CORPORATE DIGITAL RESPONSIBILITY AT WORK

How do we transform work responsibly in face of digitalisation?

SUSTAINABLE WORKFORCE TRANSITIONS

How do we support people transit between changing occupations?

CSR EUROPE’S COMMUNITY OF PRACTICES ON THE FUTURE OF WORK
CORPORATE DIGITAL RESPONSIBILITY CHALLENGE FOR WORK

CHALLENGE:
In times of rapid technological developments, how to transform your workplace responsibly?

OBJECTIVE:
Realise a future of work whereby every person can:

1. Develop and share their talent
2. Be strongly engaged in their tasks
3. Produce meaningful work for the society at large
## CSR EUROPE’S FRAMEWORK ON CORPORATE DIGITAL RESPONSIBILITY

<table>
<thead>
<tr>
<th>Area</th>
<th>Changes in workplace</th>
<th>Responsibility dimensions</th>
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</thead>
<tbody>
<tr>
<td><strong>Digitalisation</strong></td>
<td><em>Ensuring work-life balance and health</em></td>
<td><em>Digital adoption</em>: Acceptable and responsible technology adoption rate</td>
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<td>Flexible work locations/times</td>
<td><em>Digital well-being</em>: Work-life balance and health in digital world</td>
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<td></td>
<td>Virtual teams &amp; online platforms</td>
<td><em>Digital inclusion</em>: Access to digital by different groups (diversity, age etc.)</td>
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<td>Agile &amp; democratic teams</td>
<td><em>Digital capacity</em>: Equip employees with right set of skills and mindset</td>
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<td>Output focus &amp; customization</td>
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<td><strong>Data</strong></td>
<td><em>Increasing employee engagement &amp; social good</em></td>
<td><em>Transparency</em>: Disclose to employees how data is collected &amp; used</td>
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<td></td>
<td>New raw data <em>(what)</em></td>
<td><em>Privacy</em>: Allow employees to have better control of their data</td>
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<td>New collection ways <em>(how)</em></td>
<td><em>Empowerment</em>: Ensure data usage supports employees in their work</td>
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<td></td>
<td>New collection points <em>(where)</em></td>
<td><em>Inclusion</em>: Use data to improve social outcomes at the workplace</td>
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<td></td>
<td>New insights <em>(why)</em></td>
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<td><strong>Automation &amp; AI</strong></td>
<td><em>Keeping people at the centre of business transformation</em></td>
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<td>Changing business forecast</td>
<td><em>Augmentation strategies</em>: Unleash untapped human potential</td>
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<td>Automation of routine tasks</td>
<td><em>Workforce transitions</em>: Support workers’ transition to new jobs/tasks</td>
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<td></td>
<td>New skills &amp; occupations</td>
<td><em>Human-machine collaboration</em>: Upgrade employees to co-work with AI etc.</td>
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We can support your Corporate Digital Responsibility journey by identifying key challenges and opportunities as well as building your future capacity on responsible transformation through peer learning and expert input.

**Steps to take**

1. Benchmark your readiness on Corporate Digital Responsibility
2. Identify techno socio-economic risks for your growth
3. Define your future strategy on Corporate Digital Responsibility

**Benefits**

1. Digitalisation: Equip employees with digital skills & mindset
2. Data: Build trust in people analytics to enhance performance
3. Automation & AI: Prepare ahead for reshuffling of jobs & tasks
1. CHALLENGE

2. IMPACT

3. RESPONSE

**ENGIE Mail Style**: Build on best practices to use the mail more wisely - when it is more adapted and effective to use the tool.

Measure: the use of messaging and smartphones, individually and collectively, to improve practices.

Infobesity contest: Reward people’s progress in infobesity and hyperconnection practices.
1. CHALLENGE

5,000 Crédit Mutuel branches received over 350,000 online inquiries a day, with volume growing at 23% a year.

- The bank needed to maintain quality of client relationships, while dealing with an ever-rising stream of customers and

2. SOLUTION

Crédit Mutuel found that a significant part of their activity was answering simple and repetitive questions.

- Crédit Mutuel turned to IBM to find a solution that could
- Speed up everyday processes to give client advisors more time to address complicated and nuanced problems.

3. BENEFIT

Watson addresses now 50% of the 350,000 daily emails received by the bank’s client advisors

- Client advisors could answer customer questions 60% faster
- Crédit Mutuel, AI does not replace humans, but allows employees to spend more time with their clients, increasing customer satisfaction
SUSTAINABLE WORKFORCE TRANSITIONS
SUPPORTING THE LONG-TERM EMPLOYABILITY OF EVERY INDIVIDUAL

FROM SHORT-TERM SOLUTION OF ‘FIRE & HIRE’

TO SUSTAINABLE WORKFORCE TRANSITIONS

Technological disruption

New occupations

Old occupations

Technological disruption

Redeploy to alternative positions inside company

e.g. support transition to suppliers / customers

HIRE

HIRE

HIRE
RISKS OF GOING DOWN THE ‘FIRE & HIRE’ ROAD

1. Lowered productivity with remaining staff
   - Reduced employee motivation
   - Higher level of stress & absences
   - Increased turnover

2. Difficulty for building new talent pipeline
   - Heavy reliance on labour markets’ supply of talent
   - Struggle to attract future talents (bad employer reputation)

3. Poor public image
   - Damaged PR relations with policy makers
   - Contribution to social unrest & populism
INVESTIGATION TO LAUNCH COMPANY LED PILOT ON WORKFORCE TRANSITIONS

Project Consortium

CSR Europe

Project Summary

- As digitalisation transforms occupations, vulnerable (low-skilled, low-paid employees) can be exposed to the risk of job loss.
- Against these changes, companies stand in a key position to upskill employees in line with newly created opportunities.
- CSR Europe and its national partners are planning to launch company led pilots to support the continuous work transitions of vulnerable workers.
- The project will investigate how transform the HR function in a sustainable fashion and support workers transition between changing occupations.

Pilot Action Focus

1. Forecasting of future professions
2. Ensuring training & development for all
3. Fostering functional mobility

Telecoms
Retail

Manufacturing
Food

Logistics
Retail

Manufacturing
Services

30 Companies
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2019 - 2020

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