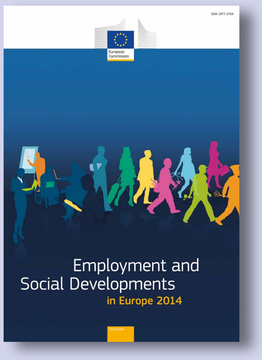
European Commission



The future of work in Europe:

Job quality and work organisation for smart, sustainable and inclusive growth

Job quality and work organisation are multi-dimensional and interrelated

- Dimensions of job quality
  - Socioeconomic security
  - Education and training
  - Working conditions
  - Work-life and gender balance
- Higher job quality and work organisation can improve labour market participation and productivity, e.g. through higher commitment, higher human capital development, increased effort and lower firms' costs (lower turnover, absenteeism, lower training costs, etc.)
- There are synergies between employers and employees viewpoints in terms of labour market outcomes

What can we observe?

- Strong country differences in job quality
- Different forms of work organisation exist within countries, across occupations and across countries:
  - Learning
  - Lean
  - Tayloristic
  - Simple
- Learning organisations are conducive to higher job security, higher levels of training, work-life balance and satisfaction with working conditions

Future challenges and opportunities

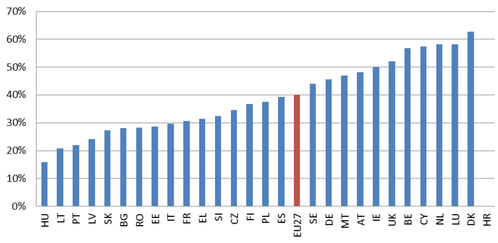
- Future changes in job quality and work organisation are driven by:
  - Technological innovation
  - Globalisation
  - Demographic change
  - Greening of the economy

... conditioned by labour market institutions

- They can lead to new markets, mitigate physical and psychosocial barriers to labour market participation and generate a larger choice of jobs
- but can also lead to skill and job erosion and increase job polarisation e.g. lower job security and poorer working conditions for low-medium skilled vs. high skilled
- Knowledge and creativity important in view of technology change

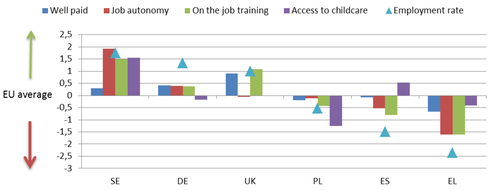
Some main findings

Chart 1: Am I well paid for the work I do?



Level and distribution of pay affect workers' standard of living and job satisfaction but also their effort and performance

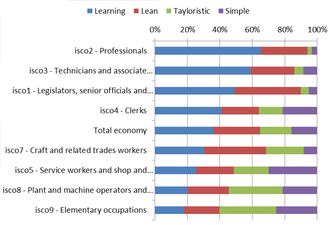
Chart 2: Multiple transmission channels



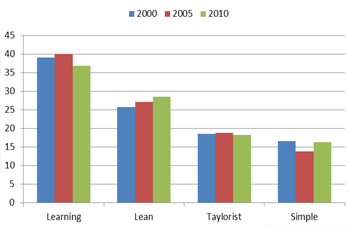
Data suggest that Member States with **better job quality** also have **higher employment rates**

Chart 3: Differences in work organisation

across occupations



over time



Policy implications

- Strengthen tools to anticipate risks linked to ongoing structural changes such as technological innovation, globalisation, greening and ageing
- Improve job profiling and job search assistance
- Invest in skills through participation in life-long learning and on-the-job training
- Address gender and age stereotyping, discrimination and stigmatisation and improve work-life balance
- Promote social dialogue and employee empowerment
- Complement technological innovation with workplace innovation through promoting exchange of experiences and developing social skills

Contact persons: Eric.Meyermans@ec.europa.eu, Bartek.Lessaer@ec.europa.eu, Teodora.Tchipeva@ec.europa.eu, Agnès Parent-Thirion, Milos Kankaras