointed by DOORZAAM or were already employed by temporary work agencies (in the case of large temporary work agencies such as Adecco and Randstad).

> **Example of enhancing financial literacy through Alles-in-1 voor uitzendkrachten**
>
> *Fatima has had a permanent job for five years. However, the company she worked for has moved to the other side of the Netherlands, so Fatima has had to change jobs and is now working on a temporary basis. She has no fixed working hours or working days; the number of working hours vary by week. Fatima finds it difficult to switch from receiving a fixed monthly wage to variable weekly wages. In the meantime, she has received the first reminders of late payments and a wage garnishment is imminent. The budget coaching intervention is deployed from the All-in-1 programme. The budget coach helps her to gain insight into her income and expenditure.*

Although the programme applies a holistic approach, actions still have a clear link or relation to the labour market. In addition, temporary agency workers are pointed towards other initiatives from DOORZAAM or organisations that could be helpful in their specific case. In that sense, the initiative is part of a larger programme of complimentary measures.

3.1.5 Scalability and replicability

Given the broad scope and the needs-based approach of Alles-in-1 voor uitzendkrachten, the programme could easily be implemented in other sectors or countries. The programme is sufficiently flexible to allow for it. The main obstacle, however, is the programme's **cost**. Making available a budget of EUR 2,500 per worker may not be feasible in all sectors or countries. In the case of Alles-in-1 voor uitzendkrachten, whether the budget per worker can be lowered to allow more workers to participate is being explored.

Another issue is that the **follow-up is not always straightforward**. Coaches are not always able to reach the temporary agency workers for a follow-up call, which hampers monitoring and evaluation (because they do not receive any reply to their phone calls or e-mails or phone numbers change, etc.). On a similar note, while it is relatively easy to enrol workers in the programme, not all those enrolled take the DIS, go to the coaching sessions or register to take action.

3.1.6 Reflections

Only few programmes in the area of employability take a **holistic and needs-based approach** that is also coupled with **concrete measures** and **monitored both during and after their implementation**. This makes Alles-in-1-voor uitzendkrachten an attractive programme that has proven its value. The cost of the programme, however, may be an obstacle to expansion.

3.2 TAKpełnosprawni (YES to disabled employees)

TAKpełnosprawni (YES to disabled employees) is a corporate social responsibility programme launched in 2011 by Job Impulse, one of the largest five Polish temporary work agencies, to promote the employment and integration of individuals with disabilities in the workplace and to bring social, economic and reputational advantages to employers.

As in many other European countries, the labour market participation of those with disabilities is (very) low. Poland, however, has specific legislation and a national fund

TAKpełnosprawni	
Countries active	Poland
Start	2011
Target group	Temporary agency workers with a disability
Sector	Labour market integration of vulnerable workers
Initiator	Job Impulse (temporary work agency) (private)
Social partners involved	Job Impulse works with the social partners as well as NGOs
Financiers	Job Impulse
Users	Several large companies

that are highly relevant for the TAKpełnosprawni programme. More specifically, by law, if a company employs more than 25 employees (measured in full-time equivalents), it is required to pay a contribution to the national rehabilitation fund for people with a disability ("the state fund for rehabilitation of disabled people" or pánstwowy fundusz rehabilitacji osób niepelnosprawnych, PFRON). The average contribution amounts to approximately EUR 40 per month per employee (40.65% of the average salary). But if companies employ more individuals with disabilities than legally required (i.e. 6%), they are exempted from paying these contributions.

3.2.1 Description

TAKPełnosprawni has three pillars, which can be implemented together or separately: Yes Recruitment, Yes Declaration and Yes Training. All are aimed at promoting and supporting the employment of individuals with disabilities.

Yes Recruitment is a comprehensive support programme for the clients of Job Impulse, and it is dedicated to supporting companies with the recruitment of individuals with disabilities, for example by auditing positions, supporting the recruitment process and offering training. The benefits are mutual: employers gain competent employees and people with disabilities can take up jobs in companies that understand their needs. In Poland, the unemployment rate is currently very low (i.e. with labour market tightness in 2019-20) and many companies struggle to find qualified employees. Individuals with disabilities are on the labour market, but often overlooked and face stigmas. This programme connects these two issues and hopes to help the companies and workers, unlocking the potential of individuals with disabilities.

> **Testimonial: TAKpełnosprawni**
>
> "People with disabilities are valuable employees who perform their duties to the same extent as those without disabilities. Their employment has a great impact on the company and supports the integration of employees.
>
> This action helps us to create a positive image, because we support a group of people excluded from the labour market and strengthen them in their sense of value and equality with the able-bodied colleagues.
>
> Another element of the TAKpełnosprawni initiative is the business aspect – it gives us a change to benefit financially."
>
> *Ryszard Piotrowski, Manager at Aquanet*

The particular aspects of this programme depend on the companies' level of awareness and needs, but can include auditing job descriptions and/or work stations, conducting the recruitment process, training of company managers and supporting adjustments in recruitment strategies.

Yes Declaration is a complementary programme that aims to increase the employment of individuals with disabilities by creating safe conditions for them to declare their disabilities. This programme was started when it became clear that many people with disabilities do not declare these to their employer, even though this means they cannot access certain rights and benefits. In many companies, there are workers with disability certificates who are afraid to show them to their employer, e.g. out of fear of being fired or because of a lack of knowledge. Job Impulse helps these workers to overcome their fears and engage in a dialogue with the employer. Job Impulse also helps individuals to apply for a disability certificate when they are entitled to one but do not possess it yet. Companies can benefit from the programme as it helps them to gain economic benefits. Job Impulse finds that this programme increases the loyalty of workers and reduces sickness absence.

Yes Training is a third programme, in which Job Impulse organises workshops centred on informing and raising awareness among managers and company leaders. Examples of the training topics are workshops on how to manage or function in diverse teams, and the formal and legal aspects related to the integration of individuals with a disability.

3.2.2   Objectives

TAKpełnosprawni has several objectives and target groups. First, the programme seeks to support **people with disabilities** in finding employment ('good jobs'), educate them on their rights and potential, help to improve their skills, and encourage them to declare their disability and to apply for a disability certificate. For example, Job Impulse helps participants improve their CV (e.g. showcase skills, deal with gaps).

Second, the programme works to support client **companies** in integrating individuals with disabilities among their staff, regardless of whether these individuals were recently hired or have been in the company for a longer time. To do so, Job Impulse makes companies aware of the **financial and non-financial benefits** the programme entails (e.g. tax exemptions, corporate social responsibility/PR). TAKpełnosprawni plays an important role in educating workers and companies, and in tackling barriers and addressing stereotypes. Job Impulse, for example, shows that improvements to the workplace do not have to be significant in order to accommodate a worker with a disability (e.g. changing light bulbs can be sufficient; not all workplaces need to have an elevator or ramp).

3.2.3   Social innovation aspects

The **modular approach** of TAKpełnosprawni, with the three programmes that can be implemented jointly or separately, is flexible and highly innovative. This can lower the barriers to participation and it enables **tailored** solutions. Job Impulse carefully analyses the client's situation (regardless of whether the client is a company or a worker) and develops solutions that fit the circumstances and needs. At the same time, the approach is **holistic** because it considers a variety of issues and solutions. Another aspect is that TAKpełnosprawni centres on a **vulnerable group** in the labour market.

3.2.4   Key success factors

Benefits for workers, companies and society: As indicated above, the programme is beneficial for workers and companies, and its impact is also visible beyond these two groups. Workers benefit from improved integration in the labour market and can rely on the benefits connected with having a disability certificate. For companies, there are significant economic and non-economic benefits. The economic benefits include exemption from PFRON contributions, which can be quite high for larger companies as illustrated (Figure 7), as well as reimbursement of costs related to the use of equipment at the workplace or workplace adaptation, additional financing for the remuneration of employees with disabilities and their assistants, and the co-financing of training costs for these employees. The non-economic benefits for companies could encompass improved branding, corporate social responsibility, recruitment of loyal and motivated employees, etc. Job Impulse further collaborates with civil society organisations to ensure support and take-up of the programme. In that way, the programme has a societal impact that extends beyond its users. In January 2020, Job Impulse launched a foundation to support its ambitions.

Figure 7 PFRON contributions

Source: TAKpełnosprawni

3.2.5   Scalability and replicability

The programme can easily be extended to **other sectors** in Poland. The programme is supported by a number of actors, e.g. NGOs, that are active in other sectors. Still, it is less straightforward to introduce the programme in **other countries**. Although **few operational difficulties** are expected, the significant **economic benefit** that companies receive from participating in the programme is specific for countries with similar government legislation and tax incentives. In the absence of such legislation and schemes, companies may be less inclined to take up the programme. That being said, there are multiple other benefits that could convince companies to participate, for example positive branding, as part of a broader programme on corporate social responsibility. Besides these benefits, the programme has significant societal benefits that should be considered.

Testimonial: TAKpełnosprawni

"We mainly employ people with locomot[ive] system restrictions. Depending on their limitations, we are looking for opportunities for them to work in various departments and with different jobs.

We try to match, as possible, the workplace and tasks with the employees' capabilities.

Our company, although it is a typical production company, attaches great importance to the social aspects of employment."

Jaroslaw Szaga, HR Manager at PAS Polska

3.2.6   Reflections

TAKpełnosprawni is an interesting case of social innovation in the temporary agency work sector due to its concentration on vulnerable workers, i.e. **workers with disabilities**. By engaging with these workers, companies and other actors, and providing solutions that are tailored to the specific case, the programme is successful in supporting the integration of vulnerable workers into the labour market.

While several aspects of the programme can easily be introduced in other sectors, and for other types of vulnerable or marginalised workers, the economic benefits for companies are strongly linked to the Polish legislation and will likely be smaller in countries without similar provisions. This, however, should not exclude other countries from devoting special attention to workers with disabilities, who often have as much potential as other workers, as the Polish case proves.

3.3   Prevention & Interim

Prevention & Interim is a bipartite body that was created by the Belgian social partners in the temporary agency work sector. It was set up by royal decree. It targets temporary work agencies to reduce the number of, and the seriousness of, accidents in the temporary agency work sector, and to protect the health of temporary agency workers as well as to improve their well-being. Prevention & Interim offers information materials on health and safety

Prevention & Interim	
Countries active	Belgium
Start	1998
Target group	Temporary work agencies
Sector	Health and safety
Initiator	Royal decree & Belgian social partners (public)
Social partners involved	Social partners of the temporary agency work sector (bipartite body)
Financiers	Sector fund
Users	Temporary work agencies

at work (e.g. on its website). Prevention & Interim also provides health and safety training courses.

3.3.1   Description

Prevention & Interim was created in 1998 by royal decree[41] in response to the observation that workers in temporary agency work faced much higher risks of having an accident at work than other workers in the labour market. There are several reasons that explain this result: temporary agency workers are typically younger, have less experience in a particular job or in the specific client company. This point was also raised in a recent report of the Senior Labour Inspectors Committee.[42]

Prevention & Interim has a team of seven **prevention advisers**, who are in contact with the **liaison officers of the temporary work agencies operating in Belgium**. By law, each temporary work agency should appoint a liaison officer (currently 172 in total). Prevention & Interim notices that it is especially difficult to reach the liaison officers in smaller agencies, who most need their support. Besides these liaison officers, Prevention & Interim engages with other stakeholders such as client companies, trade unions, schools and civil services.

Information is disseminated via the liaison officers to the temporary work agencies, who are responsible for the implementation of measures and passing on information within the temporary work agency, as well as to workers and the client companies. To this end, Prevention & Interim organises workshops and study days, uses e-mails and its website (e.g. making available databases). Prevention & Interim organises campaigns and work groups dedicated to specific topics, for example welcoming temporary agency workers in the workplace.

3.3.2   Objective

Prevention & Interim aims to **reduce the number of accidents in the temporary agency work sector** by raising awareness around three pillars. The first pillar is the **work position**. Whenever a temporary agency worker starts a new assignment, a document needs to be completed by the client and sent to the temporary work agency to identify the suitable candidate. The aim is to exchange information about the workstation and the qualifications of the temporary agency worker. This document is called a 'work *post*

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[41] See the 4 December 1997 Arrêté royal visant à établir un service central de prévention pour le secteur du travail intérimaire.

[42] See the Senior Labour Inspectors Committee (2019), "Safe and healthy work for temporary jobs", July.

fiche' and details the position, skills and experience required, health risks, use of protective equipment and other risk-mitigation measures, and similar aspects. It should be shared among all those involved (e.g. the worker, company doctor). The document and procedure were developed by Prevention & Interim. The second pillar is the **health of workers**. Prevention & Interim has developed a monitoring tool to identify the most prevalent risks for temporary agency workers (e.g. handling heavy weights, required vaccinations). The third pillar relates to the monitoring of **accidents at work**. Prevention & Interim monitors the incidence and severity of accidents in the temporary agency work sector. Over time, the number of hours worked in the temporary agency work sector has increased, while the number of accidents has decreased.

3.3.3   Social innovation aspects

Although Prevention & Interim was launched over two decades ago, there are several aspects that are highly relevant from the social innovation perspective. A notable feature is the focus on **prevention of accidents at work**, coupled with specific measures aimed at improving working conditions and health and safety in general. By law, Prevention & Interim has a specific set-up, mission and target group, maintaining contact with liaison officers in **all temporary work agencies operating in Belgium**, but its outreach goes even further (e.g. by working with social partners and schools). One particularly noticeable feature is that Prevention & Interim is collaborating with organisations outside the country, to exchange information and good practices (e.g. on how the work *post fiche* could be used).

3.3.4   Key success factors

An important factor contributing to the success of Prevention & Interim is that it is a **bipartite body that was set up by royal decree**. This ensures that the activities of Prevention & Interim are closely monitored by the social partners in the temporary agency work sector, and that key performance indicators can be set (e.g. the mission to not only lower the number of accidents overall but also the number of severe accidents). In addition, it helps Prevention & Interim to concentrate on a number of core objectives and activities, while leaving space to explore new areas (e.g. psychosocial risks, the impact of digitalisation). At the same time, Prevention & Interim has a legal base, which helps it to enforce rules and requests (e.g. all temporary work agencies must be a member of Prevention & Interim; data are to be shared by the agencies).

Prevention & Interim's team is composed of prevention advisers and the liaison officers it works with are in many cases prevention advisers as well (especially in larger temporary work agencies). This experience and expertise are crucial given that health and safety is a complex field that is subject to change. Furthermore, Prevention & Interim can build upon evaluations of previous projects and campaigns, to draw lessons on how to better approach issues and target groups in the future (e.g. publish more information online).

3.3.5   Scalability and replicability

Although Prevention & Interim is currently the **only body of its kind** in the temporary agency work industry in Europe, similar initiatives are found in other sectors in Belgium (e.g. in the construction sector). Similar bipartite bodies **could be set up in other sectors or countries**, though the legal framework is one of the driving forces supporting Prevention & Interim. The Belgian legal framework gives Prevention & Interim a clear mandate and enables the organisation to enforce rules and requirements. Prevention & Interim already collaborates with organisations in other countries, such as the Netherlands and France.

3.3.6   Reflections

Prevention & Interim is an inspiring initiative that clearly contributes to fewer accidents at work, which could be introduced in other economic sectors and countries. The focus on **prevention of work accidents**, and the improvement of the working conditions in the sector, contribute to the physical and mental health, safety and well-being of temporary agency workers, but also bring benefits to the hiring companies and the agencies involved.

3.4   Action protocol

This initiative entails an **action protocol** describing what to do when an **accident at work occurs** in the Spanish temporary agency work sector. The protocol aims at informing all actors in the sector (i.e. agencies and workers). The protocol was developed as part of a project launched by ASEMPLEO (a federation of temporary work agencies in Spain representing 80% of the sector in the country). This project was financed by the Spanish Foundation for Occupational Risk Prevention and ran in 2018-19. Besides the protocol itself, interactive materials are available on ASEMPLEO's website and these were also circulated to the temporary work agencies,

Action protocol	
Countries active	Spain
Period	Summer 2018 to April 2019
Target group	All parties of the triangular relationship: workers, agencies and clients
Sector	Accidents at work
Initiator	ASEMPLEO (federation of temporary work agencies) (private)
Social partners involved	Social partners were involved during the workshops
Financiers	The foundation for occupational risk prevention
Users	All parties of the triangular relationship; widely disseminated in the sector

which then distributed these materials further to their user companies and workers.

3.4.1   Description

The idea to develop an action protocol for accidents at work came from the observation that when an accident happens in the temporary agency work sector, sometimes confusion arises as to **what steps** should be taken and which party has **what responsibilities**. For example, it was noted that temporary agency workers are not always sure whether they should inform the temporary work agency, the client company or both if they have an accident. By developing an action protocol, the idea is to clarify these issues. In doing so, the action protocol helps to safeguard the **rights of temporary agency workers**.

The project itself consisted of several steps aimed at developing the protocol, in which various actors were involved. Information was collected by means of a **survey**, which was designed to understand what was known about accidents at work as well as the issues and difficulties that arise in the sector. The survey collected 80 replies from temporary work agencies (29 replies), client companies (18) and temporary agency workers (33). Besides the survey, **roundtables and workshops** were organised in different parts of Spain (e.g. Madrid, Barcelona). This was important considering that different regions have different laws and regulations in place in the country (e.g. the role of labour inspectorates). During these events, practical examples were discussed, common problems were analysed and a best practice document and draft protocol were developed. Importantly, these events counted on the participation of various actors,

for example temporary work agencies, trade unions, agency workers, and client company health and safety managers.

The final output of the project was a **book, information leaflets** and an **interactive multimedia tool**. The book explains the protocol (detailing standardised steps to be followed, actions to minimise risks) (see Figure 8). The interactive tool was developed for five sectors, identifying the key risks for jobs in these sectors. The information presented in all of these outputs is clear and concise, and the communication channels are clearly identified for an effective and efficient communication strategy.

Figure 8 ASEMPLEO information leaflet

Source: ASEMPLEO

3.4.2   Objective

The main objective of this initiative was to develop an action protocol to **raise awareness** and provide **support and clarity** to all parties involved in the triangular work relationship: the temporary agency worker, the agency and the client company. When developing the action protocol, specific attention was paid to the ensure that the **tool** (or end product) would be **useful and sustainable in the long run**. Once developed, the action protocol was widely disseminated in the sector. The second aim of the initiative was to **improve health and safety conditions** and **the working conditions** facing temporary agency workers in the workplace in general and prevent accidents in the future, by spreading knowledge and raising awareness. For the workers in particular, the existence of such a protocol can help them to feel safe and make them more comfortable with the client company and the temporary work agency.

3.4.3   Social innovation aspects

The action protocol for accidents at work is innovative for the temporary agency work sector in Spain, and it is widely considered a **best practice**. One of the most innovative features is that the protocol targets all parties in the triangular work relationship, with tailored information. The action protocol has a clear objective, but nevertheless does not overlook the importance of prevention. The protocol is also taken up in **social dialogue** in the sector and used as an example of how working conditions could be improved. It

feeds into other projects concerned with working conditions more broadly. The fact that a lot of information is available online or in a digital form is seen as an important innovation for the sector. Finally, the initiative brings together **all actors** in the temporary agency work sector.

3.4.4   Key success factors

A first aspect that contributes to the success of the action protocol is that it directly addresses a need in the sector. ASEMPLEO became aware that when an accident occurs, workers, agencies and client companies often were not completely aware of the procedures and responsibilities. For example, it became clear that temporary agency workers sometimes go directly to the hospital or call upon social security, which causes administrative problems that are difficult to rectify afterwards, and that some workers are not aware that they are insured.

As described above, the action protocol was jointly developed by representatives of all three parties of the triangular work relationship and is beneficial for each of them. In addition, other actors were involved during the workshops (e.g. trade unions, labour inspection), which fosters support for and take-up of the protocol in the sector and beyond.

As a final point, the materials developed by ASEMPLEO are user-friendly and can easily be distributed as is evidenced by the success of the online tools, videos and materials. Especially the interactive tool is very successful. The importance of establishing proper communication channels through which clear and concise information is shared was one of the key conclusions of the workshops.

3.4.5   Scalability and replicability

The action protocol for accidents at work in the temporary agency work sector has **several features** that ensure its scalability and replicability in other sectors and countries because of its broad nature and the presentation of the materials (in terms of format and content). The fact that these protocols were jointly established by temporary agency workers, the agencies and client companies is important to ensure their relevance and take-up. Moreover, although the focus of the project was on five key sectors, the protocol developed is the same for all and also accounts for transversal issues. This makes the protocol easy to implement also in other sectors.

Potential issues, however, are **following up and enforcing the action protocol**, as well as **updating the protocol** when needed.

3.4.6   Reflections

The action protocol for accidents at work in the temporary agency work sector developed in Spain is an interesting example of social innovation that could easily be extended to other contexts. The action protocol addresses the need for actions to help tackle accidents at work in the temporary agency work sector. It would be interesting to further explore how the protocol can be coupled with measures aimed at preventing accidents at work. Although there is attention on investments in training and the improvement of working conditions, this part could potentially be strengthened. One way to do so is to bring up the protocol at social dialogue meetings and debate how it could be used to improve working conditions and health and safety more generally, as pointed out by ASEMPLEO.

3.5 Conclusions on social innovation in working conditions

The improvement of working conditions for all is a **policy priority and common goal** for policymakers, social partners and labour market actors in the European Union, which has recently received renewed attention in light of the changing world of work. Also, in the temporary agency work sector, working conditions have been high on the agenda of the temporary work agencies, client companies and trade unions. Social innovation practices targeting **different areas of working conditions** have been put forward, which can be divided into four broad categories: *practices related to employability* (e.g. sustainable employment, with some overlap of practices on 'training and skills'), *practices related to monitoring and improving working conditions* (e.g. codes of conduct, ombudsperson), *practices related to health and safety* (e.g. prevention or intervention related to accidents at work), and *practices related to the inclusion of vulnerable groups* (e.g. workers with disabilities, workers with different backgrounds, some overlap with practices on 'social protection' and 'training and skills'). Four examples have been selected for further elaboration from these **four main areas of social innovation**: a case on employability and sustainable employment (All-in-1 for temporary agency workers, the example from the Netherlands), two cases on health and safety (Action protocol, the example from Spain; Prevention & Interim, the example from Belgium), and a case on labour market inclusion (TAKpełnosprawni, the example from Poland). The cases each present **clear benefits for both employers and employees in the temporary agency work sector**, are supported by or count on the **involvement of multiple actors**, and have **demonstrated that they function well and meet their objectives** in the country of implementation.

Among the **key success factors** that foster social innovation in working conditions are the wide support of multiple stakeholders, the modular nature and step-by-step rollout (piloting) of specific measures and practices, as well as the clearly defined scope, target groups and benefits of these practices. First, as indicated above, all the practices count on the support and involvement of multiple actors, bringing together the required expertise but also ensuring that all voices are heard. All the identified practices have also been tested on a smaller scale in a first stage and many of them consist of several modules that can be implemented jointly and/or separately, and which serve specific purposes. All-in-1 for temporary agency workers, for example, is part of a range of measures offered by DOORZAAM. TAKpełnosprawni, similarly, comprises three modules that can be combined and reinforce each other. Each initiative has a dedicated objective and a specific target group. This helps to focus the efforts and the resources devoted to the measure, on the one hand, and makes it easier to monitor whether the target (group) is being reached, on the other hand. By piloting a (specific part of the) measure, practices can be further developed and improved over time. This approach has proven to be important, for example for All-in-1 for temporary agency workers, where consideration is being given to how the practice can be tailored to reach a wider audience. All the identified initiatives combine economic with non-economic benefits or incentives for all parties. Examples are the reduced costs for client companies of Prevention & Interim and TAKpełnosprawni, the lower administrative burden following the Action protocol and the budget that workers can use in All-in-1. A final crucial aspect is the national context and regulatory framework, which can be a barrier or springboard. Especially for Prevention & Interim and TAKpełnosprawni, the national legal context is imperative to understand why these practices work in the way they do.

With respect to the **scalability and transferability of the identified practices**, it has to be noted that each of the practices is scalable and transferable to other sectors and countries, though the national legislative and institutional framework and the costs of the practice may emerge as impediments.

4 Social protection

Social protection is essential to ensure that workers have an adequate income when confronted with a setback. Hence, social protection provides the workers and those depending on them with protection against the risks of inadequate incomes due to a range of life events, including unemployment, ill health and invalidity, parental responsibilities and old age, or following the loss of a spouse or parent.[43] The income is considered inadequate when it does not allow for a basic but acceptable standard of living. The income can become inadequate due to a (partial) loss of income or an increase in costs (e.g. escalation in housing and childcare).[44]

Member States are responsible for the organisation and financing of social protection in their country. The role of the EU is relatively limited. The EU predominantly aims at ensuring that people who move cross-border remain adequately protected through EU legislation on statutory social security schemes. Nevertheless, social protection and inclusion have been introduced as key pillars of the **EPSR**, adopted in 2017. Among the principles related to social protection and inclusion are the following:

- childcare and support to children (principle 11);
- social protection (principle 12);
- unemployment benefits (principle 13);
- minimum income (principle 14);
- old-age income and pensions (principle 15);
- health care (principle 16);
- the inclusion of people with disabilities (principle 17);
- long-term care (principle 18);
- housing and assistance for the homeless (principle 19); and
- access to essential services (principle 20).

As part of the rollout of the social protection principles of the EPSR, the European Council adopted in November 2019 a Recommendation on access to social protection for workers and the self-employed.[45] This Council Recommendation recognises that income and time thresholds (minimum working periods, duration of benefits, etc.) for access to social protection may form an 'unduly high' obstacle to temporary agency workers as well as other non-standard workers and the self-employed. It recommends that Member States address these obstacles and seek to preserve, accumulate and/or transfer social protection for all workers, including temporary agency workers.

Social protection is even more relevant in the light of the Covid-19 pandemic. The pandemic and the related containment measures have health effects on some workers and have triggered an economic decline. Overall, the crisis has led to a decline in the demand for temporary agency workers, though there are large differences across sectors and activities. For example, in the health care sector and logistics there has been an increase in demand for temporary agency workers and in the leisure sector there has been a

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[43] This definition is taken from Eurofound's European Observatory of Working Life (EurWORK, Industrial Relations Dictionary).

[44] See the "Concept and practice of a living wage" by Eurofound (2018).

[45] See Council Recommendation of 8 November 2019 on access to social protection for workers and the self-employed.

decrease in such demand. The health and economic crisis has fuelled frictional and cyclical unemployment as well as health-related risks, which adds to the need for social protection (for example, unemployment benefits and sick leave).

There are some particular challenges that without adjustments put temporary agency workers at a disadvantage compared with workers in permanent employment in terms of social protection. Related to pensions, temporary agency workers are likely to have more career interruptions, lower lifetime earnings and shorter employment records than workers in permanent employment, which reduces the pension entitlement in systems where the pension is linked to contributions instead of a basic pension. The temporary agency workers are entitled to the same unemployment, sickness and maternity benefits as permanent workers. However, due to shorter working hours/periods they might not always be eligible or might receive lower benefits.[46]

The social innovation practices presented below consider the main elements of social protection systems in the temporary agency work sector (Ebitemp, Intérimaires Santé, Tempcare, Prospect Statement and CAPINTER). These practices bring together several actors, in some cases being bipartite in their nature, to address the challenges that the temporary agency work sector encounters in the area of social protection. They have been selected for their innovativeness in strengthening the social protection of temporary agency workers and potential for application in other countries. The latter possibility to scale up or transfer the social innovation practices is in some instances limited by the country-specific legislative and institutional frameworks, which heavily influence the social protection.

4.1   Ebitemp

Ebitemp, a bipartite body for temporary agency workers in Italy, has three main functions: i) it conducts studies, research and analyses on the temporary agency work sector; ii) it provides information and awareness-raising for both workers and employers about the important topics in the sector as well as the services and rights available to them; and, iii) it offers services to workers and employers in the sector (i.e. training courses, access to health services and a social protection instrument for income support).

Ente bilaterale per il lavoro temporaneo (Ebitemp)	
Countries active	Italy
Start	1998
Target group	Temporary agency workers
Sector	All
Initiator	Social partners that initiated the body by collective agreement
Social partners involved	Employers' associations and trade unions in the temporary agency work sector
Financiers	Temporary work agencies
Users (2018)	486,000 temporary agency workers

4.1.1   Description

Ebitemp covers contributions to childcare, parental support, health protection, accident compensation, personal loans and relocation facilitation. These services have expanded over time, with the last

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[46] European Commission (2015), Non-standard employment and access to social security benefits, Research note 8/2015, Brussels.

amendment of the collective agreement in 2018 extending the provision of services for temporary agency workers, including instruments to support income, and enlarging the set of health services for which access is facilitated, especially from a gender perspective (for instance, increasing health services that are relevant for women, like early diagnosis services of breast cancer).

The beneficiaries are all temporary agency workers who meet certain eligibility criteria (e.g. minimum working days/months with one or more temporary agency work contracts in the past), the temporary work agencies that require the provision of services Ebitemp offers to their workers and the families of those eligible. The rights are not portable between temporary work agencies and other types of work.

The body and the provision of services is financed through a contribution by the temporary work agencies, which consists of a certain percentage of each workers' (taxable) salary. This percentage is defined by the sectoral collective agreement. The contribution is obligatory for all the temporary work agencies that are covered by the collective agreement.[47] The contribution is paid to Ebitemp through a trimestral direct transfer. The contribution consists of a percentage, 0.2%, of the taxable salary of workers with a temporary contract and 0.3% of the taxable salary of workers with an indefinite contract.

The social partners (on both employers' and workers' sides) manage the body. Territorial social partner organisations (e.g. sportelli territoriali sindacali) interact with the users to request services, to provide them and so on. The partners sometimes involve private sector organisations (e.g. banks in the case of eased access to loans). For activities covered by the SAR fund and the TIS fund, the Italian Ministry of Labour and Social Affairs is directly involved in the regulation of the funds, as well as in the audit, monitoring and evaluation of the funds.

4.1.2   Objective
Ebitemp aims at compensating the lack of social protection for temporary agency workers through the joint and agreed action of social partners.

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[47] That is, the temporary work agencies that are part of temporary agency employer organisations that signed the collective agreement.

4.1.3   Social innovation aspects

Ebitemp is a social innovation because it uses social dialogue and bilateral agreements to increase social inclusion. It looks at collective welfare, not just for individuals, through solidarity instruments (e.g. the SAR fund). It builds on sharing visions and instruments from the viewpoints of employers' associations and trade unions to improve the welfare of workers in the temporary agency work sector.

Moreover, it defines the instruments and the conditions for eligibility, thanks to continual research and analysis of sector trends (e.g. the threshold of the minimum working days to access the SAR fund was reduced to 90 days after research showed that the average contracts in the temporary agency work sector had decreased). These studies also inform social dialogue and give social partners better ideas to guide the negotiations.

Testimonial: Ebitemp

"I knew about Ebitemp when I started to work with the temporary work agency, as [when] I signed the contract they gave me [an] Ebitemp brochure. I've used a lot of the health care assistance services, a very positive experience. It works with user-friendly and agile procedures, through phone and email communication. It gives a significant contribution to workers, a real welfare system."

Giulia, Communication Consultant through a temporary agency work (Italy)

4.1.4   Key success factors

Ebitemp complements the provision of services that are already there from the government (in some cases) and creates instruments for social protection to which temporary agency workers would not have access otherwise (e.g. maternity leave in some cases, layoff and unemployment benefits).

Also notable are the bilateral nature of the initiative and its reliance on research and evidence to define further actions and to design instruments.

4.1.5   Scalability and replicability

There are no plans to expand in Italy because it is already operating in all regions and other sectors have different provisions. Still, there are active collaborations and common instruments with the services sector in general, where temporary agency workers are more numerous (e.g. the FONTE fund). As the social partners that manage it are national, there are no plans to expand it to other EU countries.

The suggestion is to build on the social dialogue in other sectors to extend this experience across them, with the aim of looking at shared solutions. Sectoral social dialogue is already in place in many other sectors and any further action should start from enhancing collective bargaining and collective agreements. The temporary nature of work is a challenge that is more and more relevant to all sectors. Also, to replicate the initiative in other countries, the starting point is industrial relations. It is useful to look at successful practices and to exchange good ones, but to replicate them it is important to consider specificities, including the legislation. Yet it is always worth looking at the methods used to reach solutions (e.g. the methods of social dialogue and collective bargaining), rather than the content of the solutions.

4.1.6   Reflections

The flexibility of social partner organisations to take advantage of all the benefits and services offered is crucial. So too is having direct contact and a smooth relationship with local social partner organisations that interact with the users for the provision of the services.

4.2   Intérimaires Santé

Intérimaires Santé is a complementary health insurance dedicated to temporary agency workers, closely linked to the public social security system in France: Intérimaires Santé covers most of the fees that are not covered by public social security.

Intérimaires Santé	
Countries active	France
Start	2016
Target group	Temporary agency workers
Sector	All
Initiator	Social partners
Social partners involved	Employers' organisation (Prism'emploi) and six trade unions (CFDT, CFE CGC, CFTC Interim, CGT Interim, UNSA, FO)
Financiers	50% by the employers and 50% by employees. The total cost per hour worked is about EUR 0.12
Users	1.3 million temporary agency workers on a yearly basis

4.2.1   Description

Intérimaires Santé allows workers to access complementary health insurance regardless of the agency, even between different assignments.

The workers can benefit from Intérimaires Santé as soon as they carry out cumulatively at least 414 working hours (equal to around 3 months of fulltime work) with any temporary work agency over the last 12 months. The working hours are counted automatically by an hour-counting system that is implemented by all the employment agencies. Between assignments workers can benefit from Intérimaires Santé for up to 7 months, covered by the insurance.

Intérimaires Santé is integrated into the social protection system of FASTT, including also covers sick leave benefits, compensation in case of death, services for daily life and access to work as well as financial and housing support for workers in difficulties.

The services of Intérimaires Santé are paid for by mandatory contributions from both the temporary work agencies and temporary agency workers.

4.2.2   Objective

The main objective of Intérimaires Santé is to facilitate the access to health care services and lower their costs for temporary agency workers. Another objective is to give temporary agency workers bargaining power against the insurers to obtain lower fees.

4.2.3 Social innovation aspects

The specifically dedicated, complementary health insurance for temporary agency workers for which the costs are pooled across all the agencies is an aspect of social innovation. Based on the initial success of Intérimaires Santé, social partners are expanding it to cover a social fund for exceptional circumstances (i.e. to give grants to individuals facing exceptionally high health care fees or financial difficulties) and access to health prevention measures.

> **Testimonial: Intérimaires Santé**
>
> "It's really good that you keep your mutual insurance even when your assignment is over."
>
> *Véronique, temporary agency worker from Verdun (France)*

4.2.4 Key success factors

Nearly all temporary agency workers in France (about 97%) are covered by the Intérimaires Santé. The main success factor is collective engagement and the willingness of all the employers to use this system. Another is competent and reliable insurers that have the capacity to insure 1.3 million temporary agency workers, with a gross premium income of about EUR 130 million per year. An automated system that counts hours worked per worker regardless of the temporary work agency, contract duration or period of inactivity, has also contributed to the success of Intérimaires Santé. This has required substantial investment by employers.

4.2.5 Scalability and replicability

Intérimaires Santé could be expanded to temporary agency workers not yet covered. Temporary agency workers who have worked less than 414 hours in the past 12 months are not automatically covered but have the possibility to participate on a voluntary basis.

Intérimaires Santé can be replicated in other areas – for example, occupational health monitoring. In France, employees' health is typically examined and regularly checked by a doctor as part of occupational health efforts to prevent work-related injuries. A system like Intérimaires Santé can be set up for the occupational health monitoring of temporary agency workers.

The replication of Intérimaires Santé in other countries is complicated given the tailoring to national legislation. The system is replicable, however, it depends very much on the national context. Intérimaires Santé requires engagement from employers and insurers in particular. Substantial investments are needed to implement a system like this, so the main prerequisites for replicability are the political willingness and financial capacity of the employers as well as strong and active trade unions.

4.2.6 Reflections

Reimbursement of services not yet covered by Intérimaires Santé is being negotiated. For example, the social partners have agreed to expand the reimbursement to osteopaths as of 2021.

Intérimaires Santé is a successful tool that helps temporary agency workers to access affordable health care. Without Intérimaires Santé, every worker would need to take out insurance on an individual basis, which would be much more expensive. In the case of Intérimaires Santé, the complementary insurance for workers is also valid between assignments, making it effectively free during the inactivity period. With traditional private insurance, workers would be obliged to pay an insurance premium regardless of

whether they are active. In terms of volume, Intérimaires Santé represents around EUR 130 million, which provides the required size to strengthen bargaining power.

4.3   Tempcare

Temporary work agencies in Switzerland are required to offer their temporary agency workers sick leave insurance. Tempcare acts as a broker for the agencies to obtain the insurance from the insurance companies. Tempcare brokers the insurance for most of the temporary work agencies in Switzerland, including some of the largest ones.

4.3.1   Description

Tempcare ensures that the coverage is in line with the collective labour agreement and that all insurance companies at least provide the minimum coverage.

The insurance makes sure that temporary agency workers are covered for sick leave from the first working day for 720 days (if contributing to a pension)[49] or 60 days (others). The daily allowance is paid after two days based on the medical condition. After the 60 or 720 days, the workers fall back on the social benefit system or on the pension fund benefits, which are in general lower than the amount covered under the insurance.

Tempcare	
Countries active	Switzerland
Period	Since 2012
Target group	All temporary agency workers based on a binding collective labour agreement
Sector	All
Initiator	Social partners
Social partners involved	swissstaffing (representing agencies), Unia, Syna, Kaufmännischer verband and Angestellte Schweiz (workers' representatives)
Financiers	Tempservice (including Tempcare) is financed by collective labour agreement contributions. The insurance premium is paid by the temporary work agency, temporary agency worker (at maximum 50% of the fee and no more than 2.5% of the worker's wage) and a portion from Tempcare obtained from the collective labour agreement contributions (0.4%).
Users (2018)	616 temporary work agencies representing CHF 4.4 billion (or about EUR 4.1 billion)[48] insured wages

The temporary agency workers cannot take the coverage with them if they change to another temporary work agency or other company. Even so, this insurance covers a risk for which the payout is unaffected by the duration of the contribution. Indeed, the income of these workers is covered if they fall ill for the same period notwithstanding the period that they worked. Only if the worker has several assignments at the same temporary work agency is the coverage of 60 or 720 days based on that individual's working time during the last 365 days for this agency.

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[48] The exchange rate used is CHF 1.00 = 0.93 EUR.

[49] It is obligatory for people who have a child from the first day on or who work in an industry with another general, binding collective labour agreement, otherwise after they have been working 30 days for the temporary work agency.

4.3.2   Objective

The fund was introduced in 2012 with the collective labour agreement for agency workers in Switzerland, which is declared generally binding. The main reason for starting Tempcare was to ensure that there is good insurance coverage if the temporary agency worker falls ill.

4.3.3   Social innovation aspects

Swiss law does not oblige employers to pay a daily allowance in case of sickness. This arrangement ensures that temporary agency workers who often have shorter engagements are insured. In the absence of a collective agreement, these workers could try to arrange insurance themselves. However, such insurance would be significantly more expensive than the current facility and far fewer temporary agency workers would take the initiative to arrange it.

4.3.4   Key success factors

The smaller temporary work agencies receive a fixed offer (below CHF 3 million, or about EUR 2.8 million, insured wages), while the large ones receive a tailored offer brokered by Tempcare (CHF 78.4 million premium, about EUR 73 million, or 2.28% of the insured wages). The contribution is adjusted based on the risk and size of the temporary work agencies, which allows all of them to receive an attractive offer.

The same insurance conditions for all temporary work agencies, as agreed in the collective labour agreement, ensures that the agencies comply with the conditions in the collective labour agreement.

A temporary work agency can go directly to insurers that have an agreement with Tempcare, only when the agency fears that it is paying too much or is unable to obtain the insurance needed from Tempcare. In that case, Tempcare will ask all the insurance companies to make an offer. The temporary work agency can select the preferred insurance company. If there is no offer, Tempcare will enter into a dialogue with the insurance company to organise insurance. Because of its good relationship with seven insurers and the large extent of the arrangement, in practice this is sufficient to guarantee that all temporary work agencies obtain insurance.

There is a regular check by Tempcontrol[50] on whether the conditions of the collective labour agreement are applied correctly by the temporary work agencies. This also covers the calculation of the daily allowance, which determines the premium as well as the potential payout.

For the success of the practice, it is important to have a good broker that has experience in dealing with insurance companies, in order to negotiate attractive conditions and premiums.

4.3.5   Scalability and replicability

Tempcare already applies to most of the temporary work agencies in Switzerland, so the benefit of replication would apply to countries. The need for a system for sick leave depends on the national social security system. Where there is no arrangement for sick leave in a country, the Tempcare system could be interesting.

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[50] Tempcontrol is responsible for monitoring and enforcing the general agreement among the temporary work agencies covered.

The two most important features are the centralisation of negotiation on the minimum coverage and efforts to ensure that all of the temporary work agencies receive an offer.

4.3.6 Reflections

The system currently covers around 70% of the temporary work agencies. Sometimes the agencies themselves find insurance for some of the coverage. In such cases, they can rely on that insurance instead of the one brokered by Tempcare. Temporary agency workers who earn less than CHF 148,200 per year (or about EUR 138,000) are covered, which is the large majority of such workers in Switzerland.

4.4 Perspectief verklaring (prospect statement)

In the Netherlands, like in many other countries, there is limited availability of affordable rental houses for professionals. For many, the ability to purchase a house is therefore essential. The prospect statement helps temporary agency workers to obtain a mortgage, which is important to finance the house, but also to make optimal use of the fiscal and other government measures to support home ownership in the Netherlands.

Perspectief verklaring	
Countries active	The Netherlands
Period (start)	2013
Target group	Temporary agency workers wanting to purchase a house
Sector	All
Initiator	Randstad
Social partners involved	ABU (employers)
Financiers	Temporary work agencies
Users	5,808 statements provided to temporary agency workers by the end of 2019

4.4.1 Description

The prospect statement looks at the temporary agency worker's education, work experience, potential functions and personal competences as well as that person's relevant situation on the (future) labour market. The latter is determined through a labour market scan[51] undertaken by an employee of the temporary work agency who is not involved in the commercial process or an external expert. Both the internal and external expert need to work for an institution certified by the responsible foundation to be able to provide the prospect statement. The temporary work agencies pay both an initial fee and an annual contribution for the certificate. Currently, the prospect statement is only available for temporary agency workers who have worked 52 weeks for the same temporary work agency and hiring company.[52] The

Testimonial: prospect statement

"Many people with a flexible employment contract will be perfectly capable of generating sufficient income of their own in the future. Then it is only logical that they too have access to a mortgage and their own home."

Jurriën Koops, Director of the branch organisation ABU

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[51] This assessment looks at education, expertise, personality and sectoral background, and tests these characteristics against the big data prospects for that sector, job and people with comparable professional features to arrive at a tailored assessment of the temporary agency worker's (future) labour market position.

[52] About 23% of temporary agency workers in the Netherlands are active for more than a year in the sector. It is unknown what share of these workers spends more than a year working for the same hiring company.

temporary agency workers can also receive a prospect statement if they have been 'forced' to change their temporary work agency[53] in the past 52 weeks.

The prospect statement initiative was founded in 2013 by a large temporary work agency (Randstad), a mortgage bank (Obvion) and a home ownership association (Vereniging Eigen Huis). It was later endorsed by the association of temporary work agencies in the Netherlands, which has created a separate foundation for the initiative. This enables the foundation to operate independently and also those temporary work agencies that are not members of the association (ABU) to participate. Indeed, participation in the prospect statement is voluntary for the temporary work agencies.

A prospect statement is not a guarantee that the temporary agency worker can obtain a mortgage. Still, it forms an important element that the mortgage bank considers. It is ultimately up to the mortgage bank to decide whether a mortgage can be granted and to determine the amount the temporary agency worker can obtain.

4.4.2   Objective
Traditionally, mortgage banks require a statement from an employer that demonstrates that the employee has an open-ended contract, or that the employer plans on offering an open-ended contract as soon as the existing temporary contract has ended. The nature of temporary agency work does not allow the hiring company or temporary work agency to provide a meaningful statement. The prospect statement aims to address this by confirming the earnings potential of the employee going forward.

4.4.3   Social innovation aspects
The prospect statement contributes to solving the difficulty that people without permanent employment have when trying to obtain a mortgage. The conventional declarations furthermore determine creditworthiness mostly based on past and current performance, while the prospect statement also assesses the future potential considering developments in the labour market.

4.4.4   Key success factors
There are three key factors that contribute to the success of the prospect statement.

First, the prospect statement involves the mortgage banks via the national banking association. They are essential to setting the conditions for the mortgage loans. In the Netherlands, it is also important that the prospect statement is eligible for the national mortgage guarantee (NHG), which covers the losses for the mortgage bank in the event that the temporary agency worker is not be able to service the debt.

Testimonial: prospect statement

"In my case, an employer's statement was not enough to get a mortgage. Based on my flexible contracts, the bank needed more certainty in the form of a Prospect Statement. Fortunately, I got it very smoothly."

Lonneke Tophoven, temporary agency worker from Berkel-Enschot (the Netherlands)

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[53] More specifically, if the temporary agency worker had to change agency because the hiring company did so.

Second, the temporary work agencies are essential to financing the prospect statement foundation and statements as well as to providing the internal and external evaluations.

Third, the quality of the prospect statement is essential to obtaining the confidence of banks. The quality is ensured by the unified norms, expert evaluators, labour market scan, certification procedure and audits of certified institutions.

4.4.5   Scalability and replicability

The prospect statement could be expanded to more workers in the temporary agency work sector, to other workers with flexible contracts if there are not already other facilities and to other countries.

The prospect statement could potentially be expanded to workers who spent a shorter period with the hiring company and allow for multiple hiring companies. The foundation responsible for the prospect statement is currently exploring whether it is possible to reduce the required time with the hiring company from 52 to 26 weeks. Moreover, the temporary agency worker is required to have worked this period with a single hiring company, which could potentially be changed to more hiring companies.

Several other countries have already indicated that they would be interested in setting up a similar initiative. It would require an initiator to bring together the main stakeholders – more specifically, the mortgage banks and temporary work agencies, and a framework to ensure high-quality assessments.

4.4.6   Reflections

The prospect statement has gradually developed into an effective solution for a particular group of temporary agency workers seeking to obtain a mortgage, which is a traditional challenge for them.

4.5   CAPINTER

There is a low employment rate among people with a disability across the Belgian regions. CAPINTER was initiated by the training fund for temporary agency work (Travi) and financed by the Brussels regional government to promote temporary agency work among people with a disability. It involved also several temporary work agencies and organisations working with people with a disability.

CAPINTER	
Countries active	Belgium
Period	September 2017-August 2018
Target group	Unemployed people with a with a disability in the Brussels region
Sector	All
Initiator	Travi (private)
Social partners involved	Social partners of the temporary agency work sector are represented in the board of Travi
Financiers	Brussels regional government (public)
Users	Around 200 unemployed people with a disability have participated

4.5.1   Description

The project developed and disseminated useful tools to better understand problems with the integration of people with a disability in the labour market.

The project took a large number of actions in order to stimulate the integration of people with a disability in the labour market, which included launching brochures, a video, briefings and job days. It raised awareness about the existence and benefits of diversity policies among temporary work agencies active in the Brussels region.

Within the context of the project all the activities were executed, but the number of people finding a job as a temporary agency worker was limited. The temporary work agency that managed to get people with a disability employed was an agency focused on the coaching of youngsters. This temporary work agency had subsidised specialised coaches and focused on low-skilled jobs.

Testimonial: CAPINTER

"In our view everyone has the right to a job. It is important that people are selected based on their competence, notwithstanding their background, sexual orientations, age, handicap, etc.

Diversity is an asset, which contributes to more innovation, social cohesion and a more diverse client base."

Veerle Vanderleen, Deputy Director at Actiris Diversity

4.5.2   Objective

The objectives of the project were threefold. First, the project sought to increase awareness of the temporary work agencies about the possibilities of people with a disability. Second, it aimed at raising awareness among people with a disability about working via a temporary work agency. Third, was the goal of helping people with a disability to find temporary agency work.

4.5.3   Social innovation aspects

The project contributed to closing the gap between people with a disability and the temporary agency work sector. For this an awareness campaign was combined with job days to actually get temporary agency work for people with a disability. Furthermore, the project was one of the first to work with people who are deaf or have a hearing impairment.

4.5.4   Key obstacles

There were various reasons why the project ultimately did not manage to secure durable employment for individuals with a disability.

The distance to the labour market for many of the participants was great, which was illustrated by their limited experience with job interviews and work in general.

In the Brussels region, it is important to speak both official languages, whereas most of the participants only mastered one of them. The language skills are essential for most of the available jobs, as they deal with administrative procedures in a particular language.

The administrative burden was perceived to be substantial and conditions too stringent. For example, the temporary work agencies had to guarantee the candidate work for at least one month. Most temporary work agencies work with weekly contracts, complicating attempts to offer a guarantee for a month.

The hiring companies were not used to working with people with a disability, which required additional efforts from the temporary work agency to explain and convince them of the merits.

Testimonial: CAPINTER

"When I started working at the temporary work agency, I was not aware that my colleague was deaf. In the beginning it was quite a bit of adjustment, as I was not sure how to communicate with my colleague. The first months we communicated with our mobile phones. Realising that it was more important to improve the communication with her, my colleague taught me and the other colleagues sign language. This has improved our communication and we have become a very close team."

Fanny, co-worker of a person with a disability at a temporary work agency in Woluwe (Belgium)

4.5.5 Scalability and replicability

The project was successful in raising awareness about the abilities of people with a disability among temporary work agencies and their possibilities to work as temporary agency workers. But it also showed that without intensive support it is in practice difficult to arrange employment for people with a disability.

4.5.6 Reflections

The project was not renewed because it did not manage to get many people with a disability into work as a temporary agency worker. Before starting a similar project in the future, steps should be taken to ensure that the work offered by the temporary work agencies involved matches the skills of the people with a disability and that the government support measures in the country match the practices in the temporary agency work sector.

4.6 Conclusions on social innovation in social protection

The particular characteristics of the temporary work agency sector and the work involved pose challenges for social protection. The temporary agency workers are entitled to the same unemployment, sickness and maternity benefits as permanent workers. Nevertheless, due to shorter working hours/periods they might not always be eligible or might receive lower benefits.[54]

Ebitemp, Intérimaires Santé and Tempcare address the lower effective social protection for temporary agency workers with complementary schemes initiated through collective agreements. Ebitemp provides a comprehensive package of health services and income support for life events. In turn, Intérimaires Santé

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[54] European Commission (2015), "Non-standard employment and access to social security benefits", op. cit.

and Tempcare focus on health care services and sick leave benefits, respectively. These initiatives demonstrate that the collective actions of sectoral social partners can be a cost-effective manner to improve the social protection of temporary agency workers.

The prospect statement initiative helps to remove existing obstacles for temporary agency workers to obtain a mortgage. The barriers have been overcome for some of the workers by uniting the various relevant parties (the workers, temporary work agencies and mortgage banks) and making explicit the knowledge about the potential of the temporary agency worker. By assessing the career and labour market prospects of the worker, the prospect statement's added value and role goes beyond the sector of temporary agency work.

CAPINTER was an interesting project to explore whether and how people with a disability can find a job at a temporary work agency. The project showed that it is important to ensure that the candidates have or obtain the skills demanded by the hiring companies and that the government support measures fit the temporary agency work. The temporary agency work sector could still provide the opportunity to close the distance of people with a disability to the labour market and overcome the present barriers, such as unfamiliarity with integrating people with a disability.

Overall, the social innovation practices in social protection demonstrate that collaboration within or between the temporary agency work sector and other parties can contribute to more protection for temporary agency workers in a cost-effective way. Even though the potential for replication of the social innovation practices in other sectors and countries depends very much on the national social systems, the principles of various initiatives (e.g. the creation of scale advantages through collaboration and uniting relevant stakeholders) could benefit the temporary agency work sector in many countries. Moreover, currently the social protection is not often transferrable when changing temporary work agencies, hiring companies or type of work, although the latter frequently is not relevant as the alternative type of work already arranges for social protection.

5   Conclusions

A few concluding remarks can be drawn from the 15 social innovation practices assessed in the fields of skills enhancement and training, working conditions, social protection and social dialogue. These practices respond to emerging needs in the temporary agency work sector and the labour market more broadly, such as the digital transformation, climate change and an ageing society. Learning from these practices is deemed even more relevant in the context of the Covid-19 pandemic, which has emphasised the need for overcoming some gaps in the social protection of workers.

Digitalisation is not only bringing labour market changes, it is also providing new solutions and driving social innovation when technology is put at the service of addressing social challenges. This is especially true for the area of skills enhancement and training, but it could possibly be expanded to other areas, for example, monitoring or needs analysis of working conditions and social protection. Digital solutions are in general easier to scale up across countries and sectors. Nevertheless, the analysis of digital practices in skills enhancement and training has highlighted some risks related to data ownership, the accuracy of data, data analytics and privacy. Some of these risks can be addressed through social dialogue.

In other regards, sectoral **social dialogue** and the role of social partners has emerged from the analysis as an important enabler of social innovation practices. Social dialogue and collective agreements are in some instances the trigger of innovative practices, especially in the field of social protection. In most cases, the social innovation practices have a social dialogue dimension or a bipartite nature, in all fields. When not involving social partners directly, multi-actor cooperation is at the basis of the collaborative approach. This underlines the need for having a strong sectoral social dialogue in place to build and reinforce the tradition of social partners' joint actions in tackling shared challenges. Sectoral social dialogue and collaboration of social partners improves understanding of the fast-evolving needs of workers and employers in the labour market and at the workplace. In turn, the capacity to respond to these needs makes social innovation effective.

As a consequence, social dialogue and industrial relations structures are important determinants of the scalability and replicability of the social innovation practices across countries and sectors. Still, **the broader context** also has to be examined carefully to scale up or replicate several of the practices presented. The legislative and institutional framework often represent a precondition for the implementation of the social innovation practice, especially when multiple actors are involved, and the mobilisation of financial resources is substantial. An analysis of these contextual conditions appears necessary to scale up and replicate on ad hoc basis. The fact that most of the practices have emerged in countries such as the Netherlands, Belgium, France and Italy, shows that certain contextual factors play a role, together with the development of the temporary agency work sector, which is significant in these countries.

At the same time, the fact that several of the practices presented, especially in the field of skills enhancement and training, go beyond the specificity of the temporary agency work sector reveals the extent to which the challenges this sector faces are common for the entire labour market.

Finally, although the study has proceeded by classifying the social innovation practices into the three fields mentioned above, a certain overlap has emerged among several of the practices analysed and even more so among those in the larger list of social innovation practices in Annex I. In some cases, these practices deal with the three fields together. This indicates the tendency to take a holistic approach to the future

of work, in line with the ILO (2019) framework. Tackling different challenges within an overall framework such as the European Pillar of Social Rights rather than in silos can help build synergies among initiatives and actors.

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Annex I. Social innovation practices (excluding Covid-19 practices)

No.	NAME	COUNTRY	AREA(S) OF SOCIAL INNOVATION	SHORT DESCRIPTION
1	**Actividades formativas en Prevención de Riesgos Laborales en las empresas de trabajo temporal (Action protocol on Health and Safety Risks)**	ES	Working conditions	A project to provide training material to improve health and safety conditions at the workplace in the temporary agency work sector
2	**Adecco Group Athlete Programmes**	BE, DE, DK, EE, ES, FI, FR, HR, HU, IT, NL, PL, PT, RO, SE, SI, SK, UK	Skills enhancement and training; working conditions	A programme for athletes to enter the job market while enabling companies to tap into a unique pool of talent, including advice, training, peer learning, and other tailored services
3	**Alles-in-1 voor uitzendkrachten (All-in-1 for temporary agency workers)**	NL	Skills enhancement and training; working conditions	A practice to enhance the sustainable employability of the temporary agency worker, first by an individual evaluation and subsequently by targeted support, involving the worker, the agency and the company
4	**Apprenticeship contracts in the employment industry**	FR	Skills enhancement and training	A special contract introduced in France to combine formal education with work-based learning through temporary agency work
5	**Assolavoro Academy**	IT	Skills enhancement and training	A free-of-charge training offer for temporary work agency workers, on topics including active labour market policies, legal areas, trade union relations and communication, updated every two months
6	**Career transition partnership**	UK	Skills enhancement and training	A service to help veterans gain employment, by acquiring the skills and networks they need for a successful transition to civilian work, through job fairs, workshops, vocational training and live online networking events
7	**CDI Interimaire**	FR	Skills enhancement and training; working conditions; social protection	A type of job contract combining features of the open-end and temporary work contracts, ensuring a minimum income, fair working conditions, cumulating social protection benefits and access to continuing vocational training
8	**CJUK Employee Assistance Programme**	UK	Skills enhancement and training	A recruitment company for chefs and hospitality professionals that offers a free Employee Assistance Programme, to help temporary agency workers deal with personal problems that might adversely impact their work performance, health and well-being, through counselling, legal

No.	NAME	COUNTRY	AREA(S) OF SOCIAL INNOVATION	SHORT DESCRIPTION
				information and guidance, debt advice, alcohol and drug support, and hardship grants
9	**Code of Professional Practice**	UK	Working conditions	A code of conduct to ensure quality standards in the temporary agency work sector, based on 10 principles, such as respect for law, honesty and transparency, work relationships, diversity, safety, professional knowledge, certainty of engagement, prompt and accurate payment, ethical international recruitment, confidentiality and privacy
10	**Commision Paritarie Professionelle Nationale du Travail Temporaire (National Commission for Temporary Agency Work)**	FR	Working conditions	Commission in charge of the interpretation of temporary work legislation, with a committee dedicated to health and safety regulation, providing dissemination of material to workers
11	**Compte épargne temps (CET) (Time saving account)**	FR	Working conditions; social protection	An account to cumulate the rights to paid time for unused holiday, to be used later or compensated in payment
12	**Compte personnel de formation (CPF) (Individual learning account)**	BE	Skills enhancement and training	An account to cumulate the rights to public funds for education and training, even when changing jobs, employers or employment status, to be used in the most appropriate career or life step
13	**Create Artificial Labor (Headai)**	FI	Skills enhancement and training	An artificial intelligence programme that combines semantic neurocomputing and machine learning to understand what skills are needed in the labour market, assess individual skills and suggest training playlists, and show a career path
14	**Debt counselling**	NL	Social protection	A service for workers who often receive distrains on their wages because of outstanding debts, not to just inform them of the distrain, how much they have to pay and for how long, but also to offer them counselling and set up a plan for how to prevent more debt
15	**Des trajets de transition (Training paths)**	BE	Skills enhancement and training	A comprehensive training path that includes coaching and tailored training followed by employment at a new enterprise
16	**Diversity and integration of people with disabilities**	PL	Skills enhancement and training	A programme aiming at proper recruitment, self-disclosure and integration of people with disabilities, including chronic diseases, at the given company and workplace.
17	**Ebitemp**	IT	Skills enhancement and training; working conditions; social protection	A bipartite organisation to assist temporary agency workers in their needs related to training, working conditions and social protection, based on regular studies on the sector

No.	NAME	COUNTRY	AREA(S) OF SOCIAL INNOVATION	SHORT DESCRIPTION
18	**FAF.TT**	FR	Skills enhancement and training	A sectoral training fund for temporary agency workers (see similar funds in other countries)
19	**FASTT**	FR	Working conditions; social protection	A sectoral fund to address the social and working challenges of temporary agency workers, such as access to credit, transport, care responsibilities, short-term rent and health insurance
20	**fiKks**	NL	Social protection	A platform where people with debts get in touch with a volunteer for financial advice, by means of an app
21	**FORMATEMP**	IT	Skills enhancement and training	A sectoral training fund for temporary agency workers (see similar funds in other countries)
22	**FPETT**	FR	Skills enhancement and training	A sectoral training fund for temporary agency workers (see similar funds in other countries)
23	**Hope**	FR	Working conditions; social protection	A project of assistance to refugees combining training, housing and employment, including the acquisition of language skills and a vocational qualification
24	**Intérimaires Santé**	FR	Social protection	Sectoral health insurance for temporary agency workers that ensures portability throughout work assignments
25	**Jobstudenten**	BE, NL	Working conditions; social protection	Specific provisions addressing the rights of young people using agency work to gain some extra income during their holidays
26	**Jump to Job**	BE	Skills enhancement and training	A project to foster employment through temporary agency work for job seekers with profiles that are in shortage in the labour market, through job days to prepare and inform them about temporary agency work and the organisation of job dating
27	**La Grande École de l'Alternance**	FR	Skills enhancement and training	A recruitment solution based on the development of skills by bringing together the needs of companies, the expertise of training partners and the career aspirations of young people and job seekers and putting together work-based training solutions
28	**Learn4Job**	BE	Skills enhancement and training	A programme where public employment services, private training providers and the sectoral fund together design and provide training courses; the courses seek to reinforce the labour market position of job seekers while meeting the needs of a temporary agency work sector that struggles in a labour market where there are many vacancies but few candidates
29	**Mentorvergoeding (Mentor compensation)**	NL	Skills enhancement and training	Financial compensation given to the private employment agency to mentor the temporary agency worker while that person is enrolled in

No.	NAME	COUNTRY	AREA(S) OF SOCIAL INNOVATION	SHORT DESCRIPTION
				working and learning, to study to level MBO2 of intermediate vocational education
30	**Mission Jeunes**	FR	Skills enhancement and training	A service that combines support structures for the integration of young people, youth employment agencies and youth workers, through job dating to discover jobs and opportunities for vocational training
31	**Observatoire de l'interim et du recruitment**	FR	Other (research and data collection)	An open resource centre for the temporary agency work sector that gathers and makes available information on laws, regulations and main statistics; it produces studies to provide social partners with relevant information for their negotiations and to help shape the professional training schemes that fit the needs of both workers and agencies
32	**Ombudsman**	BE, PT	Working conditions	A system to fulfil a mediation role in the case of conflicts or disputes between the agency worker and the temporary work agency, by providing information when asked or gathering complaints by users, as well as settling the dispute
33	**Open Badges**	Global	Skills enhancement and training	Digital certifications of micro-skills, both technical and socio-behavioural, that are portable and can be made visible on social media and CVs
34	**Organising tailored pension funds**	CH	Social protection	A pension fund for temporary agency workers, where a contribution is made on an hourly basis to take into account highly flexible employment in the sector
35	**Perspectief verklaring (Prospect statement)**	NL	Working conditions; social protection	A document that a temporary agency worker can use to apply for a mortgage, containing information on the worker's future prospects for income, based on the worker's characteristics and the labour market situation
36	**Phyd**	IT	Skills enhancement and training	A digital platform based on cloud computing and artificial intelligence to help people improve their educational, professional and personal profile by helping them to visualise how they are positioned in the labour market according to job requirements and personal characteristics, and to identify the most relevant career paths and training
37	**Prevention & Interim**	BE	Skills enhancement and training	A bipartite body to foster health and safety at work in the temporary agency work sector, by providing information and health and safety training courses
38	**Project CAPINTER**	BE	Skills enhancement and training	A project to develop and spread a culture of diversity in temporary agency work, by providing information on how to benefit from, and address the challenges of including people with disability in the industry

No.	NAME	COUNTRY	AREA(S) OF SOCIAL INNOVATION	SHORT DESCRIPTION
39	**Ripples in the water**	NO	Skills enhancement and training	A method for recruiting people with disabilities, recognising the need to follow up and address specific barriers, so as to reduce the risk to enterprises while showing concrete social responsibility
40	**Service voucher scheme/titres services**	BE	Skills enhancement and training; working conditions	An innovative system for self-employed cleaning workers, who often work through temporary work agencies, allowing users to buy a certain amount of tax-deductible vouchers that can be used to hire workers to clean their houses
41	**Sociale Innovatie arbeidsmarkt**	NL	Skills enhancement and training; social protection	A service to local municipalities in which temporary agency workers collaborate with city officials during a training period that makes them fit to work
42	**SOS Accident du Travail**	FR	Skills enhancement and training; working conditions; social protection	A service to support workers reintegrating into the labour market after a work accident, by helping them to find suitable employment opportunities, develop skills and access social protection benefits
43	**Statement of practice**	NL	Skills enhancement and training; working conditions	A pilot in which workers can learn while working, being assessed in their learning path based on the formal terms of an intermediate vocational education institute and receiving a statement of accomplishments of the terms signed by the company where they work (hirer) and the sector institute
44	**StiPP (Pension scheme)**	NL	Working conditions; social protection	A collective pension scheme for workers in the temporary agency work sector
45	**STOOF schooling vouchers**	NL	Skills enhancement and training	Training vouchers that temporary work agencies can give to the temporary agency worker as a gift, leaving them free to choose the training, as long as it is relevant for the labour market
46	**TAKpełnosprawni (YES to disabled employees)**	PL	Skills enhancement and training; working conditions; social protection	A programme to promote the employment of people with disabilities, by supporting companies in recruiting people with disabilities and workers who declare a disability to provide suitable working conditions at the workplace
47	**Tempcare**	CH	Working conditions; social protection	A fund to subsidise the fee of agencies for health insurance, paying compensation to agency workers in the case of illness
48	**Temptraining**	CH	Skills enhancement and training;	A fund for vocational training for temporary employees, as part of the collective agreement, providing training courses to temporary agency workers in different areas

No.	NAME	COUNTRY	AREA(S) OF SOCIAL INNOVATION	SHORT DESCRIPTION
			working conditions; social protection	
49	**Testyourselfie**	BE, FR, LU, NL	Skills enhancement and training	An online tool for young people, aiming to highlight the importance of soft skills on the labour market, by assessing and making their soft skills visible on their CVs
50	**Travi (ex VFU-FFI)**	BE	Skills enhancement and training	A sectoral training fund for temporary agency workers (see similar funds in other countries)
51	**YOSS**	FR	Skills enhancement and training; working conditions; social protection	A platform to connect freelancers with jobs and assignments from large enterprises, and provide additional services to offer freelancers additional protections

Annex II. Social innovation practices in response to Covid-19

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
1	ABU	NL	Action to mitigate the impact on workers and the public employment services (PES)	The Sectoral Training Fund (DOORZAAM) provides €500 training vouchers to enable workers to quickly upskill for vacancies that urgently need to be filled.
2	ABU	NL	Action to mitigate the impact on workers and the PES	In a letter to the minister of social affairs, the ABU called for equal treatment for all workers, irrespective of their work contract, for the Covid-19 relief measures the Dutch government was putting in place. In the letter the ABU stressed that its members are working round the clock to try to reallocate workers across the economy from sectors in decline to sectors in need. Still, they identified that overall labour demand is falling and that workers (which were) employed throughout the sector are in need of relief irrespective of their contractual labour arrangement. The Netherlands included all workers in the relief measures put in place. Next, the ABU had a meeting with the minister of social affairs and labour and remains in close contact with the ministry and VNO-NCW. The ABU lobbies for better regulation for agencies to compensate wages. The general measure for wage compensation does not fulfil the needs of agencies.
3	ABU	NL	Action to mitigate the impact on workers and the PES	The ABU has started a LinkedIn-page to promote the relocation of workers across the economy. It seeks to connect ABU members in need of workers to members with workers that currently do not have an assignment. Of the 45,000 temporary agency workers who had lost their jobs by the beginning of April, 22,000 have been reassigned (16,000 of them got a job in an essential sector).
4	ABU	NL	Action to mitigate the impact on workers and the PES	The ABU suspended payments of members' contributions until 1 October 2020. The turnover of 2019 on which the contribution is calculated was requested before 1 May. The contribution invoice will not be sent before the general assembly. This gives the board time to see what the Covid-19 crisis has meant for contributions.
5	ABU	NL	Policies & communication from national federations	The ABU launched the #ABUmetElkaar campaign to share stories of how the sector in the Netherlands has coped with Covid-19.
6	ABU	NL	Action to mitigate the impact on workers and the PES	DOORZAAM, the bipartite fund of ABU and trade unions for the temporary agency work sector, developed a protocol for "[w]orking safely together for the agency work industry" clarifying the responsibilities for informing people and complying with Covid-19 instructions. The protocol was disseminated through flyers and a YouTube video, and is available in several languages.
7	ABU	NL	Action to mitigate the impact on	DOORZAAM, the bipartite fund of ABU and trade unions for the temporary agency work sector, produced a free toolkit to help agency workers who were struggling financially during the Covid-

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
			workers and the PES	19 crisis, including an information package, coaching sessions and a digital course to improve their income-management skills.
8	ASEMPLEO	ES	Policies & communication from national federations	Following some royal decrees that established measures to address the situation related to the employment sector in general and some to temporary work in particular, ASEMPLEO carried out further actions to inform the members and communicate with the Spanish press about the impact on the industry.
9	ASEMPLEO	ES	Policies & communication from national federations	The president of ASEMPLEO issued a release to explain the impacts of Covid-19 on temporary work agencies and shared his support during this crisis. There are two important points: - There are sectors requesting temporary agency workers either to reinforce sectors with greater demand (logistics, health, cleaning, telephone services, IT, etc.) or to replace sick workers. - ASEMPLEO and its members are working in close collaboration with the competent authorities and social agents to act responsibly and guarantee the health and safety of the workforce they manage and to provide their user companies with the labour flexibility they need at this time.
10	Assolavoro	IT	Action to mitigate the impact on workers and the PES	Assolavoro and the trade unions Nidil Cgil, Felsa Cisl and UilTemp signed, on 6 March 2020, an agreement to protect the continuity of employment and pay of workers involved in the Covid-19 emergency. It made available €1 million and other extraordinary measures. The measures provided for in this agreement applied from 23 February 2020 to 30 April 2020. Initially, the measures were intended for both agency workers employed in production units located in the so-called red and yellow areas and workers who are resident or domiciled in the same areas. Following the publication of the Presidential Decree of 9 March 2020, some measures were extended to the entire national territory (i.e. Arts 2 & 3) and the time limits laid down in the national collective agreement for the submission of applications for access to services were for a period of 30 days from the date of implementation.
11	Assolavoro	IT	Guidance for federation members	A set of frequently asked questions related to the Covid-19 emergency (versions 1.0 and 2.0) about work values is accessible. It contains answers on the following topics as well as templates: - safeguards for workers in administration; - safeguards for direct workers; - other frequently asked questions about Covid-19; - a template letter for requesting the application of Art. 2.3 of the agreement – the "simplified procedure" to safeguard the employment and income continuity of the workers in administration suspended from their work, or reduced to part-time work, for reasons directly or indirectly related to the effects of the Covid-19 emergency; and - a template letter for requesting a meeting for the application of Art. 3.3 of the agreement – in order to safeguard the employment and income continuity of the temporary agency workers suspended from their work, or reduced to part-time, for reasons directly or indirectly related to

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
				the effects of the Covid-19 emergency; and - a template letter for sending a request to the Management and Control Committee of the Solidarity Fund.
12	Assolavoro	IT	Policies & communication from national federations	Following a ministerial decree, temporary employment agency activities are included in the government's measure that lists essential activities that can remain open during the Covid-19 emergency (Code ATECO 78.2), 24 March 2020.
13	Assolavoro	IT	Action to mitigate the impact on workers and the PES	With the cooperation of the social partners Assolavoro, Nidil Cgil, Felsa Cisl and UilTemp and with the commitment of employment agencies, agency workers have been covered by social safety net provisions in areas such as health care, childcare and working conditions.
14	Assolavoro	IT	Policies & communication from national federations	Assolavoro published a position paper with eight proposals to 'restart' Italy after the Covid-19 crisis.
15	BAP	DE	Guidance for federation members	Information was provided on a government programme to extend a short-time working scheme, including for temporary agency workers. In Germany, starting 1 March, 2020 access to the short-time working schemes was granted to employment agencies as well.
16	Dansk Erhverv	DK	Action to mitigate the impact on workers and the PES	Dansk Erhverv has been recommending assistance measures to meet the financial challenges companies face. Below is an overview of the measures that have been adopted and implemented by the Danish government in the form of legislative proposals and political agreements: - temporary compensation for companies' fixed expenses and a compensation scheme that benefits the self-employed and freelancers; - temporary salary compensation for employees in the private labour market; - measures improving the liquidity of small and medium-sized enterprises; - a tripartite agreement on temporary wage compensation for employees in the private labour market; - two new guarantee schemes for large as well as small and medium-sized enterprises, sickness benefit reimbursement and flexible distribution of work; - temporary postponement of payment deadlines for VAT, AM contributions and A tax; - compensation for event organisers and the development of a government and corporate corona unit. Two other initiatives are notable: - emergency care for parents who cannot work remotely; and

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
				- suspension of driving/rest periods as well as environmental and noise zones, so that goods can be delivered to the shops to the extent necessary.
17	Dansk Erhverv	DK	Guidance for federation members	There is a dedicated tab on the website with answers to practical and legal questions related to the Covid-19 management. Dansk Erhverv is updating a set of frequently asked questions from its members regarding the handling of Covid-19 in relation to employees and employment issues. The page is continually updated and answers questions/categories such as the ones listed below can be found: - What is the tripartite wage compensation agreement of 15 March? - Risk of sickness – what does the law entail? - Work environment – rules on working from home. Dansk Erhverv is also offering the possibility for its members to join webinars on employment and staffing issues. The latest webinar streaming (in Danish) is accessible to everyone afterwards.
18	Dansk Erhverv	DK	Policies & communication from national federations	Dansk Erhverv is running an ad campaign this summer in print media and on digital channels, targeting user companies. The main message is "[w]e help Denmark safely back on track", arguing that staffing is the safe economic choice in times of uncertainty and giving five good reasons for user companies to hire temps.
19	Federgon	BE	Guidance for federation members	Federgon has put in place several communication tools to inform its members on all the important decisions taken by the government and all other relevant stakeholders: - a special Covid-19 section on its extranet; - a set of frequently asked questions updated on a daily basis, covering several categories of questions (general employment & health-related information; relief measures for businesses in trouble; social security for (agency) workers; cross-border workers; agency workers (including occupational health & safety); project sourcing; outplacement; services for individuals (titre-service); direct recruitment); and - Zoom meetings and webinars.
20	Federgon	BE	Policies & communication from national federations	For communicating with external stakeholders, Federgon has newsletters stressing the importance of safe working conditions and outlining how its members can help other companies/sectors. Federgon has also collected testimonials and best practices from members, emphasising the added value of the industry and how its members contribute or are continuing their business during this crisis.
21	Kompetens-foretagen (Almega)	SE	Guidance for federation members	This dedicated Covid-19 resource website has a tab providing an overview of all the latest updates and information about coronavirus management.

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
22	Kompetens-foretagen (Almega)	SE	Action to mitigate the impact on workers and the PES	Almega has had contact with the Swedish government with proposals that would ease the situation for the service sector. Below is the list of benefits for workers and companies the federation has been able to achieve: - reduced costs for sick leave; - short-time work (companies can reduce hours up to 60% of working time); - loans to affected companies; and - deferred taxes – employers get a one-year delay with three months of payments of employer contributions, preliminary tax and VAT.
23	Kompetens-foretagen (Almega)	SE	Guidance for federation members	Almega is updating a set of frequently asked questions (accessible for members only). The members can receive support from lawyers who analyse the new temporary measures from the government.
24	NHO	NO	Action to mitigate the impact on workers and the PES	NHO was able to achieve a loosening of physical identity check requirements to suit remote working.
25	NHO	NO	Guidance for federation members	Næringslivets Hovedorganisasjon (NHO) is updating a set of frequently asked questions for members from NHOSH's lawyers. It contains answers on the following questions (a non-exhaustive list): - layoffs; - sickness; - travel advice and quarantine; - working time; - if kindergartens/schools close due to 'corona measures'; - critical social features; and - taxes and fees. The FAQs are accessible to all visitors, however templates, guidelines and other downloadable documents are accessible solely to NHO's members.
26	NHO	NO	Policies & communication from national federations	NHOSH listed some corona-related demands for the authorities. The status of the demands are regularly updated. Some of the demands are listed below: - remove employers' pay obligations during layoffs; - eliminate/reduce the employer period for the payment of sick pay related to coronavirus; - be more flexible regarding working time – increase overtime and shorten rest periods; - infection measures should be nationally coordinated; and - cut the interest rate to support demand.

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
27	NRF	IE	Action to mitigate the impact on workers and the PES	The NRF is coordinating with the Irish Government to connect urgent demand for labour in public institutions to staffing firms that have workers ready to get to work.
28	NRF	IE	Action to mitigate the impact on workers and the PES	The NRF has set up a hub to connect its members with demand for labour to members with excess workers. This seeks to promote labour matching and quicker reallocation of workers from sectors with excess of redundancies to sectors in urgent need of workers.
29	NRF	IE	Guidance for federation members	The NRF has a public resource site that serves as a hub and connects to relevant (industry, government and other third-party) info on the following topics: - general Covid-19 updates; - financial support; - business & contingency planning; - legal; - working from home; - training; and - well-being.
30	Österreichs Personal-dienstleister	AT	Guidance for federation members	The ÖPD is organising weekly webinars for its members in cooperation with an Austrian law firm on the legal implications of Covid-19 for temporary agency work and to share information on government support programmes, such as short-time working schemes.
31	Polskie Forum HR	PL	Guidance for federation members	The Polskie Forum HR website published a statement on Covid-19.
32	Polskie Forum HR	PL	Action to mitigate the impact on workers and the PES	The Polskie Forum HR sent a letter to the Ministry of the Family of Labor and Social Policy regarding interpretation doubts surrounding the Act of 31 March 2020, which amended the Act on specific solutions related to the prevention, counteracting and combating of Covid-19, other infectious diseases and the resulting crisis situations, along with some other laws.
33	Polskie Forum HR	PL	Action to mitigate the impact on workers and the PES	The Polskie Forum HR was invited to participate in expert groups established by the government to work on health and safety protocols.
34	Prism'emploi	FR	Policies & communication from national federations	Recommendations for users on how to communicate to the media about different initiatives that concern agency workers have been developed by the federation. Prism'emploi identified some potentially sensitive questions and suggested answers to users if they are interviewed by the press.

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
35	Prism'emploi	FR	Guidance for federation members	The industry is mobilised to ensure that Prism'emploi members are well informed and supported and that the interests of agency work and recruitment activities are included in any relevant support packages implemented by the French government. A crisis organisation has been put in place with daily board meetings to collect information, share the analysis of the situation, evaluate government measures, define the sector's needs and define the PR strategy towards public authorities. Key targets are as follows: - **Target 1.** Public authorities, with three guidelines i) ensure members have access to short-time working schemes, adapted to temporary agency workconditions, especially for CDII (i.e. agency work open-ended contracts) – for the first time ever; ii) simplify and digitalise off-site work authorisation; iii) secure companies' cash with a government and bank support plan; - **Target 2.** Provide members with clear information on the process, useful tips on how to cope with threats and risks; - **Target 3.** Provide agency workers with information on health and sanitary best practices; and - **Target 4.** Media and general public – issue a press release on how agency work companies are being impacted. In terms of **activities and means**, Prism'emploi has implemented the following: - day-to-day work relationships between the French administration (DGEFP, DGT, Eco/Finance & home affairs ministries) and Prism'emploi; - online FAQs, with daily updates for members; -thematic news bulletins sent from the website (Dépêches 18 to 26); - a phone hotline has turned into a mail-box hotline. The flow is 120 to 150 per day. At Prism'emploi, five legal experts answer 20 to 25 members per day and write technical notes to be sent to public authorities; - website publication, social networks; and - a press release issued on 19 March. FASTT (social assistance for agency workers) activity is 70% down, especially for services pertaining to childcare, transport and housing, related to the mission. Medical leaves are increasing, work-related accidents are down. Websites are less visited (-42%), except the website Sante-securite-interim.fr (+37%) (requests on withdrawal rights, sick leave and so on).
36	Prism'emploi	FR	Guidance for federation members	Implementing remote, online health checks: In the midst of coronavirus news, many agency workers are asking questions about their health situation. And given the overload of city doctors and emergency services, it is not easy to get answers. For any health issue, agency workers benefit from a medical teleconsultation service.

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
				This service, implemented by Medaviz, is supported and funded by the FASTT (the French sectoral bipartite social fund). Teleconsultation is the possibility for agency workers to benefit from the advice of a health expert (a general practitioner, but also specialists) 7 days a week and 24 hours a day. A video conferencing system is available to facilitate exchanges with a doctor. Following the exchange, the doctor can make a diagnosis and get a prescription for the purchase of medication if necessary. With its wide time range, Medaviz is particularly suitable for agency workers. If an agency worker has been injured on a night shift, on weekends or on a public holiday, the worker can contact Medaviz to be put in touch with a doctor in less than 3 minutes instead of waiting until a Monday. FASTT fully supports the cost of accessing the service.
37	Prism'emploi	FR	Action to mitigate the impact on workers and the PES	Since 29 April 2020, Prism'emploi has been an institutional partner of the platform "MobilisationEmploi", launched on 2 April 2020, on the initiative of the government and Pôle Emploi (the French governmental agency). Prism'emploi invites temporary employment agencies to submit on the platform job offers that fall within the high-demand sectors (health, agriculture, transport, energy, etc.).
38	Prism'emploi	FR	Action to mitigate the impact on workers and the PES	On 29 April 2020, the French sectoral social partners (including Prism'emploi representing temporary work agencies) adopted **bipartite decisions** to strengthen the information and oversight of health & safety procedures for agency workers in order to guarantee their safety. This decision recommends the use of the **government's dedicated factsheet** describing the roles and responsibilities of the temporary work agency, the user company and the agency worker in preventing Covid-19 related risks.
39	Prism'emploi	FR	Action to mitigate the impact on workers and the PES	Through social dialogue, Prism'emploi secured additional training and social protection benefits for agency workers.
40	REC	UK	Action to mitigate the impact on workers and the PES	The REC prepared a template letter for members to confirm that their temporary workers are considered a 'key worker'.
41	REC	UK	Action to mitigate the impact on workers and the PES	"Time to protect jobs" is the REC's campaign to call on the UK government to prioritise the issues that matter most to the recruitment sector to get out of the crisis.

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
42	REC	UK	Guidance for federation members	The REC developed a specific legal guidance document for its members that is regularly updated based on questions received through the REC Legal Helpline.
43	REC	UK	Guidance for federation members	The REC is producing several update/guidance/legal advice documents to inform its members on the latest government measures: - legal update on the Coronavirus Bill, 'furloughed' workers and Disclosure and Barring Service checks; - education-specific guidance; - summary of the Coronavirus Bill; - presentation on the government's support package; - guide to statutory sick pay; and - legal advice on statutory sick pay.
44	REC	UK	Policies & communication from national federations	The REC has implemented several communication tools to inform its members about the Covid-19 outbreak and its impacts on the recruitment sector in the UK: - a dedicated hub on a website (breaking down resources around the government's response, support to business and sector-specific information – education & health care); - webinars; - podcast channel; and - a blog series.
45	REC	UK	Guidance for federation members	The REC developed a specific factsheet for the health & social care sector with information on REC's partnership with the National Health Service, visas, work checks, sick pay, etc.
46	REC	UK	Action to mitigate the impact on workers and the PES	The REC issued a manifesto "Backing the NHS and care sector at a time of crisis" to ensure that all health care workers are provided with equal access to personal protective equipment and Covid-19 testing kits and to set out how government can work with the recruitment industry to staff this essential sector of health and social care.
47	REC	UK	Guidance for federation members	The REC produced a digital guide for recruiters, curating the essential lessons from over 35 hours of webinars and podcasts they have run during the Covid-19 crisis. The guide covers the following topics: - the state of the labour market; - business strategy and management; - people, workplace and performance; and - recovery and the new normal.
48	swissstaffing	CH	Action to mitigate the impact on	The swissstaffing federation has implemented an e-signature to easily conclude labour contracts.

No.	NATIONAL FEDERATION	COUNTRY	TYPE OF PRACTICE	SHORT DESCRIPTION
			workers and the PES	
49	swissstaffing	CH	Guidance for federation members	The swissstaffing federation has launched a newsletter sent out to their members on a weekly basis. This newsletter gives members new information that is important for stakeholders in the industry to be aware of, including: - the federation's policy regarding membership fees in the current situation; - the federation's work policy in the current situation (i.e. home office, availability of hotlines); - legal updates and contact information to inform members of the latest developments; and - advocacy activities of the federation during the crisis (i.e. lobbying for short-time work schemes for agency workers, the availability of state funds to support private employment agencies). Besides the newsletter, swissstaffing has circulated an information leaflet to members, which is updated on a regular basis and informs members of developments in the coronavirus situation and offers legal information. The swissstaffing federation further offers the possibility to join special webcasts online.
50	swissstaffing	CH	Policies & communication from national federations	In its Swiss Staffingindex of April 2019, in addition to its latest data on the impact of the Covid-19 crisis on the Swiss market for temporary agency work, swissstaffing included 'crisis stories' collected from its members to demonstrate how the staff leasing industry in Switzerland is adapting to the crisis.