

# Smart Work in five European Countries with low tradition in telework

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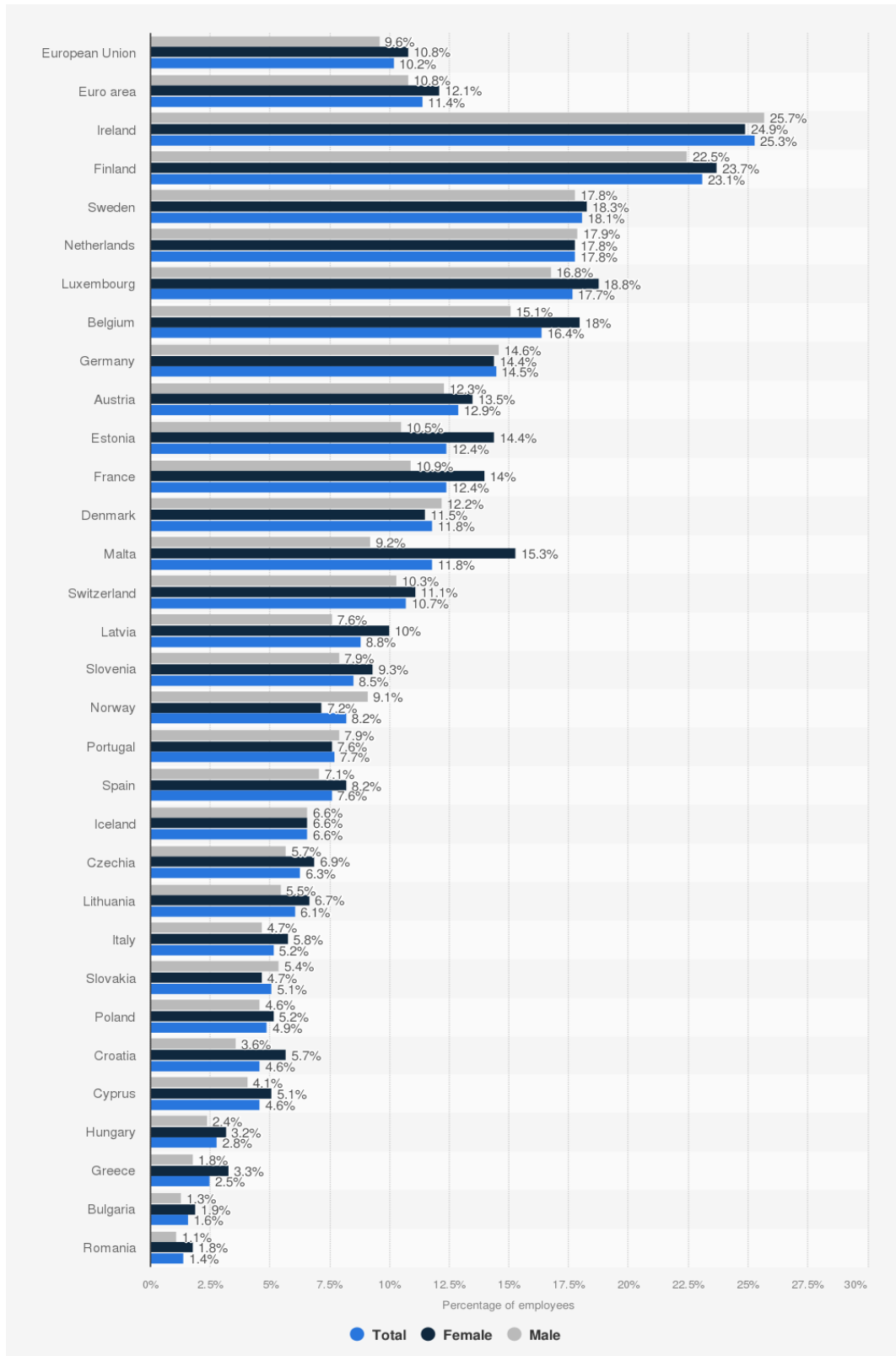
## Introduction

In recent years, telework has emerged as a transformative force in the European work landscape, reshaping the dynamics of labor and the organization of workplaces. The onset of the COVID-19 pandemic in 2020 marked a significant acceleration in the adoption of telework across the European Union, with estimates indicating that nearly 40% of the employed population commenced full-time teleworking as a response to the pandemic's challenges (Eurofound, 2020).

Telework uptake across European Union countries exhibits significant variation, as shown in Figure 1, reflecting diverse digital infrastructures, labor market characteristics, and cultural attitudes towards work. This disparity is not merely a matter of technological capability but also stems from differing national policies, labor laws, and the extent of collective bargaining agreements that influence telework adoption. For instance, countries with advanced digital infrastructure and a strong culture of flexible work arrangements have witnessed a higher uptake of telework. Conversely, telework adoption has been slower and more challenging in regions where traditional work practices are more deeply ingrained or digital capabilities are less developed. This uneven adoption across the EU underscores the complex interplay of economic, social, and technological factors that shape the telework landscape, leading to a mosaic of telework practices and policies throughout Europe.



**Figure 1. Percentage of employed people usually working from home in Europe 2022**



Source: Eurostat



Several EU member states have adopted new legislation or updated existing regulations on telework. This includes addressing important issues such as the right to request telework, health and safety standards, working time, compensation, and the right to disconnect (Eurofound, 2022). The rise of telework has also led to the development of collective agreements at company and sectoral levels, indicating the establishment of telework as a prevalent mode of work organization across various sectors in the EU (Vargas et al., 2021).

As telework continues to evolve and become an integral part of the EU's work landscape, it is essential for policymakers, employers, and workers to closely monitor these developments and address critical issues such as different telework arrangements, the right to disconnect, gender equality, work–life balance, and psychosocial risks (Vargas et al., 2021).

This report delves into the nuances of telework implementation in five specific EU countries –France, Italy, Greece, Slovenia, and Spain– against the backdrop of this broader European context. For each country, it includes information on telework implementation before and after the pandemic, data by industries and company characteristics, some information on the legislation applicable to telework until April 2022, and an overview of the country's telework capability in terms of citizens' digital skills, companies digitalization and other supporting developments such as training offered. We hope this report contributes to the ongoing discourse on the future of work in the European Union.

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## France

### 1. Telework Implementation

In France, according to DARES (The Directorate for Research, Studies and Statistics)<sup>1</sup> telework, particularly full weeks of telework, is becoming less common. Only 14% of employees teleworked every day of the week (3% of all employees, after 4% in June, 8% in May and 10% in April). As of the 31<sup>st</sup> of July 2022, 38% of employees worked in an infrastructure that didn't implement telework. This statistic is especially high in the smallest companies and decreases sharply according to the size of the company. In contrast, 22% of employees have been working in a company that allows at least one day of telework per week. These companies are more often large corporations. However, when a business implements a minimum number of required days of telework, it is most often a minimum of two days per week.

The proportion of teleworkers who telework between two and four days a week is increasing significantly: during December, 23% of employees teleworked at least one day, a slight increase (+2 points in one month). The proportion of teleworkers who work the whole week is stable (6%). The proportion of teleworkers who work between two and four days a week is increasing strongly (67% after 58% in November). In the week of 20<sup>th</sup> of December, employees who worked were less likely to be on-site than a month earlier (79%, down 4 points).

In more than half of the cases, companies find it difficult to implement telework, especially to combine on-site and remote work (31%). In other words, they accomplish successful hybrid work models.

Most companies consider that telework promotes autonomy and work-life balance. Additionally, most companies have understood that some of their employees would like to enhance the implementation of telework. One third of the companies think that a minority of employees would like to telework less. Thus, companies have reported difficulties encountered by their employees such as digital tools (38%), working comfort (33%), less support from colleagues (31%) or management (31%).

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<sup>1</sup> [Activité et conditions d'emploi de la main-d'œuvre pendant la crise sanitaire Covid-19 en décembre 2021 | DARES](#)



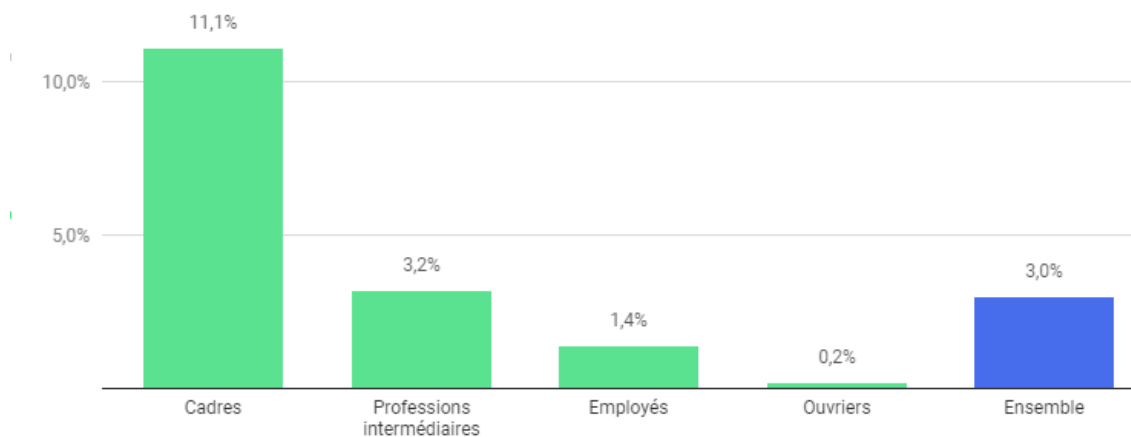


According to a study by INSEE and Dares on the telework of professional and managerial staff<sup>2</sup>, managers who telework two or more days a week work an average of 43.0 hours a week, compared to 42.4 hours for non-teleworkers. These teleworkers are twice as likely to report working more than 50 hours per week as non-teleworkers. Their working hours are also more atypical (working after 8 pm or on Saturdays) and less predictable which makes it conflicting with legal frameworks.

In the official statistics (before the strikes of 2019 and the two confinements of 2020), the practice of telework was very limited and less democratized in France. In 2017, 3% of employees declared that they teleworked at least one day a week. Of these teleworkers, 45% teleworked one day a week, 26% two days a week and 29% three days a week.

### Un cadre sur dix est en télétravail au moins une fois par semaine

% de salariés déclarant pratiquer le télétravail régulièrement



Champ : France (hors Mayotte), tous salariés.

Graphique: Vie-publique.fr / DILA • Source: Dares-DGT-DGAFF, enquête Sumer 2017. • [Récupérer les données](#) • [Créé avec Datawrapper](#)

Note: The graph title “ One in ten managers telework at least once a week”<sup>3</sup>, displays the different percentages related to the employees who say they telework regularly. From the far left to right, managers 11,1%, intermediate professions 3,2%, employees 1,4%, manual workers 0,2% and an overall of 3,0%.

Although it is still too early to propose exhaustive analyses of telework in the context of Covid-19, Dares launched in March 2020 a study on the activity and employment conditions of the workforce during the health crisis Covid-19, the analysis is still ongoing, and follows month by month the indicators related to the activity and employment conditions. This study concerns companies with more than 10 employees in the non-agricultural sectors.

<sup>2</sup> [Le télétravail permet-il d'améliorer les conditions de travail des cadres ? | Insee](#)

<sup>3</sup> <https://www.vie-publique.fr/eclairage/273876-quel-developpement-pour-le-teletravail>



Despite the recognition of a right to telework by the 2017 ordinance, the profile of certain jobs prevents the implementation of telework. The Dares study<sup>4</sup> "Which employees are concerned by telework?" shows that it is mainly managers who can telework. In 2017, 61% of teleworkers were managers.

## Les métiers où le télétravail est le plus développé

En % des salariés

Famille professionnelle	Télétravail régulier
Cadres commerciaux et technico-commerciaux	16,2%
Ingénieurs de l'informatique	13,9%
Attachés commerciaux et représentants	12,7%
Enseignants	12,2%
Cadres des transports, de la logistique et navigants de l'aviation	9,4%
Professionnels de la communication et de l'information	9%
Cadres des services administratifs, comptables et financiers	7,9%
Techniciens de l'informatique	7,5%
Personnels d'études et de recherche	7,3%
Cadres du bâtiment et des travaux publics.	6,9%
Ingénieurs et cadres techniques de l'industrie	6,5%
Cadres de la banque et des assurances	6,3%

Note: The table "The professional areas where telework is most developed"<sup>5</sup>, based on the percentage of employees. On the left side of the table, you can distinguish the different professional branches (from top to bottom: commercial and technical sales executives, computer engineers, sales representatives and agents, teachers, transport, logistics and aviation executives, communication and information professionals, administrative, accounting and financial services executives, computer technicians, study and research personnel, construction and

<sup>4</sup> [Quels sont les salariés concernés par le télétravail ? | Dares \(travail-emploi.gouv.fr\)](https://www.dares.fr/travail-emploi/2017/10/2017-09-14-les-salaries-concernes-par-le-teletravail)

<sup>5</sup> <https://www.vie-publique.fr/eclairage/273876-quel-developpement-pour-le-teletravail>



public works executives, industrial engineers and technical executives, banking and insurance executives), and their percentage of regular teleworking).

## 2. Legislation

In France, the definition of telework has significantly evolved since the 1980s. In the early 1980s, the Institut de l'Audiovisuel et des Relecommunications en Europe (IDATE)<sup>6</sup>, **defined telework as "work carried out by a delocalised entity, i.e. separated from its establishment, and whose activity requires the intensive use of telecommunication means"**.

In the IDATE report "Le télétravail en France, situation actuelle, perspectives de développement et aspects juridiques" (Telework in France, current situation, development prospects and legal aspects) submitted to the Prime Minister in 1993, Thierry Breton defined it as "a method of organizing or carrying out work carried out on a regular basis by a natural person under the following conditions:

- on the one hand, this work is carried out at a distance, i.e. outside the immediate vicinity of the place where the result of this work is expected; without any physical possibility for the client to supervise the performance of the service by the teleworker;

- on the other hand, this work is carried out by means of computer and/or telecommunication tools, including by means of computerized systems for remote communication: of data useful for carrying out the work requested and/or of the work carried out or in progress.

Thus, it is with the law on simplifying the law and reducing administrative procedures, known as the "**Warsmann Law**" of 2012<sup>7</sup>, that the notion is introduced into the **labor Code in Article L1222-9**<sup>8</sup>. According to the law, "telework refers to any form of work organization in which work that could also have been carried out on the employer's premises is carried out by an employee away from these premises, on a regular and voluntary basis, using information and communication technologies within the framework of an employment contract or an amendment to it." **The law sets out two major principles:**

- **The teleworker is an employee in their own right.**

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<sup>6</sup> [Avis relatif à l'extension d'un accord national interprofessionnel relatif à la mise en œuvre réussie du télétravail - Légifrance \(legifrance.gouv.fr\)](#)

<sup>7</sup> [LOI n° 2012-387 du 22 mars 2012 relative à la simplification du droit et à l'allégement des démarches administratives \(1\) - Légifrance \(legifrance.gouv.fr\)](#)

<sup>8</sup> [Ordonnance prévisibilité et la sécurisation des relations du travail, lo | Vie publique.fr \(vie-publique.fr\)](#)



**- Telework is based on voluntary work, and refusal to telework does not lead to a breach of the employment contract.**

However, **the law provides that in exceptional circumstances** (e.g. the threat of an epidemic) or in cases of “force majeure,” the implementation of telework may be considered as an adjustment of the workstation made necessary to allow the continuity of the company's activity and to guarantee the protection of employees. In these circumstances, the employee cannot refuse to telework.

The legal order of the 22<sup>nd</sup> of September 2017 established the law to strengthen social dialogue (law no. 2018-217 of 29 March 2018) and law no. 2018-771 of the 5<sup>th</sup> of September 2018, the freedom to choose one's professional future, changing the conditions for the use of telework. Thus, suppressing the expression "on a regular basis", consequently putting an end to the distinction between regular and occasional telework. The following are the amendments;

**- The obligation of a rider to the employment contract has been abolished, the implementation of telework can be formalized by a collective agreement or by a charter drawn up by the employer.**

**- Recognition as an "accident at work" of any accident occurring during telework hours.**

The legal order also recognizes a "right to telework". The employer must give reasons for any refusal of telework requested by an employee.

The National Interprofessional Agreement (ANI) written on the 26<sup>th</sup> of November 2020, for the successful implementation of telework was signed by three employers' organizations (U2P, CPME and MEDEF) and four employees' unions (CFE-CGC, CFTC, FO, CFDT, refusal of CGT). In sum, the agreement reaffirmed the main principles of telework defined in the 2005 agreement: bi- voluntarism, reversibility, social dialogue, compensation, etc. but its novelty is that it insists on making telework a real -project.

It also highlights all the potential benefits of telework for the attractiveness of the company.

This point is important because it is directly linked to the correlation between telework and the potential increase in the quality of life.

The text has not yet been extended, for the moment its provisions only apply to companies that are members of one of the signatory employers' organizations. It was negotiated in the context of a major health crisis, that of COVID-19, which highlighted the advantages of this mode of work organization.

The aim of the ANI is to specify the framework for the deployment of telework without revising the legal bases. Its main objectives are to promote the following:

- The integration of telework in the functioning of the company (internal social cohesion, attractiveness).



- Its implementation (legal basis, theme of dialogue with employees and/or their representatives, conditions of access)
- Its organization (maintenance of the subordination link, control of working time, right to disconnect, professional expenses and digital tools, work accident).
- Support for employees and managers (training, special situations, equality between men and women)
- The preservation of the working relationship with the employee (social link, preventing isolation).
- The continuity of local social dialogue (trade union rights, staff representation).
- Its implementation in the event of exceptional circumstances or “force majeure”.

### 3. Teleworking capacity

Regarding **the digital skills of the country's citizens**, digital technology is **now increasingly present in the lives of French people and is spreading**. The phenomenon can be observed through the **increasing equipment rates**, uses are developing, and the general level of skills is improving. However, **13 million French citizens are still far from the digital world**: they do not use the Internet or use it very little and feel they have difficulty with its uses. In 2017, 13% of the population aged over 18 had never connected to the Internet, i.e. 6.7 million French citizens, 14% of them had already used the Internet before giving up, mainly due to lack of interest and lack of skills. In addition, there are more than 7 million remote Internet users, who have a low level of digital skills and feel uncomfortable using the Internet. Almost a third of them do not have an e-mail address or an account on a social network, and three quarters do not do their administrative procedures online.

**The digitization of society, and the adoption of digital tools by a very large majority of French citizens imply learning and regularly updating knowledge**. Today, 54% of French adults have acquired digital skills on their own, and while 41% of people on low incomes have never learned to use digital tools, 48% want to be trained. Those who present themselves as the least adept at using a computer are also the most resistant to such training. They consider themselves as not ready to adopt new technologies and will therefore need to be accompanied: the unqualified (57%) and the oldest (59% of those aged 70 and over). 33% of French people think that personal or group support in a dedicated place, other than the workplace, is the most appropriate way to comprehend digital technology better.

For a quarter of them, friends and family should be given priority, and 23% are in favor of training in the workplace. The need to support those who have difficulty with digital technology is now essential to guarantee access to rights, the appropriation of digital potential



by all and the full exercise of citizenship, while preparing society for the technological developments of tomorrow.

Regarding, the digitization of businesses, only **43% of small and medium-sized enterprises consider the acceleration of their digital transformation to be an important issue**. The differences between sectors and regions remain limited. This consideration regarding the digital transformation within businesses is an issue as it appears last among managers' priorities, surveyed by Opinionway for Qonto, between March and April 2021. Business leaders will priorities the following initiatives over the digitization of their businesses:

- Increasing turnover (75%);
- Contributing to local economic dynamism (64%).
- Improving day-to-day management (64%);
- Improved accounting management (56%);
- Retention and recruitment of employees in the region (45%).

Studies have illustrated that the size of the company influences the result; the more employees the companies have, the more they are aware of the importance of digital technology for their company:

- Digitalisation is an important issue for over 70% of companies with 10 to 249 employees;
- This figure drops to 52% for companies with 1 to 9 employees;
- It plummets to 36% for companies with 0 employees.

The players involved in supporting digital transformation

When asked which actors are most likely to support them, business leaders cited

- 75% of them were regional institutions (CCI, local authorities, region, etc.);
- 70% cited specialized companies that offer digital solutions and services (online neobanks, accounting management tools, etc.);
- 70% are local business networks (hubs, business clubs, professional federations, etc.).

Our conclusion: these results support the strategy of France Num, a partnership initiative, positioned at the crossroads of these different players to support small businesses (as a priority), as well as medium-sized businesses, in their day-to-day digitalization projects.



## 4. Conclusions: To what extent is the country favorable to smart work

Despite mixed results, employees and managers see telework as a long-term option. Ultimately, 71% of managers and employees want to be able to have the possibility to telework post- pandemic.

If we exclude the core 30% who never want to telework, the rest opt for a hybrid model ranging from a few days a month to 2 or 3 days per week. This is the path that French companies seem to be taking, as they themselves see several advantages to the implementation of smart working. Indeed, by developing work overtime, they could in fact: make financial gains (real estate and travel costs in particular) up to 20%\*, reduce their carbon footprint, with less commuting and more targeted business travel, and improve their attractiveness to talents looking for more flexibility. Thus, the main challenges to implementing smart working in France remain particularly regarding management and performance. Monitor the risks of routines and de-socialization of employees, the focus of employees on high value-added activities, consider, for example strengthening RPA (Robotic Process Automation solutions, ensure cohesion and information sharing, organize effective work rituals, and develop activity reports.

Although, the studies previously mention this “French paradox”, while a small majority of VSEs understand the importance of digital technology, few of them see it as an opportunity and make a real effort to become digital, thus an obstacle to fully implementing smart working in France.

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## Greece

### 1. Telework implementation

#### **Before the pandemic, during the pandemic, and afterwards**

On December 2020, an anonymous online survey was carried out on teleworking and tele-education in Greece due to the COVID-19 pandemic. The data was collected from Greek citizens and citizens from other countries that live in Greece. The survey was carried out under the guidance and supervision of the Emeritus Professor Michalis Glambedakis with the participation of students at the Department of Biomedical Engineering of University of West Attica, Greece. The feedback from 5,693 online questionnaires was analyzed and the study was elaborated by Professor George Kouzilos and Antonis Glambedakis (Glampedakis M. *et al.*, 2021).

According to the main conclusions of this survey, **before** the COVID-19 pandemic:

- Only one in six (17%) Greeks had teleworking experience.
- Men had more teleworking experience (19%) than women (16%).
- The residents of small towns had more experience (22%) than both the residents of villages (19%) and large urban centers (16%).
- Highly-educated employees had more experience (23% PhD level) than the less-educated employees (15% elementary school level).
- People with disabilities had more experience (28%) than people with other health problems (14%) and much more than people without health issues (11%).
- The self-employed had more experience (24%) than other categories of professionals and employees (15% civil and private servants, 10% retirees).
- Civil servants and self-employed aged 36 to 65 years and private employees aged 18 to 35 years had the biggest experience in their sector (76% and 57% respectively).

**During** the pandemic, and **afterwards**:

- Almost one in two employees (46%) had to telework due to the pandemic.
- More women (49%) telework than men (41%).
- The residents of villages up to 500 residents telework the least (19%). The residents of large urban centers are the mostly teleworkers (47%).
- Highly-educated people telework more (59% PhD) than less-educated people (30% Middle high school).
- One in twelve (8%) people did not have the appropriate equipment to work remotely.



- Three in ten (31%) people found teleworking easy to very easy and almost four in ten (38%) found it difficult to impossible.
- The age group 36-65 years prefers to telework (38%) more than other ages; the age group >65 years follows (35%).

### Data by industries and by company size

From September 2021 to October 2021, the Hellenic Federation of Enterprises (SEV) conducted the "Business Pulse", an annual survey on the business environment in Greece via CATI (Computer Assisted Telephone Interview) and CAWI (Computer Assisted Web Interviewing) for companies operating in Greece. The survey of 2021 was tailored to the circumstances of the pandemic and focused on the challenges that emerge for the day after, both for business and public administration.

The sample size of the survey was: 610 companies (CATI = 500 WEB = 110).

The following questions regarding teleworking were examined. The results are shown in the corresponding graphs which are taken from the survey report ("Business Pulse" SEV, 2021):

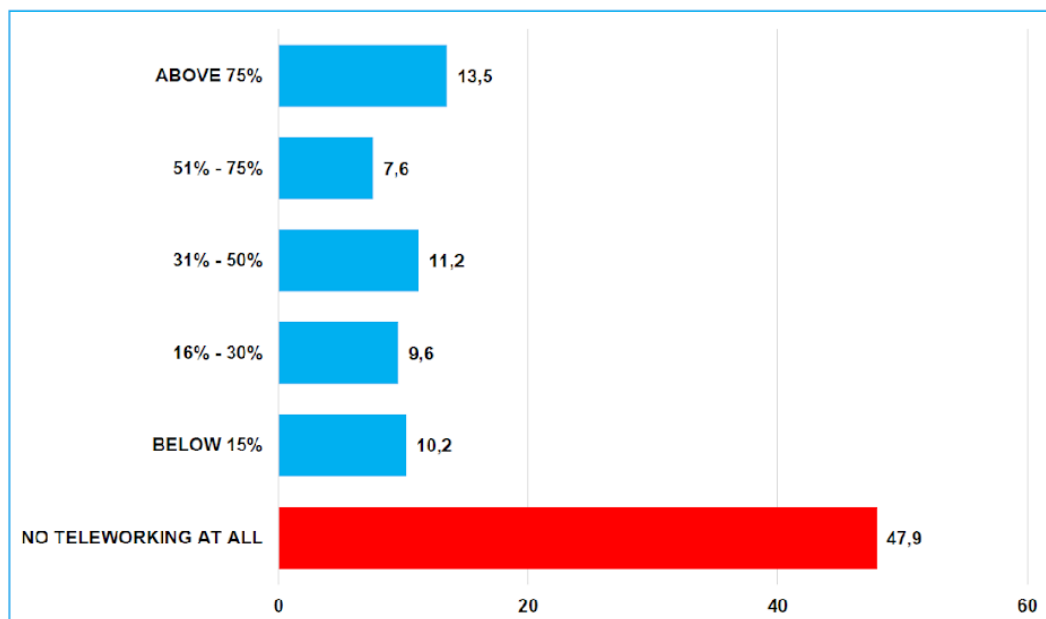


Figure 1: Teleworking adoption during 2021 (source: "Business Pulse" SEV, 2021). Question: To what extent on average (percentage of staff) was teleworking adopted in the year 2021 in your company?



Percentage of companies that did not adopt teleworking in the year 2021, per sector.

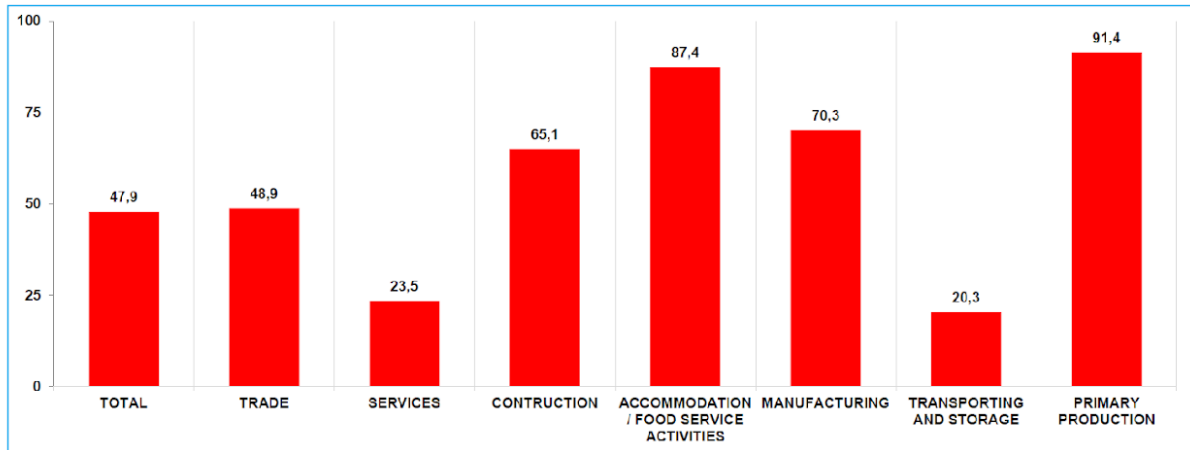


Figure 2: Teleworking adoption during 2021 - Sector Analysis  
(source: "Business Pulse" SEV, 2021)

- How do you assess the adoption of teleworking in your business in 2021?

Only companies that adopted teleworking (N=318) provided feedback in this question.

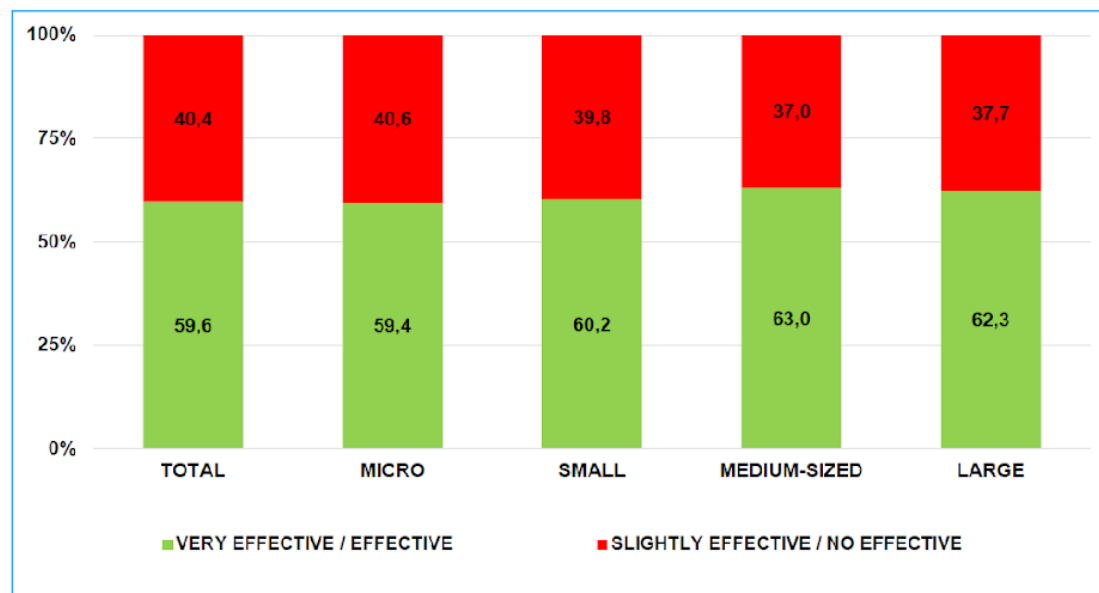


Figure 3: Teleworking effectiveness during 2021 per company size  
(source: "Business Pulse" SEV, 2021)

However, according to the feedback in the following question, teleworking is here to stay, with ~50% of businesses planning to adopt it regardless of the pandemic where it is appropriate (Figure 4).



**- In your company, are you considering maintaining the ability to telework regardless of the coronavirus pandemic crisis?**

Only companies that adopted teleworking (N=318) provided feedback on this question.

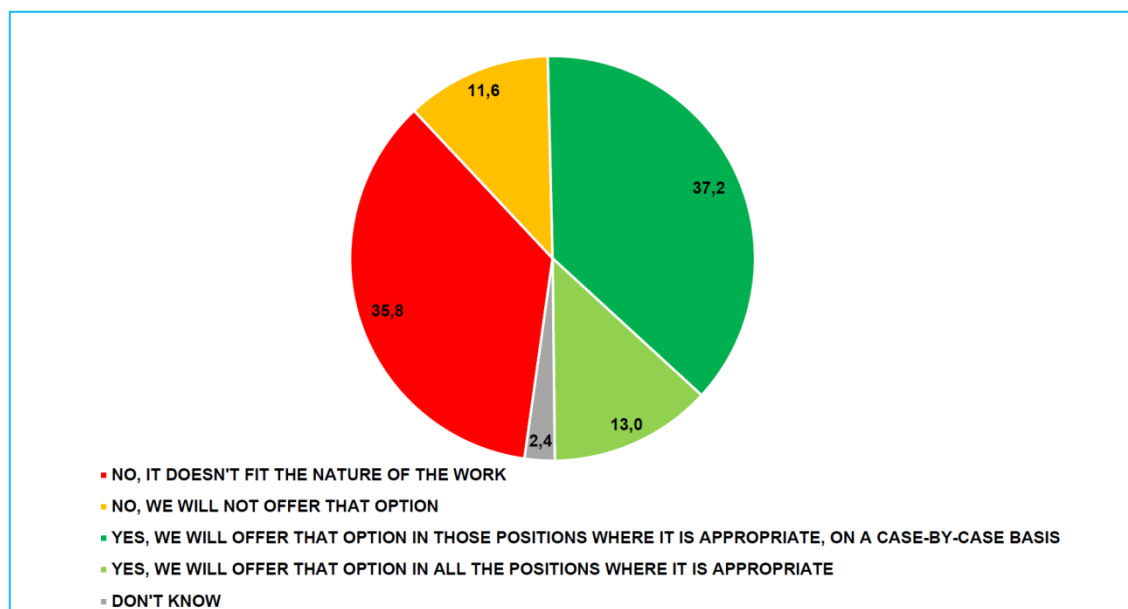


Figure 4: Future of teleworking (Source: "Business Pulse" SEV, 2021)

### Data by characteristics of the workers: age, gender, educational level, occupation

Remote work in Greece has significantly increased up to 2020. As stated in Eurostat, in the last 10 years, working from home has become more common among employed people in Greece. More specifically, in 2011, only 4.1% of employed people reported working sometimes or usually at home. From 2011 to 2020, this share reached 10.4% in 2020 (Table 4). It is worth noting that "*usually working at home*" means doing any productive work related to the current job for at least half of the days worked in a reference period of four weeks at home, and "*sometimes working at home*" means the same but for at least one hour in the reference period of four weeks (and less than half of the days worked).

Another key fact is that more women than men work (sometimes or usually) at home. However, in 2020, women working from home became relatively predominant: 12.6% of employed women sometimes or usually worked at home in 2020 against 8.8% of employed men (Table 3).

The following tables present the situation in Greece from 2011 to 2020 regarding teleworking and have been retrieved from Eurostat.



**Table 1:** Employed persons **usually working at home** as a percentage of the total employment, **by gender (%)** (online data code: LFSA\_EHOMP )

<b>Time frequency</b>	Annual		
<b>Unit of measure</b>	Percentage		
<b>Frequency</b>	<b>Usually</b>		
<b>Age class</b>	From 15 to 64 years		
<b>Activity and employment status</b>	Employed persons		
<b>Geopolitical entity (reporting)</b>	Greece		
<b>GENDER (Labels)</b>	<b>Total</b>	<b>Males</b>	<b>Females</b>
<b>TIME</b>			
<b>2011</b>	2,1	1,5	2,8
<b>2012</b>	2,1	1,5	3,0
<b>2013</b>	2,2	1,7	2,7
<b>2014</b>	2,7	2,4	3,1
<b>2015</b>	2,6	2,1	3,3
<b>2016</b>	2,6	2,2	3,1
<b>2017</b>	2,3	1,7	3,1
<b>2018</b>	2,0	1,7	2,6
<b>2019</b>	1,9	1,7	2,1
<b>2020</b>	7,0	5,5	9,1

**Table 1**



**Table 2:** Employed persons **sometimes working at home** as a percentage of the total employment, **by gender (%)** (online data code: LFSA\_EHOMP)

<b>Time frequency</b>	Annual		
<b>Unit of measure</b>	Percentage		
<b>Frequency</b>	<b>Sometimes</b>		
<b>Age class</b>	From 15 to 64 years		
<b>Activity and employment status</b>	Employed persons		
<b>Geopolitical entity (reporting)</b>	Greece		
<b>GENDER (Labels)</b>	<b>Total</b>	<b>Males</b>	<b>Females</b>
<b>TIME</b>			
<b>2011</b>	2,0	1,6	2,5
<b>2012</b>	2,7	2,2	3,3
<b>2013</b>	2,6	2,3	3,1
<b>2014</b>	2,5	2,3	2,8
<b>2015</b>	3,0	2,8	3,4
<b>2016</b>	3,4	3,3	3,6
<b>2017</b>	3,2	2,9	3,6
<b>2018</b>	3,1	2,8	3,5
<b>2019</b>	3,4	3,2	3,6
<b>2020</b>	3,4	3,3	3,5

**Table 2**



**Table 3:** Employed persons **sometimes or usually working at home** as a percentage of the total employment, **by gender (%)** (online data code: LFSA\_EHOMP)

<b>Time frequency</b>	Annual		
<b>Unit of measure</b>	Percentage		
<b>Frequency</b>	<b>Sometimes or Usually</b>		
<b>Age class</b>	From 15 to 64 years		
<b>Activity and employment status</b>	Employed persons		
<b>Geopolitical entity (reporting)</b>	Greece		
<b>GENDER (Labels)</b>	<b>Total</b>	<b>Males</b>	<b>Females</b>
<b>TIME</b>			
<b>2011</b>	4,1	3,1	5,3
<b>2012</b>	4,8	3,7	6,3
<b>2013</b>	4,8	4,	5,8
<b>2014</b>	5,2	4,7	5,9
<b>2015</b>	5,6	4,9	6,7
<b>2016</b>	6,	5,5	6,7
<b>2017</b>	5,5	4,6	6,7
<b>2018</b>	5,1	4,5	6,1
<b>2019</b>	5,3	4,9	5,7
<b>2020</b>	10,4	8,8	12,6

**Table 3**



**Table 4:** Employed persons **sometimes or usually working from home** as a percentage of the total employment, **by professional status (%)** in 2020.

<b>Time frequency</b>	Annual									
<b>Unit of measure</b>	Percentage									
<b>Gender</b>	Total									
<b>Frequency</b>	<b>Sometimes or Usually</b>									
<b>Age class</b>	From 15 to 64 years									
<b>Geopolitical entity (reporting)</b>	Greece									
<b>TIME</b>	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Working Status (Labels)</b>										
<b>Employed persons</b>	4,1	4,8	4,8	5,2	5,6	6,0	5,5	5,1	5,3	10,4
<b>Employees</b>	3,6	4,5	4,3	4,7	4,8	5,1	4,7	4,4	4,3	10,7
<b>Self-employed persons</b>	5,2	5,7	5,7	6,6	7,6	8,5	7,8	7,4	7,9	10,3

Table 4

### **Evidence on the acceptance of telework among different groups (especially distinguishing managers vs. workers) and according to the size of the company**

Ioannou C. et al., 2020, state that *"despite the absence of prior experience for the vast majority of Greek companies and employees, adaptation to telework arrangements has been relatively smooth and the overall experience is considered as positive by both employees and employers"*. More specifically, 73% of companies have adapted immediately, and 67% find telework quite effective. On the other hand, 81% of employees have adapted in less than a week, and 88% are satisfied or very satisfied with telework.

Also, preliminary data from the same survey suggests that employees generally support such a prospect, while employers are less enthusiastic. The abovementioned survey was carried out soon after the COVID-19 pandemic and shortly after introducing the first social distancing measures were introduced.





However, a newer study (Glampedakis M. *et al.*, 2021) has the following findings regarding the acceptance and preference of telework in Greece:

- One in three (34%) people prefer telework over the traditional form of working, and one in five (22%) is completely opposed to teleworking.
- Residents of large urban centers are proportionally the least against teleworking (32% in villages, 22% in large urban centers).
- One in ten (11%) people consider teleworking more efficient, and six in ten (60%) consider the traditional form of working to be more efficient.
- One in ten (12%) wants to continue teleworking, and five in ten (47%) prefer to return to the traditional form of working.

## 2. Legislation

On 11th June 2021, Greek Government Gazette A-96/2021 published Law 4807/2021 which regulates the framework for the organization and effective implementation of telework in the public sector, both in everyday and emergency situations, through the use of information and communication technologies. On 19th June 2021, Greek Government Gazette A-101/2021 published Law 4808/2021 which introduces crucial reforms on individual employment relationships through new articles regarding the provisions on telework and other contemporary types of work. In summary, both laws on telework specify the following:

1. Teleworking is the remote provision of the employee's dependent work and with the use of technology, under a full-time, part-time, rotating or other form of employment contract, which could also be provided by the employer's premises.
2. Teleworking is agreed between employer and employee, upon hiring or by modification of the employment contract.
3. Exceptionally, if the work can be provided remotely, teleworking may apply:
  - a) Following a decision of the employer, for reasons of protection of public health, whose assistance is established by a decision of the Minister of Health and the co-competent Minister, as the case may be, and for how long these reasons last.
  - b) At the request of the employee, in case of documented risk to his health that will be avoided if they work through telework and not at the employer's premises and for as long as this risk continues. In case the employer disagrees, the employee can request the resolution of the dispute by the Labor Inspectorate.
4. During teleworking, the employer undertakes the costs incurred by the employee from this form of work, i.e. the cost of equipment, unless it is agreed to use the employee's equipment, telecommunications, equipment maintenance and repair. Provides the employee with technical support for the provision of his work and undertakes to reimburse the repair costs of the devices used to perform it or to replace them in case of failure. This obligation also applies to devices belonging to the employee unless otherwise specified in



the contract or employment relationship. The contract or employment relationship defines the method of monetary compensation by the employer of the above costs, as well as the monthly costs of the use of the employee's home workplace. The relevant expenses are not remuneration but deductible expenses for the employer company. They are not subject to any tax or fee, nor are they due to employer or employee insurance contributions; they are calculated in proportion to the frequency and duration of telework, supply or not of equipment and any other relevant item.

5. Within eight (8) days from the start of teleworking, the employer is obliged to inform the employee in any appropriate way, including by e-mail, of the working conditions that differ due to teleworking, which include at least the following:
  - a) The right to disconnect.
  - b) The analysis of the additional costs, which are periodically borne by the teleworker from teleworking, in particular, the costs of telecommunications, equipment and maintenance and the ways of coverage by the employer.
  - c) The equipment necessary for the provision of teleworking, which is available to the teleworker or provided by the employer and the procedures of technical support, maintenance and repair of the defects of this equipment.
  - d) Any restrictions on using IT equipment or tools, such as the Internet and sanctions in case of a breach.
  - e) Teleconference agreement, its time limits and the employee's response deadlines.
  - f) The hygiene and safety conditions of telework and the procedures for announcing a work accident, which the teleworker observes.
  - g) The obligation to protect the professional data, the teleworker's personal data of the teleworker and the actions and procedures required to fulfill this obligation. Those of the above data that do not relate individually to the employee can be disclosed through posting on the company's internal computer network (intranet) or notification of a relevant business policy.
6. The teleworking agreement does not affect the teleworker's employment status and employment contract as a full, part-time, rotational or other form of employment but only changes how the work is performed. Teleworking can be provided full-time, part-time or part-time basis, independently or in combination with employment at the employer's premises.
7. Without prejudice to differences due to the nature of teleworking, teleworkers shall have the same rights and obligations as comparable workers within the premises of the enterprise or holding, in particular as regards the workload, the criteria and the evaluation procedures, rewards, access to information related to the company, their training and professional development, participation in unions, their trade union activity and their seamless and confidential communication with their trade union representatives.



8. The employer monitors the employee's performance in a way that respects their privacy and complies with personal data protection. Using the webcam is forbidden to control the employee's performance.
9. The employer shall inform the teleworker of the company's health and safety policy, which shall include, in particular, the specifications of the telework site, the rules for using visual displays, the breaks, and the organizational and technical means of the company. The teleworker must apply the legislation for health and safety at work and not exceed their working hours.
10. The teleworker has the right to disconnect, which is their right to abstain completely from the provision of their work and, in particular, not to communicate digitally and not to answer phone calls, e-mails or any form of communication outside working hours and during the duration of their legal leave. Any discrimination against a teleworker is prohibited because they exercised the right of disconnection. The technical and organizational means required to ensure the teleworker's disconnection from digital communication and work tools are mandatory terms of the teleworking contract and are agreed between the employer and the employees' representatives in the company or holding. In case of lack of agreement, the means of the previous paragraph are determined by the employer and communicated by them to all employees.
11. The teleworking hours and the ratio of teleworking and work in the employer's facilities are declared to the "ERGANI online platform".
12. A special decree, issued on the proposal of the Greek Minister of Labor and Social Affairs, rules the access of the Labor Inspectorate and other auditing authorities to the metadata and data of the communication of the company and the employee through private or public telephone networks or the internet and the transmission of digital data, which is necessary to control the observance of working hours and labor law in general in teleworking, ensuring business confidentiality and personal data of employees.

### 3. Telework capability

#### **Digital skills of citizens in Greece**

Based on the facts of the "Digital Economy and Society Index (DESI) 2021", Greece ranks 21st out of 27 EU countries, remaining below the EU average. As shown in Figure 5, the percentage of people with at least basic digital skills is low (51%). The share of employed ICT specialists (2.1% in 2019) remains low in 2020 (2%) compared to the EU average (4.3%). However, among the country's ICT specialists, the proportion of female ICT specialists is growing extremely fast (from 20% in 2019 to 27% in 2020), and is well above the EU average (19%), making Greece a front-runner in this area.

Only 12% of enterprises provided ICT training to their employees in 2020, compared to the EU average of 20% (Figure 5).

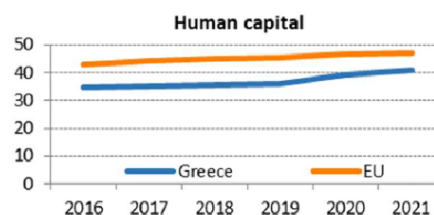


Greece placed the development of digital skills for all at the core of the country's new digital transformation strategy to facilitate the use of public services and ensure the reskilling and upskilling of the workforce.

Several initiatives are in place to support the development of the population's digital skills, such as the Greek National Coalition for Digital Skills and Jobs, under the responsibility of the Ministry of Digital Governance. In 2020, the Coalition set up four working groups on (i) education, (ii) training, (iii) ICT professionals, and (iv) the general public. The aim is for public and private entities and members of the Coalition to work together to develop initiatives for basic and advanced digital skills.

In 2020, the Ministry of Digital Governance created the Digital Skills Academy. This dynamic platform assembles all available training courses of national and international educational organizations to improve the digital skills of learners of all levels. It includes around 251 courses on 33 topics from 35 different institutions and will be regularly updated with new courses. The Ministry is also planning to create a national digital skills framework and certification system, set up a national register of digital skills education providers, and develop a plan to improve the digital skills of all civil servants and local government employees.

1 Human capital	Greece		EU
	rank	score	score
DESI 2021	21	41.0	47.1



	Greece				EU
	DESI 2019	DESI 2020	DESI 2021	DESI 2021	
<b>1a1 At least basic digital skills</b> % individuals	46%	51%	51%	56%	
<b>1a2 Above basic digital skills</b> % individuals	22%	23%	23%	31%	
<b>1a3 At least basic software skills</b> % individuals	52%	56%	56%	58%	
<b>1b1 ICT specialists</b> % individuals in employment aged 15-74	2.3%	2.1%	2.0%	4.3%	
<b>1b2 Female ICT specialists</b> % ICT specialists	16%	20%	27%	19%	
<b>1b3 Enterprises providing ICT training</b> % enterprises	14%	15%	12%	20%	
<b>1b4 ICT graduates</b> % graduates	2.9%	3.1%	3.4%	3.9%	

### Digitalization of companies:

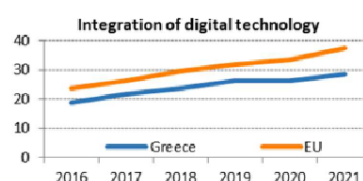
Greece ranks 22nd in the EU in integrating digital technology into business activities. Digital technologies are slowly being adopted by Greek enterprises, with only 19% using social media



compared to an EU average of 23%. 38% of enterprises use electronic information sharing (above the EU average of 36%) (Figure 6).

Regarding the adoption of advanced digital technologies, enterprises in Greece are among the frontrunners for using AI (34%), well above the EU average (25%). On ICT for environmental sustainability, at 65%, Greece is close to the EU average of 66%. The same applies to big data analytics, where at 13%, Greece is close to the EU average of 14% (Figure 6).

3 Integration of digital technology	Greece		EU
	rank	score	score
DESI 2021	22	28.5	37.6



	Greece			EU
	DESI 2019	DESI 2020	DESI 2021	DESI 2021
<b>3a1 SMEs with at least a basic level of digital intensity</b>	NA	NA	NA	60%
% SMEs			2020	2020
<b>3b1 Electronic information sharing</b>	37%	38%	38%	36%
% enterprises	2017	2019	2019	2019
<b>3b2 Social media</b>	21%	19%	19%	23%
% enterprises	2017	2019	2019	2019
<b>3b3 Big data</b>	13%	13%	13%	14%
% enterprises	2018	2018	2020	2020
<b>3b4 Cloud</b>	7%	7%	NA	26%
% enterprises	2018	2018	2020	2020
<b>3b5 AI</b>	NA	NA	34%	25%
% enterprises			2020	2020
<b>3b6 ICT for environmental sustainability</b>	NA	NA	65%	66%
% enterprises having medium/high intensity of green action through ICT			2021	2021
<b>3b7 e-Invoices</b>	9%	9%	NA	32%
% enterprises	2018	2018	2020	2020
<b>3c1 SMEs selling online</b>	11%	9%	NA	17%
% SMEs	2018	2019	2020	2020
<b>3c2 e-Commerce turnover</b>	4%	4%	NA	12%
% SME turnover	2018	2019	2020	2020
<b>3c3 Selling online cross-border</b>	7%	4%	4%	8%
% SMEs	2017	2019	2019	2019

## What kind of training is offered to managers, HR professionals and entrepreneurs on telework

The survey results in the *"Barometer of the working conditions during COVID-19 era"*, that KPMG Human Resources Consulting Services carried out one year after the COVID pandemic in Greece, indicate the following issues:

In terms of remote team management, employees state that 30% of their managers, even one year after the implementation of teleworking, still have not sufficiently developed the necessary skills to effectively manage their teams remotely.

According to 66% of the total sample, communication is the biggest issue of inefficient team management is communication. Specifically, 67% of this percentage are employees in Greek companies, and 61% are employees in multinational companies. 61% of the employees in multinational companies point out leadership as an equally important issue.



53% of the employees in Greek companies and 39% of employees in multinational companies identify the assignment of responsibilities as the second most crucial issue.

48% of employees in multinational companies and 35% of employees in Greek companies estimate that their boss/manager had already developed skills for the effective remote management of their team even before the pandemic outbreak.

60% of all employees in Greek companies state that they were not given the opportunity for any training during the pandemic, while the corresponding percentage of employees in multinational companies is at 45%. The corresponding rates for employees who managed a team and were not given any training are 53% and 42%, respectively.

Training on distance communication techniques is the most common choice of companies at a rate of 30%. The companies' other types of training for employees are shown in Table 5 (source: KPMG Barometer of the working conditions during the COVID-19 era).

Distance communication techniques	<b>30%</b>
Stress management	24%
Distance presentation techniques	18%
Competences on remote team management	18%
Digital transformation	17%
Change management	10%
Resilience	10%

Table 5

### **Organizations, associations, institutions related to teleworking**

In Greece there is not a specific organization/institution dedicated to teleworking. SEV (Hellenic Federation of Enterprises) has published the "Guide to Teleworkk", shortly after the first social distancing measures were introduced, followed by a comprehensive survey regarding the impact of the pandemic on business and employment, entitled: "*Telework in Greece during the Covid-19 pandemic: A preliminary review of evidence*".

All legal issues and regulations regarding teleworking fall within the responsibilities of the Greek Ministry of Labor and Social Affairs.



#### 4. Conclusions: How favorable is the country for smart work?

The KPMG "Barometer of the working conditions during the COVID-19 era" is about a 4-cycle survey (from 30.03.2020 until 28.02.2021) that reflects the evolution of the pandemic, the measures taken by the Greek government, the practices adopted by the companies in Greece, as well as the needs and opportunities arising from these new working conditions.

The main conclusions from the four survey cycles are summarized below:

1. There is diversity in the types of work that companies will adopt after the pandemic, such as the introduction of exclusive distance working for specific roles or the introduction of hybrid models, primarily aimed at maximizing employee satisfaction. A new model of work will certainly prevail in the post-COVID-19 era with the predominance of distance working.
2. A significant percentage of managers needs to develop skills for the effective remote management of their teams, primarily in matters of communication. Moreover, managers must be trained to develop skills such as leadership and motivation of their co-workers when working remotely, so that productivity does not fluctuate.
3. Distance work is now a form of work that is accepted by all hierarchical levels and all age groups. Despite the challenges they face at the societal level due to pandemic response measures, a very large percentage of employees would choose remote working exclusively rather than working in physical presence only.
4. One year after the onset of the pandemic, i.e. February 2021, it is questionable whether productivity increases through distance work. Any increase in productivity comes significantly from increased working hours. Employees consistently demonstrate the absence of distinct boundaries between work and personal life as a factor that negatively affects their productivity.
5. Although not all companies were equally prepared to respond to the new working demands, the majority of employees applaud the measures taken by the companies, having offered technological equipment and/or simplified corporate procedures. Now, most owners and general managers state that they invest in modernizing their information systems.

#### **The country's affinity for technology**

The Greek Digital Transformation Strategy 2020-2025, also known as the '*Digital bible*' is the principal strategic document that sets priorities for the digital transformation of the country, as well as goals to develop the digital skills of Greek society - at all levels and ages.

The Greek Digital bible outlines the guiding principles, strategic axes, and interventions on a horizontal and vertical level to enhance and support the digital transformation of Greek society and economy.



The Greek strategy underlines the following seven primary objectives and supporting activities across specific areas, such as initiatives aimed at citizens or the education sector:

- Safe, fast, and reliable access to the Internet for all.
- A digital state offering better digital services to the citizens for all life events.
- Development of digital skills for all citizens.
- Facilitating and supporting the transformation of companies and SMEs into digital enterprises.
- Strengthening and enhancing digital innovation.
- Making productive use of public administration data.
- Incorporating digital technologies within all economic sectors.

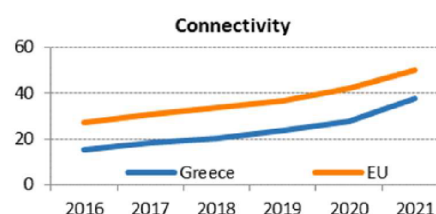
### Availability and quality of Greek technological infrastructure

Based on the facts of the "Digital Economy and Society Index (DESI) 2021" regarding connectivity, Greece scores 37.7 (compared to EU average of 50.2). Greece ranks 27th in the EU (Figure 7).

Greece continues to progress very quickly in fast broadband (NGA) coverage. It increased by 6 percentage points in 2020, reaching 87%, coinciding with the EU average. This increase could be attributed to the progressing network deployment through the vectoring scheme.

The country has also finally started to deploy very high-capacity networks (VHCN). Its fixed VHCN coverage reached 10%, up from 7% one year earlier, although this is still well below the EU average of 59%. However, the take-up of at least 100 Mbps fixed broadband remains very low (reaching 3%, up from 1% in 2019) compared to the EU average (34%). Overall, fixed broadband take-up is progressing slowly, reaching 77 % in 2020, up from 76% in 2019 (in line with the EU average). Greece has moved on to the broadband price index with a score of 53 in 2020 compared to 49 in 2019.

2 Connectivity	Greece		EU
	rank	score	score
DESI 2021	27	37.7	50.2







	Greece			EU
	DESI 2019	DESI 2020	DESI 2021	DESI 2021
<b>2a1 Overall fixed broadband take-up</b>	<b>74%</b>	<b>76%</b>	<b>77%</b>	<b>77%</b>
% households	2018	2019	2020	2020
<b>2a2 At least 100 Mbps fixed broadband take-up</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>34%</b>
% households	2018	2019	2020	2020
<b>2a3 At least 1 Gbps take-up</b>	<b>NA</b>	<b>&lt;0.01%</b>	<b>&lt;0.01%</b>	<b>1.3%</b>
% households		2019	2020	2020
<b>2b1 Fast broadband (NGA) coverage</b>	<b>66%</b>	<b>81%</b>	<b>87%</b>	<b>87%</b>
% households	2018	2019	2020	2020
<b>2b2 Fixed Very High Capacity Network (VHCN) coverage</b>	<b>0%</b>	<b>7%</b>	<b>10%</b>	<b>59%</b>
% households	2018	2019	2020	2020
<b>2c1 4G coverage</b>	<b>98.2%</b>	<b>99.1%</b>	<b>99.2%</b>	<b>99.7%</b>
% populated areas	2018	2019	2020	2020
<b>2c2 5G readiness</b>	<b>0%</b>	<b>0%</b>	<b>99%</b>	<b>51%</b>
Assigned spectrum as a % of total harmonised 5G spectrum	2019	2020	2021	2021
<b>2c3 5G coverage</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>	<b>14%</b>
% populated areas			2020	2020
<b>2c4 Mobile broadband take-up</b>	<b>52%</b>	<b>60%</b>	<b>60%</b>	<b>71%</b>
% individuals	2018	2019	2019	2019
<b>2d1 Broadband price index</b>	<b>NA</b>	<b>49</b>	<b>53</b>	<b>69</b>
Score (0-100)		2019	2020	2020

Figure SEQ Figure 1\* ARABIC 7: Connectivity in Greece (source: DESI 2021 report)

The mobile broadband take-up (60% in 2019) remains below the EU average (71% in 2019). Greece's 4G performance is better, with a coverage of 99.2% (Figure 7).

## Management culture and the drive for higher productivity within companies

According to the findings of the KPMG "Barometer of the working conditions during COVID-19 era," it seems that in the last cycle of the survey (19 to 28.02.2021), there was a doubling of employees who state that their productivity has been negatively affected. At the same time, there is a 36% decrease in employees who believe their productivity has been positively impacted.

21% of teleworkers estimate that their productivity has been negatively affected, compared to 29% of those who work in person. A positive effect on productivity is reported by 28% of employees who work remotely, compared to 7% of employees who state the same but work with physical presence.

There is a difference between those who work in Greek and Multinational companies regarding their views on their productivity. 28% of employees in Multinational companies estimate that their productivity has been positively affected due to distance working, while the corresponding percentage of employees in Greek companies is 18%.

Men seem to rate their productivity more negatively than women. 26% of men state that their productivity in distance work has been negatively affected, compared to 17% of women who say the same. Respectively, 27% of women say their productivity has been positively affected compared to 19% of men with the same estimate.



It also seems that different age groups face the productivity challenges of distance work differently. The 60+ age group perceives the most negative effect on its productivity at a percentage of 28%. The age group that evaluates its productivity in distance work more positively is under 30 y.o at a rate of 29%, followed by the age group of 31-40 y.o. at a rate of 27%.

Compared to employees who feel that their managers do not have sufficiently developed skills to effectively lead their team remotely, there is a 40% increase in perceived positive productivity of those who state that their managers either had developed skills or developed them during the pandemic.

### **Employees' needs for spatial and temporal flexibility to balance work demands with other responsibilities**

The empirical quantitative study (Συμεωνάκη M. et al., 2021) entitled "Covid19-Health emergency and work-life balance" is a real-time reflection of the experienced reality of employed men and women in Greece during the unprecedented lockdown situation of March-May 2020. The findings of this study indicate, among others, the following issues:

Regarding the effect of telework on the quality of relationships within the family, the majority (59.5%) of people who exclusively work at home state that the family relationships have neither been positively nor negatively affected by telework. Men (58%) and women (61%) agree on this.

However, about one-third of the respondents (28.5%) state that teleworking has improved relationships within the family, while very few (about 12%) state that it has worsened them. The most significant differences appear in those who have small children. Specifically, a more significant percentage (40.4%) state that the relationships between family members have improved, and a smaller percentage (22.8%) claim that they have deteriorated.

The presence of children, contrary to expectations, does not seem to affect the degree of teleworking significantly. However, the age of the children seems to play a role in teleworking is the age of the children. In particular, parents with young children use teleworking more than those with older children. This data leads to the conclusion that teleworking is more related to the type of work and how feasible it is to be performed remotely than to other personal or family factors.

Whether and to what extent teleworking in Greece will stay in both small businesses and the public sector remains to be seen - one sector with a low degree of flexibility in its work practices. However, for those businesses and employers that continue to implement teleworking, there are big challenges, such as creating a functional technological environment,



ensuring satisfactory working conditions, combating social exclusion, ensuring conditions for cooperation, as well as a clear and strict demarcation between work and leisure - with the latter playing a central role in the balance between work, personal and family life.

In essence, it is necessary to identify a new model of employee with greater autonomy, establish working relationships based more on mutual trust, and formulate new workforce policies.



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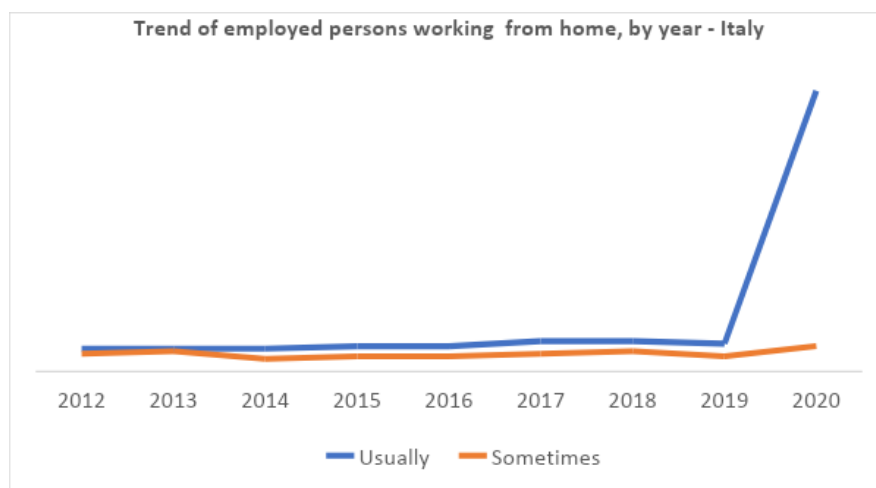


# Italy

## 1. Telework implementation

By analyzing Eurostat data<sup>9</sup> on employed persons working from home during the past years in Europe, it is possible to note that remote work increased significantly in 2020, very likely due to the measures taken in the context of the COVID 19 crisis.

In Italy, too, there has been a sudden increase in the number of people who have usually worked from home compared to previous years. The figure below shows the trend of people who worked regularly or occasionally from home.



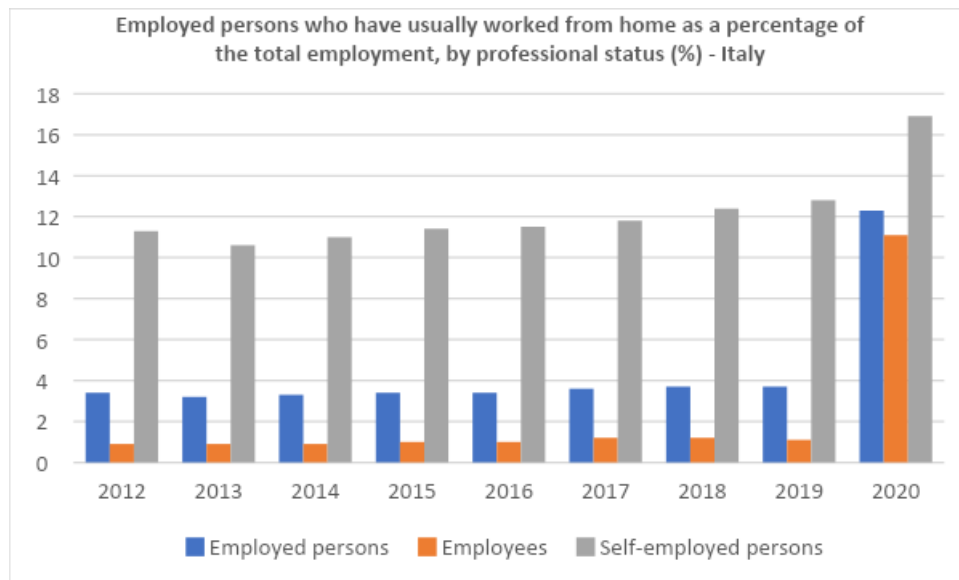
Source: graphic based on Eurostat data

In the following figure, a focus on employed persons who have usually or sometimes worked from home is also reported by professional status.

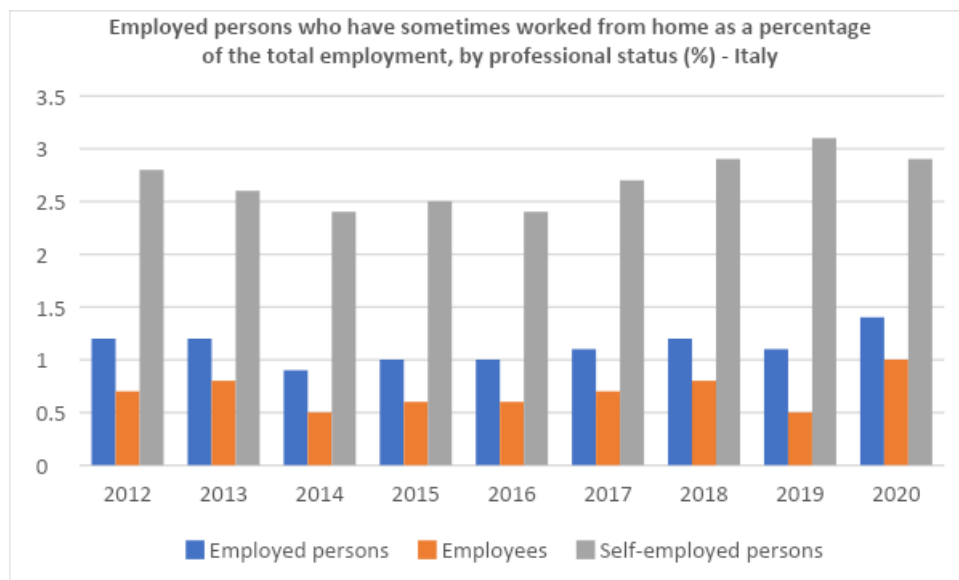
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<sup>9</sup> Eurostat

- Data Browser  
[https://ec.europa.eu/eurostat/databrowser/view/LFSA\\_EHOMP\\_custom\\_2301679/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/LFSA_EHOMP_custom_2301679/default/table?lang=en)
- Employment – Annual statistics  
[https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Employment\\_-\\_annual\\_statistics#Remote\\_work\\_significantly\\_up\\_in\\_2020](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Employment_-_annual_statistics#Remote_work_significantly_up_in_2020)

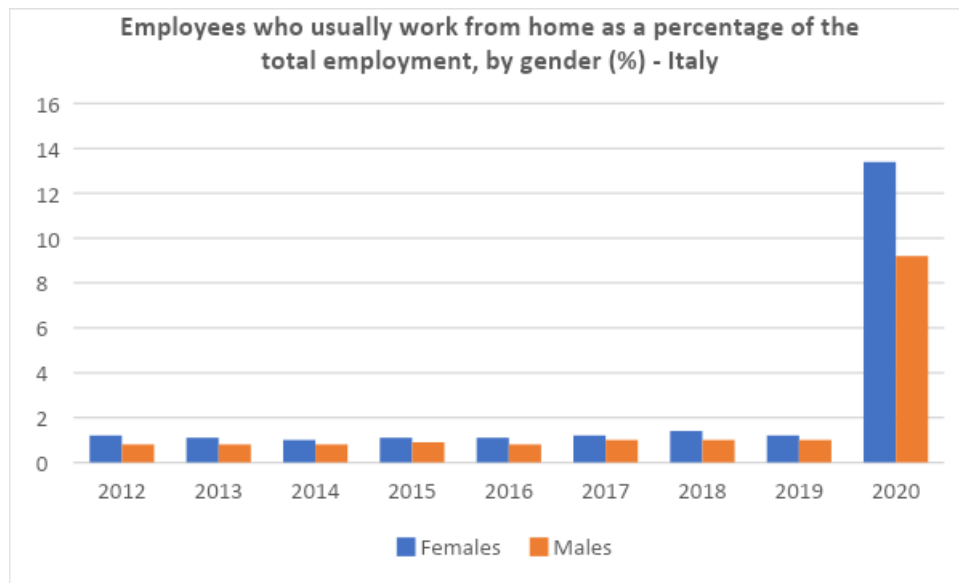


Source: graphic based on Eurostat data

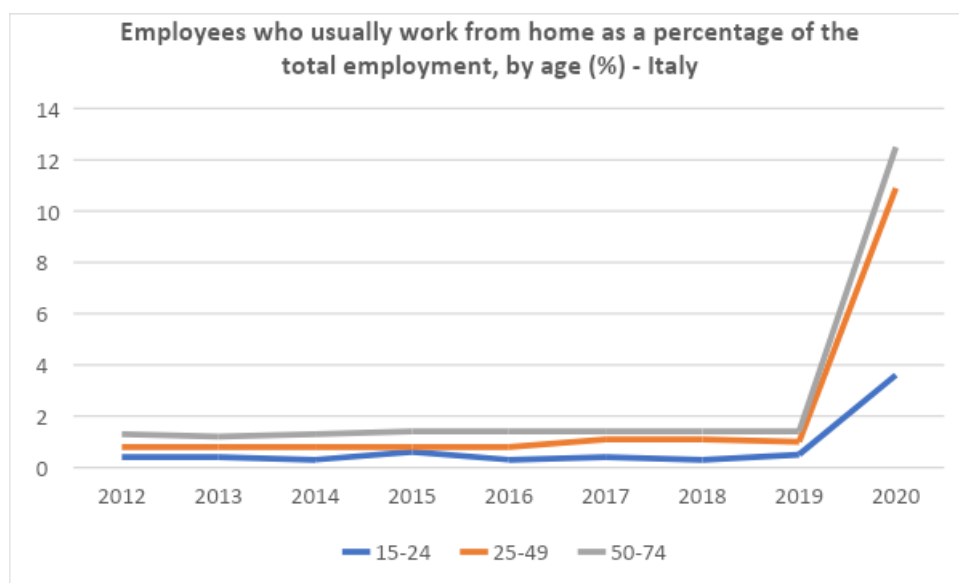


Source: graphic based on Eurostat data

Restricting the analysis to the employees who have usually worked from home (since this group represents the most significant change of trend during the past years) and focusing on gender, it is possible to note that over the same period, men almost followed the same trend as women but at a lower level (largest gap in 2020 with female employees 13,4% vs male employees 9,2%).



A focus on employees who have usually worked from home by age is also reported.

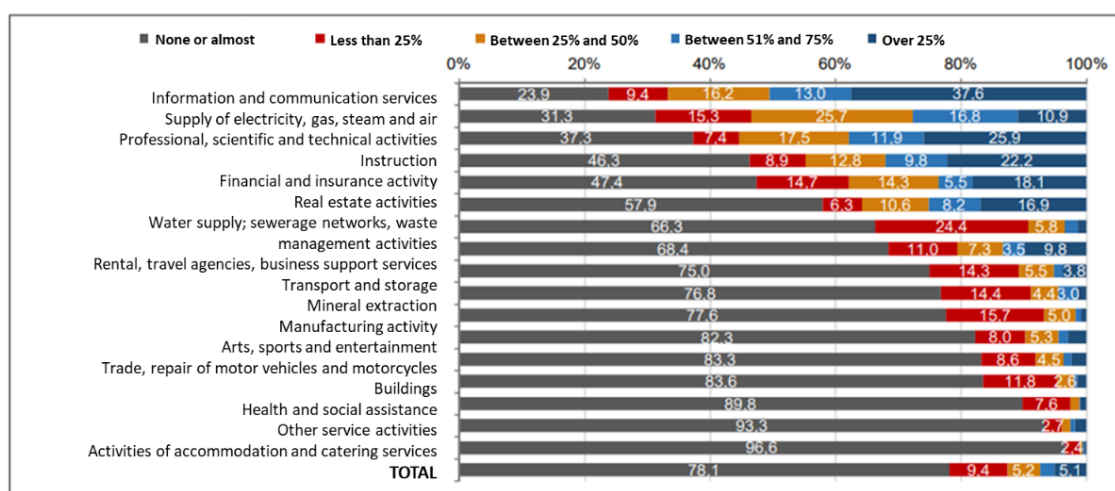


In order to prevent and limit the spread of the pandemic in the workplace, the Italian emergency legislation aimed, on the one hand, to preserve the health and safety of workers who were on-site and, on the other, to encourage the performance of work activities remotely.



According to the *Il mercato del lavoro 2020 - Una lettura integrata* report<sup>10</sup>, companies that stated that they have staff who routinely carry out work that could be carried out remotely (smart working or teleworking) are just over a fifth (21.9%), with sectoral and size characteristics.

#### Companies by shares of personnel employed in activities that can be carried out remotely, by sector of economic activity (percentage values)



Source: Istat. COVID-19 business survey first edition

The structural spread of remote working shows considerable heterogeneity at sectoral level, with economic activities where more than half of the enterprises have staff who can perform the service remotely, such as information and communication services (76.2%), electricity, gas, steam and air supply (68, 7%), professional, scientific and technical activities (62.7%), education (53.7%), financial and insurance activities (52.6%), and other economic activities where this share does not exceed 10%, such as accommodation and food services (3.4%), other service activities (6.7%) and health and social work (10.2%).

The differences by size class are even more marked: 86.0% of large enterprises, 77.0% of medium-sized enterprises, 33.6% of small enterprises and only 17.5% of micro-enterprises have production activities that can be carried out remotely.

The proportion of workers out of the company's total workforce who could carry out all or some work activities from home or another location other than the company headquarters reflects the peculiarities of the sectoral spread. Among the enterprises with a higher intensity of remote work use, information and communication services are the most prominent, with

<sup>10</sup> Ministero del Lavoro e delle Politiche Sociali, Istat, Inps, Inail e Anpal (2021). *Il mercato del lavoro 2020 - Una lettura integrata* <https://www.istat.it/it/archivio/253812> | <https://www.istat.it/it/files/2021/02/Il-Mercato-del-lavoro-2020-1.pdf>

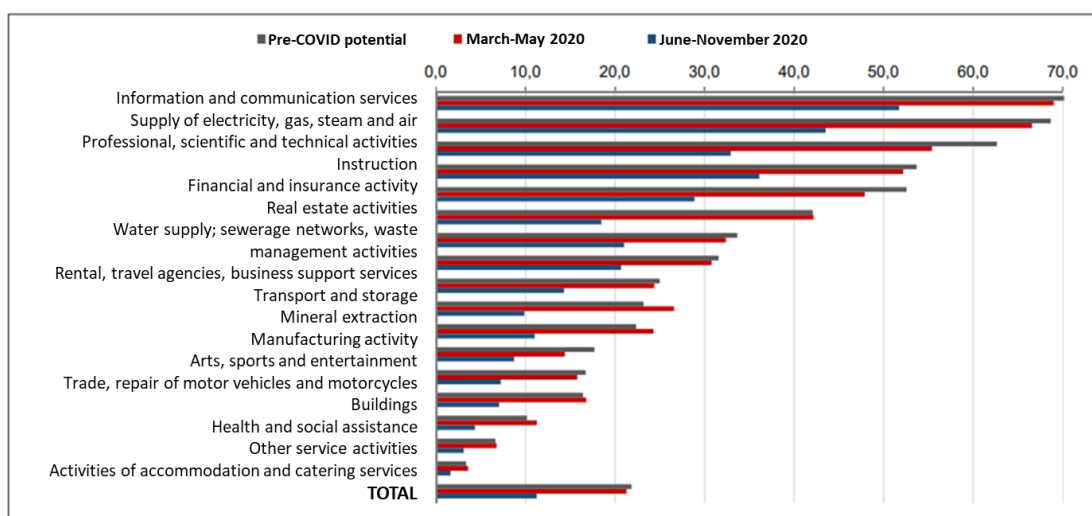




half of the enterprises stating that more than 50% of their workers can carry out their work activities in smart working or teleworking.

The degree of spread of remote working during the first phase of the pandemic shows in almost all sectors a saturation of the potential level, with lower levels in later periods. However, it remains high in some industries (information and communication services having the highest value).

**Enterprises by presence of remote workable activities and by effective use of remote work, by sector of economic activity. March-May and June-November 2020 (percentage values)**



In the emergence phase between March and May 2020, the segment of medium-sized enterprises shows the least ability to fully exploit the opportunity to move potentially affected work activities remotely in a timely manner (71.3% compared to 77.0%). In the subsequent period from June to November 2020, remote working settled in 77.4% of large enterprises, more than half of medium-sized enterprises, 19.1% of small enterprises and 8.0% of micro-enterprises.

According to Istat data (research based on the II quarter of 2020), differences among people who have worked remotely by level of education are significant, with university graduates outnumbering high school graduates and people with a secondary school diploma (that represent a small proportion of the total of people who have worked from home). This is closely related to the type of profession held: skilled professions (among which those that can be performed remotely are concentrated) are characterized by a higher incidence of people working from home.

Concerning the report mentioned above (*Il mercato del lavoro 2020 - Una lettura integrale*), the impact of remote working on operating costs, on the whole, is considered positive by about as many enterprises as unfavorable. However, among small enterprises, negative assessments of increased operating costs prevail. In contrast, medium-sized and large enterprises (50 employees or more) are more likely to report a cost reduction.



Regarding the hybrid work models, according to Forbes<sup>11</sup>, employers are committed to flexibility and are focused on adapting their plans to the evolving pandemic situation.

On the employees' side, an article from IPSOA<sup>12</sup> states that according to several studies and research, employees who have the option to choose hybrid work develop a more positive view of their company and colleagues. It mentions, among others, a Microsoft-commissioned global survey of over 30,000 people, with 73% of respondents saying they want to be able to choose flexible ways of working after the pandemic. It also reports that workplace flexibility is positively associated with increased productivity and job satisfaction, making hybrid mode workers feel more productive while working at home, with greater job satisfaction and an increase in well-being (including in terms of mental health) compared to employees who work exclusively from home or on-site. IPSOA article ends by noting that companies that are moving towards hybrid work must start from the awareness that every worker will need clear guidelines and work tools that can best facilitate collaboration.

## 2. Telework legislation

The law of 16 June 1998 n. 191 (so-called Bassanini ter) in art. 4 provides for the first time forms of remote work (teleworking) in Public Administrations "to rationalize the organization of work and to achieve management savings through the flexible use of human resources". The law postpones the discipline of organizational methods to a subsequent regulation.

With the decree of the President of the Republic on 8 March 1999, n. 70, the envisaged "Regulation containing the regulation of teleworking in public administrations" was issued, establishing criteria and methods of implementation.

Subsequently, the National Framework Agreement on Telework of 24 March 2000, implementing the provisions of the law mentioned above no. 191/98, established, as mandatory principles on the subject, the voluntariness and reversibility of the choice to carry out teleworking activities by the public employee and equal pay and opportunities in training, career and trade union rights, delegating to bargaining collective of the individual sectors the definition of the specific methods of application of teleworking.

The national bargaining regulates teleworking with the CCNL stipulated on February 16, 2001, supplementary to the CCNL of February 16, 1999. In particular, it refers exclusively to existing staff who can be voluntarily assigned to projects for the experimentation of telework.

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<sup>11</sup> Forbes. Prallini, E. Rientro in ufficio: Italia flessibile sul lavoro ibrido. Ma i dipendenti non sono ancora soddisfatti. <https://forbes.it/2021/11/23/lavoro-ibrido-litalia-e-flessibile-ma-i-dipendenti-non-sono-soddisfatti/>

<sup>12</sup> IPSOA. Petrucci, F. Il lavoro diventa ibrido, oltre lo smart working. <https://www.ipsoa.it/magazine/lavoro-diventa-ibrido-oltre-smart-working>



Specifically, Article 24 confirms that teleworking involves only a change in where the work is performed - to be carried out using telematic tools.

As far as the private sector is concerned, the regulation of teleworking is mainly dictated by the interconfederal agreement of 9 June 2004, with which the representatives of the employers and the confederal trade unions have implemented the agreement in Italy European framework on telework of 16.07.2002. The framework agreement aims to provide general discipline for the institution, leaving the introduction of more detailed rules to sectoral collective agreements.

The law of 22 November 2011, n. 183, (2012 stability law), in paragraph 5 of art. 22, also provided various measures to encourage teleworking to facilitate the reconciliation of life and work times, the integration of disabled workers, and the reintegration of workers on the move.

According to the above-mentioned Interconfederal agreement 09-06-2004<sup>13</sup>, transposition of the European Framework Agreement 16 July 2012, teleworking results from a voluntary choice by the employer and employee concerned. It may be included in the employee's initial job description or result from a subsequent voluntary commitment.

Moreover, according to the above-mentioned Interconfederal agreement 09-06-2004, teleworking is a kind of organization and/or performance of work that makes use of information technology within the framework of an employment contract or relationship, in which the work activity, which could also be carried out on the company's premises, is regularly performed outside the company's premises. A teleworker performs telework in the meaning mentioned above.

## **Obligations and rights**

The legislation on teleworking recognizes the following obligations and rights for teleworkers.

Teleworker obligations:

- give immediate notice to the company in the event of failure or malfunction of the tools placed at its disposal
- take care of work equipment and tools
- not collect or disseminate illegal material on the web
- comply with data protection legislation.

Teleworker rights to:

- freely accept or refuse the choice to work remotely
- enjoy the same conditions as colleagues of the same level who work on-site

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<sup>13</sup> Accordo interconfederale 09-06-2004 recepimento dell'Accordo-quadro europeo sul telelavoro concluso il 16 luglio 2002 tra UNICE/UEAPME, CEEP e CES



- have the same collective treatment as colleagues working at headquarters
- confidentiality: the company may not install instruments that allow control that is different or disproportionate to the objective pursued and in violation of the rules on video terminals
- be protected from the point of view of occupational health and safety.

On the other side, the company:

- is usually liable for the supply, installation and maintenance of the tools needed for the regular performance of the activity, unless the worker decides to use their own tools
- if the remote work is carried out regularly, it must cover or compensate the costs arising directly from there, in particular, the ones related to communication
- provides technical support
- covers the costs arising from the loss or damage of the tools and data used for the work
- adopts measures to protect the data used by the worker for work purposes
- informs the worker of the limitations on the use of computer equipment, tools and programs (including access to the web) and the sanctions to be applied in the event of violation of such limitations
- informs the worker of the legal provisions and company rules on data protection.

### **Smart working legislation passed due to the pandemic**

Legislation passed due to the pandemic is mainly referred to as smart working more than specifically to teleworking.

The DPCM (Prime Ministerial Decree) of 4 March 2020, among the urgent measures regarding the containment and management of the epidemiological emergency from COVID-19, established that the agile working method governed by the law of 22 May 2017, n. 81 could be applied for the duration of the state of emergency by employers to any subordinate employment relationship in compliance with the principles dictated by the provisions mentioned above, even in the absence of the individual agreements provided for therein.

At the regional level, there have been several initiatives to set up grants for companies that invested financial resources to allow employees to work effectively from home. In addition, incentives have also been provided directly for work. For example the, Decree 34/2020 (Relaunch decree) established concessions for parents with at least one child under the age of 14 and with a job in the private sector, allowing them to possibly perform work in smart working mode.

Furthermore, on December 7 2021, the Ministry of Labor and Social Policies agreed with the social partners on the first "National Protocol on agile work" in the private sector.



## 2. Telework capability

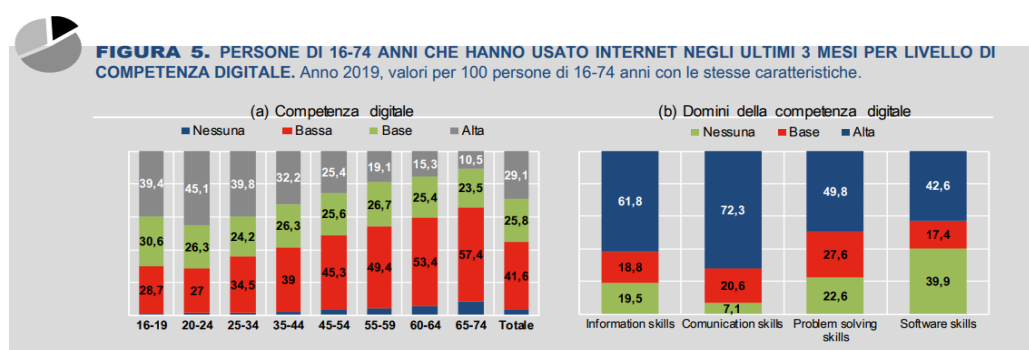
### Digital skills of citizens in the country

The Parliament and the European Council identify digital skills as one of the eight key competencies for lifelong learning, aimed at acquiring knowledge that lasts over time and is necessary for every citizen to be able to fit into the social and work environment.

According to an Istat report<sup>14</sup>, in 2019, 29.1% of internet users aged 16-74 have high digital skills. In particular, the majority of Internet users have low (41.6%) or basic (25.8%) skills; a niche of Internet users has no digital skills (3.4%, equal to 1 million and 135 thousand); finally, young people aged 20-24 have advanced levels of skills in 45.1% of cases, while just over half of the graduates who use the Internet have high digital skills (52.3%).

By separately analyzing the four dimensions based on which the composite indicator is calculated, it emerges that Internet users have more advanced digital skills for e-skills related to the domain of communication (72.3%) and information (61.8%) compared to those related to the ability to solve problems (49.8%) and to use software to process/convey digital content (42.6%).

Furthermore, some gaps are eliminated only for the "communication" domain, such as that linked to gender and territory.



Source: <https://www.istat.it/it/files//2019/12/Cittadini-e-ICT-2019.pdf>

<sup>14</sup> ISTAT (2019). CITTADINI E ICT | ANNO 2019 . Aumenta l'uso di Internet ma il 41,6% degli internauti ha competenze digitali basse. <https://www.istat.it/it/files/2019/12/Cittadini-e-ICT-2019.pdf>



## Digitalization of companies

According to an ISTAT report<sup>15</sup>, in 2021, 60.3% of Italian small and medium-sized enterprises (SMEs) reached at least a basic level of digital intensity (56% the EU27 average). The European 2030 target is 90%.

Among companies with at least 10 employees, 41.9% have purchased medium-high level cloud computing services, and 51.9% have purchased intermediate and sophisticated (35% the EU27 average, 75% the European 2030 target).

The Digital Economy Society Index indicators for SMEs selling online are improving very slowly. The number of companies using at least two social media is increasing ( 22% to 27%).

In using intelligent devices and systems controlled via the Internet (IoT), Italian companies with at least 10 employees are eighth in Europe.

## Training on telework

According to the above-mentioned Interconfederal agreement 09-06-2004, transposition of the European Framework Agreement 16 July 2012, teleworkers shall have the same opportunities for access to training and career development as comparable employees working on the undertaking's premises and shall be subject to the same assessment criteria as such employees.

In addition to the regular training offered to all workers, teleworkers shall receive specific training focused on the technical working tools at their disposal and the characteristics of this work organization. The teleworker's supervisor and his direct colleagues may also require professional training in this form of work and its management.

## Companies and agile working

Due to the COVID-19 pandemic, the primary approach in Italy has been to use smart working more than teleworking. Many companies, supported by specific regulations, adopted this approach to prevent contagions. In case of the need to be present in the workplace, many companies adopted systems to allow employees to access the offices, respecting the security and distance measures provided by law.

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<sup>15</sup> ISTAT (2022). IMPRESE E ICT | ANNO 2021 . In crescita l'uso di dispositivi intelligenti ma poche PMI vendono online.

[https://www.istat.it/it/files/2022/01/REPORT-ICT-NELLE-IMPRESE\\_2021.pdf](https://www.istat.it/it/files/2022/01/REPORT-ICT-NELLE-IMPRESE_2021.pdf)



## 4. Conclusions

The above-mentioned *National protocol on agile work*<sup>16</sup>, undersigned at the end of an in-depth discussion with the social partners promoted by the Minister of labor and Social Policies provides, in its premise, an evaluation about the transformation taking place during the current historical phase, that have a significant impact on the organization of work and smart work.

In the following part, the evidence provided is reported.

In the current evolving context, there has been growing attention to the need to balance work and personal times, to use resources that respect environmental sustainability and collective well-being, by reducing home-work journeys and, consequently, the use of public and private transport, also to reduce the use of public and private transport, in order to reduce pollutant emissions and at the same time improve the emissions and at the same time improve the liveability of urban centers.

More generally, there is a need for a broader renewal of perspective, redefining work in a framework of trust, autonomy, and shared responsibility.

These needs became even more evident with the Covid-19 health emergency, which triggered the acceleration of innovation paths.

The process of spreading agile work gives impetus to organizational and process change, with the use of suitable technological tools and the promotion of specific training courses to enable all workers to use agile working.

The Minister for labor and Social Policy, with the help of a study group called "Agile work" (established with decrees no. 87 of 13 April 2021 and 99 of 21 April 2021), examined the effects of carrying out the work activity in agile mode, with the objective of identifying and proposing to the social partners possible solutions and new objectives that take into account the extraordinary experience that has been achieved in the long period of remote work imposed by the pandemic.

The consultation of the social partners and the analysis of the collective agreements that governed the performance of work in an agile way, both in the pre-pandemic phase and in the emergency phase, confirmed that agile work, after an initial phase of adaptation, has become an increasingly structural piece of work organization (at least for those in which agile work is more compatible with the activities of the production sector). Through it, it was also possible to improve the well-being of the person and the company organization.

The study also found that agile work can help balance personal and work spheres, as well as individual autonomy and responsibility towards achieving objectives, while also saving costs and positively impacting productivity. On the other hand, some critical issues were identified,

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<sup>16</sup> PROTOCOLLO NAZIONALE SUL LAVORO IN MODALITÀ AGILE (07.12.2021).  
<https://www.lavoro.gov.it/notizie/Documents/PROTOCOLLO-NAZIONALE-LAVORO-AGILE-07122021-RV.pdf>



including those related to the extent of coordination of the agile worker with the overall work organization, the sharing of information and the reduction of response times to requests, and the correct balance of breaks.

The social partners see agile work as a great boost to the achievement of personal and organizational goals and as an effective and modern way of working towards a new concept of work organization that is less pyramid-shaped and more goal-oriented and based on work phases, enabling both a better work-life balance, in the interests of the worker, and a more productive and streamlined organization, in the interests of the employer.

At the same time, however, there is a need for a better definition of agile work and greater support for workers and employers in its use, not least given the massive use of digital technologies, with all the implications in terms of the proper use of such technologies and the need for appropriate guarantees of the security of company data and the protection of workers' personal data.

It is also necessary, without prejudice to legal provisions, to enhance the value of collective bargaining as the main source of regulation of agile working.

It is, therefore, necessary to take joint action to provide concrete responses to the major changes that technological innovation is bringing about in companies' organizational models and, consequently, in ways of thinking about work while at the same time encouraging the development of a modern system of industrial relations.





## Slovenia

### 1. Telework implementation

As stated in Eurostat, “Usually working at home” means doing any productive work related to the current job at home for at least half of the days worked in a reference period of four weeks.

Compared to the European Union countries average, Slovenia had a lower number of employed people who sometimes or usually worked from home before the pandemic (11,00% sometimes worked from home, and 6,8% usually worked from home) and also during the pandemic in 2020 (12,6% of people sometimes worked from home and 7,4% of people usually worked from home). However, the number of those who work from home sometimes (+1,6%) and usually (+0,6%) increased from 2019 to 2020, but the percentage of those working from home is still much lower compared to the average of 27 countries in the European Union. It should also be mentioned that a higher number of people working just sometimes at home (12,6% in 2020) than usual (7,4% in 2020) also before and during the pandemic.

Europe:

FREQUENC/TIME	2019	2020
Sometimes	9,0	8,6
Usually	5,4	12,0

*1 Employed persons working from home as a percentage of the total employment, by sex, age and professional status (%) [lfsa\_ehomp] (Eurostat)*

Slovenia:

FREQUENC/TIME	2019	2020
Sometimes	11,0	12,6
Usually	6,8	7,4

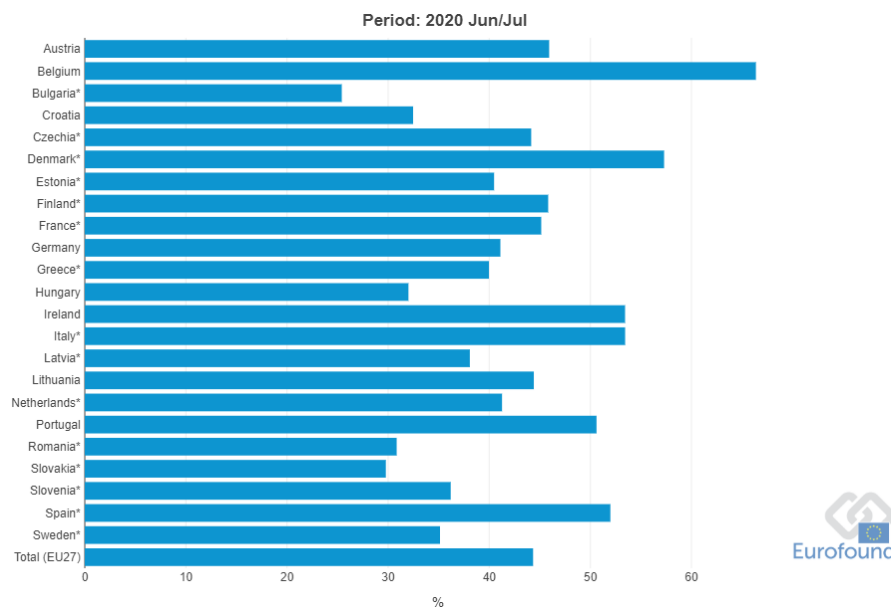
*2 Employed persons working from home as a percentage of the total employment, by sex, age and professional status (%) [lfsa\_ehomp] (Eurostat)*



Comparing the survey results from Eurofound, we can also see that Slovenia has a lower percent of people who worked from home during the pandemic compared to EU average, although the number has increased from Jun/Jul 2020 till Feb/Mar 2021 for 1,5%, while the EU average decreased for 1,1%.

Slovenia – 36,2%

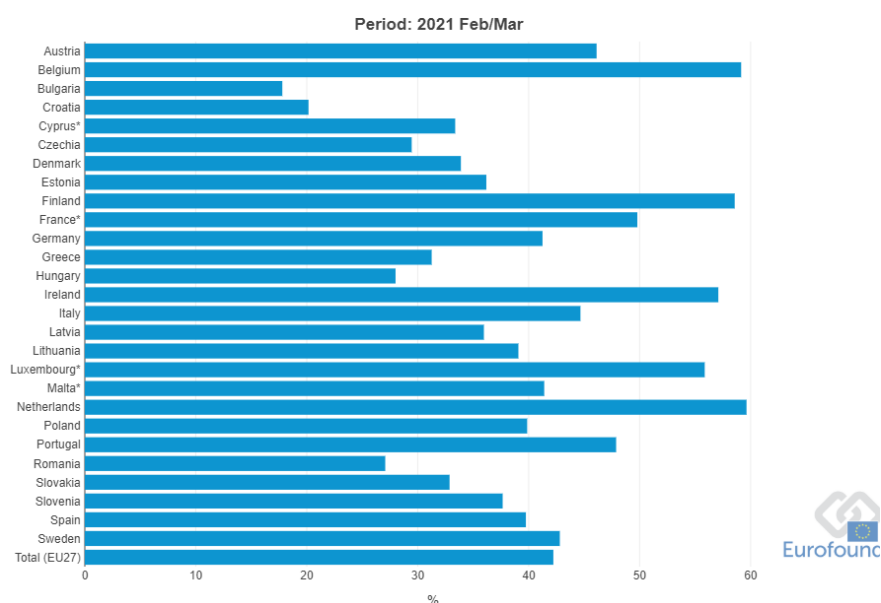
EU – 44,3%



**3** 'Yes' for respondents in the EU27 when asked: During the Covid-19 pandemic, where did you work? - At home (Eurofound, 2020)

Slovenia - 37,7%

EU – 42,2%



4'Yes' for respondents in the EU27 when asked: During the Covid-19 pandemic, where did you work? - At home (Eurofound, 2021)

## Data by industries and by company size

We can say that large enterprises (250+ employed persons) had the highest increase in their remote access to ICT systems other than e-mail, which was fully due to the COVID-19 pandemic, that was for 34% percent in the year 2021 in Slovenia, which is for 4% lower than EU average. While medium (+27%) and small (+12%) enterprises in the EU also had a quite big increase in remote access to ICT systems in 2021, Slovenia had a much smaller increase - +6% in small enterprises and 17% in medium enterprises.

GEO (Labels)	European Union - 27 countries (from 2020)	Slovenia
Small enterprises (10-49 employees and self-employed persons), without financial sector	12	6
Medium enterprises (50-249 employees and self-employed persons), without financial sector	27	17
Large enterprises (250 employees and self-employed)	38	34



persons or more), without financial sector		
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5 Covid-19 Impact on ICT usage (isoc\_e\_cvd) (Eurostat, 2021)

While work from home in surrounding EU countries in 2019 was highest in professional, scientific and technical activities; administrative and support service activities, in Slovenia the agriculture, forestry and fishing sector was the sector with most people working from home in 2019.

	European Union - 27 countries (from 2020)	Slovenia	
Financial and insurance activities	125,0	:	c
Real estate activities	105,4	:	c
Construction	176,5	2,6	u
Information and communication	484,5	3,0	u
Arts, entertainment and recreation; other service activities; activities of household and extra-territorial organizations and bodies	559,8	3,2	u
Public administration, defence, education, human health and social work activities	987,4	4,3	u
Industry (except construction)	433,8	4,9	u
Wholesale and retail trade, transport, accommodation and food service activities	673,9	5,3	u
Professional, scientific and technical activities; administrative and support service activities	1.043,6	7,5	u
Agriculture, forestry and fishing	521,9	24,7	

6 Persons in employment by main place of work, economic activity (NACE Rev. 2) and occupation (lfso\_19plwk27) (Eurostat, 2019)

## Data by characteristics of the workers

In 2020 people that usually worked from home in Slovenia were mostly aged between 50 to 74 years (8,9%), while the most people that just sometimes worked from home were old between 25 to 49 years (13,7%).



FREQUENC (Labels)	Sometimes	Usually
From 15 to 24 years	3,4	2,6
From 25 to 49 years	13,7	7,4
From 50 to 74 years	11,9	8,9

7 Employed persons working from home as a percentage of the total employment, by sex, age and professional status (%) [lfsa\_ehomp] (Eurostat, 2020)

If we look at the people that worked from home in Slovenia in 2019 by the degree of urbanization we can see that people from rural areas worked most from home. This data is very different from the EU (28) average data. In the EU, most people that worked from home were from cities and not rural areas. People from rural areas in Slovenia worked from home more because they lived further away from their jobs, so it was more convenient for them to work from home.

	European Union - 28 countries (2013-2020)	Sloveni a
Cities	3.095,6	8,1
Towns and suburbs	2.071,3	13,8
Rural areas	1.980,6	34,8

8 Persons in employment by principal place of work, educational attainment level and degree of urbanisation (lfsa\_19plwk25) (Eurostat, 2019)

Females usually worked from home the most in 2020 in Slovenia (8,9%) compared to males (6,3%), while the percentage of females and males that just sometimes worked from home in 2020 is the same (12,6%). Females worked more often from home than males due to caring for children who had school classes online at home.

TIME	2020	2020
	Sometimes	Usually



Males	12,6	6,3
Females	12,6	8,9

9 Employed persons working from home as a percentage of the total employment, by sex, age and professional status (%)[lfsa\_ehomp] (Eurostat, 2020)

The highest number of people who worked from home in 2019 in Slovenia had an upper secondary and post-secondary non-tertiary education (29,8), while the highest number of people that worked from home in EU(28) had tertiary education. The few who worked from home had primary, primary and lower secondary education in Slovenia and EU (28). The data presented shows us that teleworking is mainly used by those with higher than primary education, which could lead to social stratification due to differences in opportunities for working from home.

	European Union - 28 countries (2013-2020)	Slovenia
Less than primary, primary and lower secondary education (levels 0-2)	683,0	7,7
Upper secondary and post-secondary non-tertiary education (levels 3 and 4)	2.782,0	29,8
Tertiary education (levels 5-8)	3.659,0	19,2

10 Persons in employment by main place of work, educational attainment level and degree of urbanisation (lfsa\_19plwk25) (Eurostat, 2019)

In 2019, the people in Slovenia that worked at home were mostly agricultural, forestry and fishery workers (20,2) and professionals (12,9), while the most people in EU (28) who worked at home were also professionals (2.533,2), service and sales workers (1.181,8) and technicians and associate professionals (1.043,4).

	European Union - 28 countries (2013-2020)	Slovenia
Clerical support workers	565,0	1,9
Service and sales workers	1.181,8	2,0



Craft and related trades workers	330,0	2,9
Technicians and associate professionals	1.043,4	4,9
Managers	739,8	5,2
Elementary occupations	129,7	5,5
Professionals	2.533,2	12,9
Skilled agricultural, forestry and fishery workers	518,3	20,2

11 Persons in employment by main place of work, economic activity (NACE Rev. 2) and occupation (lfso\_19plwk27)  
(Eurostat, 2019)

The percentage of employed people working at home in 2019 in Slovenia by household composition was the highest where an adult was living in a couple without children (22,6%), while in 2020 a single adults with children were primarily working at home (29,8%), which is again probably due to obligation in the care for children who have school online.

	2019	2020
Adult living in another type of household without children	12,8	15,7
Adult living in another type of household with children	15,2	17,1
Single adult without children	18,2	18,1
Adult living in a couple with children	21,4	23,5
Adult living in a couple - total	21,8	23,9
Adult living in a couple without children	22,6	24,7
Single adult with children	22,4	29,8

12 Percentage of employed people working at home by sex, age groups and household composition (lfst\_hhwahty)  
(Eurostat)

## Workers who can telework

Most people in 2018 in Slovenia never worked from home (31%), while only 7% of people worked from home every day or almost every day. The data changed during the pandemic, but the Eurostat hasn't got data for those years.



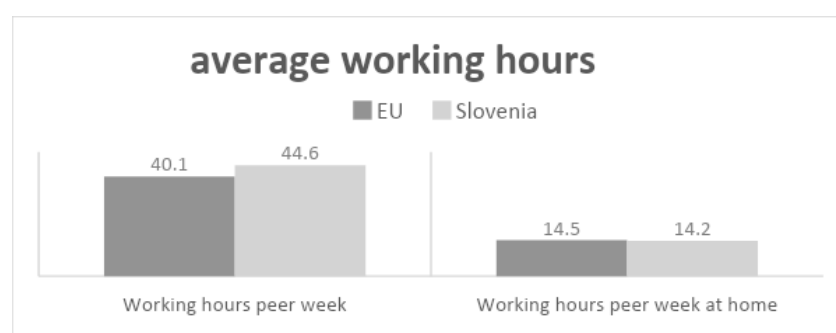
	Slovenia
Individuals worked from home less than once a week	6
Individuals worked from home every day or almost every day	7
Individuals worked from home at least once a week	14
Individuals worked from home at least once	20
Individuals never worked from home	31

13 Work from home, from an external site or on the move (isoc\_iw\_hem) (Eurostat, 2018)

## Hybrid work models being implemented

“Hybrid work” refers to the combination of telework and face-to-face work (a few days a week of each per week, for example). It would be helpful to know if there is data on the combinations of face-to-face and teleworking that are being adopted in the country's organizations.

People in Slovenia in Feb/Mar 2021 worked on average 44,6 hours a week, while they worked 14,2 hours per week at home. That means that people in Slovenia work at home two days per week, while other days they work on company premises. The EU average hours of working at home compared to all working hours per week is slightly higher than in Slovenia.



14 Average working hours per week/average working hours per week at home (Eurofound, 2021)

- **Evidence on the acceptance of telework among different groups (especially distinguishing managers vs. workers) and according to the size of the company. This may include the perceptions on the pros and cons of teleworking by workers and companies**

In 2021, large enterprises in Slovenia were the most numerous in increasing number of remote meeting (99%), remote access to the e-mail system (24%) and ICT systems (34%), while the





least numerous were small enterprises. Large companies are thus more prone to digitalization and telework.

	During 2020, enterprises have increased the number of remote meetings conducted by the enterprise (e.g. via Skype, Zoom, MS Teams, etc.)	Enterprises with an increase in the remote access to the e-mail system of the enterprise which was fully due to the Covid-19 pandemic	Enterprises with an increase in the remote access to the ICT systems of the enterprise other than e-mail which was fully due to the Covid-19 pandemic
Small enterprises (10-49 employees and self-employed persons), without financial sector	41	4	6
Medium enterprises (50-249 employees and self-employed persons), without financial sector	79	14	17
Large enterprises (250 employees and self-employed persons or more), without financial sector	99	24	34

*15 Covid-19 Impact on ICT usage (ISOC\_E\_CVD) (Eurostat, 2021)*

## 2. Legislation

Under Slovenian legislation, teleworking may be introduced either contractually or by unilateral decision of the employer due to exceptional circumstances. On a contractual basis, telework may be introduced by agreement with the employee, i.e., by a new employment



contract concluded specifically for telework if the current employment agreement did not include such provisions. Article 69 of the Slovenian Employment Relationship Act requires telework to be agreed to by a written employment agreement and for the labor inspectorate to be informed about such planned telework. On a unilateral basis, in case of natural or other disasters, or in other exceptional circumstances that endanger human life and health or the property of the employer, the type or place of work specified in the employment contract may be temporarily changed without the consent of the employee, but only as long as such circumstances persist.

According to the current epidemiological picture of the Republic of Slovenia, the employer can still unilaterally order the employee to telework based on their obligation to provide health and safety at work. A written order to telework should include a justification for such safety measures. Under current legislation, employees do not have the right to telework unless so agreed with the employer in the employment agreement. The employer can unilaterally limit the time frame or revoke teleworking only if the employer's unilateral order introduced telework. If telework was introduced with the employment agreement and the timeframe was not already defined within the contract, then a new contract will need to be concluded with the employee. An employee who teleworks has the same rights as an employee who works at the employer's premises.

The rights, obligations, and conditions of a teleworking arrangement are regulated in an employment contract. The employee is entitled to compensation for using their resources while teleworking. The compensation for the use of one's own equipment must be determined with the employment contract for telework. The amount of such compensation is subject to negotiations between the parties. However, at least the incurred costs must be covered by the employer. In-person monitoring of teleworking employees is only possible within narrow limits due to the particular constitutional protection of the private home and data protection law. The employer may not enter the employee's home without consent. However, to monitor work performance, the employer has the right to request reports from the employees on the progress of the work and, if necessary, partial work results at regular intervals.

#### **Employer's obligations**

- Concluding appropriate contract specifying the place of work.
- Informing the labor Inspectorate of the intended organization of work at home.
- Providing compensation for the use of own resources.

#### **Employee obligations**

Following the legislation in the field of safety and health at work and in accordance with the employer's instructions, the employee must properly use work equipment and other means of work, including safety devices and personal protective equipment. When working, employees must follow the employer's instructions and, if necessary, educate themselves.



### **Employer's obligations**

- Following the rules and guidelines for safety and health at work.
- Providing employees regular shorter and longer breaks during work, which should be an integral part of work tasks at the workplace at home.

### **Employee obligations**

Several countries have adopted a similar approach based on states of emergency (e.g. Finland, Germany, Hungary, Italy (in the public sector), Poland, Portugal, Slovakia, and Slovenia). These enforcement measures mean that the voluntary principle of telework has been temporarily suspended, with telework becoming the default for all jobs considered 'teleworkable'.

With the employment contract, the employer and the employee may agree that the employee will perform work at home that belongs to the employer's activity or that is necessary to perform the employer's activity for the entire duration or only part of the employee's working time.

Legislative reform in Slovenia foresees the introduction of a new clause that would allow workers with children and caregivers to request a flexible form of work, including telework. The employer would have to assess the worker's request and explain the reasons for this decision in case of refusal or postponement.

## **Obligations and rights of teleworkers and companies**

### **Article 69**

(rights, obligations and conditions)

(1) An employee who performs work at his home or in the premises of his choice in agreement with the employer has the same rights as an employee who works at the employer's premises, including the right to participate in management and trade union organization.

(2) The rights, obligations and conditions that depend on the nature of work at home shall be regulated between the employer and the employee by an employment contract.

### **Article 70**

(obligations of the employer)



(1) An employee has the right to compensation for using their resources while working at home. The employee and the employer determine the amount of compensation with an employment contract.

(2) The employer is obliged to ensure safe working conditions at home.

## Telework capability

Individuals with basic or above basic overall digital skills have increased during the last years in Slovenia and the EU. 55% claimed to have basic or above basic overall digital skills in 2019 in Slovenia, while the number is also similar in EU countries. From 2015 to 2019, the digital skills of Slovenian citizens increased by 4%, while the EU average increase was 2%.

GEO/TIME	2015	2016	2017	2019
European Union - 27 countries (from 2020)	54	54	55	56
Slovenia	51	53	54	55

*16 Individuals' level of digital skills (until 2019) (ISOC\_SK\_DSKL\_I) (Eurostat)*

Younger citizens had the most digital skills in 2019 in Slovenia, while older had the least skills.

	2019
Individuals, 65 to 74 years old	16
Individuals, 55 to 64 years old	33
Individuals, 45 to 54 years old	60
Individuals, 35 to 44 years old	70
Individuals, 25 to 34 years old	72
Individuals, 16 to 24 years old	82

*17 Individuals' level of digital skills (until 2019) (Eurostat, 2019)*

Citizens that live in cities had the most digital skills in 2019 in Slovenia, while citizens that live in rural areas had the least skills.

	2019



Individuals living in rural areas	51
Individuals living in towns and suburbs	57
Individuals living in cities	63

*18 Individuals' level of digital skills (until 2019) (Eurostat, 2019)*

Females in Slovenia had more digital skills in 2019 than males.

	2019
Males	57
Females	60

*19 Individuals' level of digital skills (until 2019) (Eurostat, 2019)*

Citizens with high formal education had the most digital skills in 2019 in Slovenia, while citizens with no or low formal education had the least skills.

	2019
Individuals with no or low formal education	32
Individuals with medium formal education	47
Individuals with high formal education	90

*20 Individuals' level of digital skills (until 2019) (Eurostat, 2019)*

Employees working in information or communication had the most digital skills in Slovenia in 2019, while employees that work in construction had the least skills. The table shows that workers performing mostly physical work have less digital skills than the ones working in offices.

	2019
Working in construction	40
Working in mining or quarrying, manufacturing or other industry	57
Working in wholesale or retail trade, transport, accommodation or food service activities	67



Working in business services	70
Working in other service activities	79
Working in public administration, defence, education, human health or social work activities	81
Working in financial or insurance activities	88
Working in information or communication	98

21 Individuals' level of digital skills (until 2019) (Eurostat, 2019)

Individuals that live in a household with income in fourth quartile had the highest digital skills in Slovenia in 2019, while the one with income in first quartile had the lowest digital skills. That shows, that the ones with higher income have higher digital skills (probably due to easier access to computer and internet services).

	2019
Individual living in a household with income in first quartile	24
Individual living in a household with income in second quartile	43
Individual living in a household with income in third quartile	60
Individual living in a household with income in fourth quartile	80

22 Individuals' level of digital skills (until 2019) (Eurostat, 2019)

## Digitalization of companies

The use of ICT hardware and computer network in companies has increased during last years in Slovenia. From 2017 to 2019 608 small companies, 93 medium companies and 15 large companies more began to use ICT hardware and computer network.



	2017	2018	2019
Število podjetij – SKUPAJ			
10–49 zaposlenih	5.680	5.809	6.288
50–249 zaposlenih	1.093	1.194	1.186
250 ali več zaposlenih	218	222	233

*23 Extent of the use of ICT hardware and computer networks in enterprises, by size of enterprises, by number of persons employed, Slovenia, 2009 - 2019 (SURS, 2019)*

In 2018, 29% of enterprises provided training to their personnel to develop their ICT skills, which is more than EU average (22%). The number decreased in 2019 and 2020 in Slovenia and the EU (27).

GEO/TIME	2018	2019	2020
European Union - 27 countries (from 2020)	22	23	20
Slovenia	29	28	26

*24 Enterprises that provided training to develop/upgrade ICT skills of their personnel (isoc\_ske\_ittn2) (Eurostat)*

## Training for telework

### Examples of telework training in Slovenia:

#### 1. COMMUNICATION AND REMOTE WORK

(<https://ua.gov.si/aktivnosti/detajli/?ID=74b7a16f-8981-eb11-9c65-005056818ee6&Tag=456,459>) :

- ways of working, communicating and collaborating remotely;
- skills for effective remote working, etiquette in remote working;
- tools for working, communicating and working remotely
- example MS Teams - event conferencing (meeting, training), screen sharing, working with camera, microphone, assigning roles to participants, sending messages, chat, working with documents, working with external applications and links (interactivity, quizzes)

#### 2. DISTANCE WORK

([http://www.bistrahisa.si/projekti/delo\\_na\\_daljavo/delavnice\\_gradiva/1\\_okvirni\\_nacrt\\_usposabljanja.pdf](http://www.bistrahisa.si/projekti/delo_na_daljavo/delavnice_gradiva/1_okvirni_nacrt_usposabljanja.pdf)) :



- (self) organization of smart working - 20 hours-
- Legislation in the field - 24 hours
- Preparation of a business plan

### 3. 6TH EMPLOYERS 'DAY

(<https://www.gzs.si/Portals/SN-Pravni-Portal/DELODAJALSKA%20PRAKSA%202020.pdf>) :

- Work at home in the light of the European acquis and a comparative legal aspect
- Obligation of the employer regarding safety and health for smart working
- Presentation of the right to disconnect regime in the EU
- Starting points for changes in the regulation of work at home / smart working
- Upgrading the regulation of work at home / smart working in collective agreements of economic activities

### 4. HOW TO ARRANGE WORK FROM HOME (<https://www.zfm.si/izdelek/kako-urediti-delo-od-doma-pravni-komunikacijski-in-organizacijski-vidik>) :

- Legal aspect
- Communication at work from home
- Organizational aspect
- **Organizations, associations, institutions related to teleworking - Not only names, also what do they do**
- Labor Inspectorate of the Republic of Slovenia, their tasks related to telework:  
The employer must inform the labor Inspectorate about the intended organization of home office

## 4. Conclusions: How favorable is the country for smart working?

### **Main opportunities or leverages for the implementation of SW in the country**

*The country's affinity for technology*

Slovenia has quite a good affinity for technology. The digital intensity index in Slovenia in 2021 is higher (5) than the EU average (3).





TIME	2021
European Union - 27 countries (from 2020)	3
Slovenia	5

25 Digital Intensity (isoc\_e\_dii) (Eurostat, 2021)

#### *Availability and quality of its technological infrastructure*

Percentage of people with internet access has increased during last years in Slovenia and the previous year (2021) they also exceeded the EU average. The reason for a +3% increase in internet access in the last year in Slovenia could also be the impact of the pandemic of increased work from home, for which more and more individuals needed access to the internet.

TIME/GEO	European Union - 27 countries (from 2020)	Slovenia
2019	90	89
2020	91	90
2021	92	93

26 Households - level of internet access (isoc\_ci\_in\_h) (Eurostat)

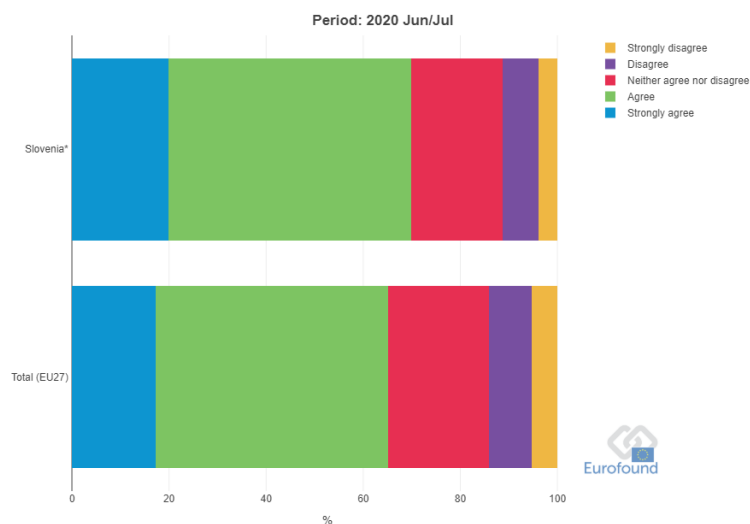
The employees in Slovenia in Jun/Jul 2020 were answering an Eurofound Survey, where they choose how strongly they agree with the following statement: "With the equipment I have at home I could do my work properly". 22,2% of people in Slovenia answered that they strongly agree, and 44% answered that they agree with the statement. The results are similar to the EU average and show us that the technological infrastructure in Slovenian homes is quite good and that most people have the equipment with which they can work.



27 'With the equipment I have at home I could do my work properly' (Eurofound, 2020)

### Management culture and the drive for higher productivity within companies

In Jun/Jul 2020, most of the respondents in Slovenia answered that they are satisfied with the quality of their work. The average number of respondents in Slovenia (50% agreed and 19,9% strongly agreed) that are satisfied with the quality of their work was also higher than the EU average (47,8% agreed, 17,3% strongly agreed). Even though some have worked from home, they still seem to manage to do quality work at home.

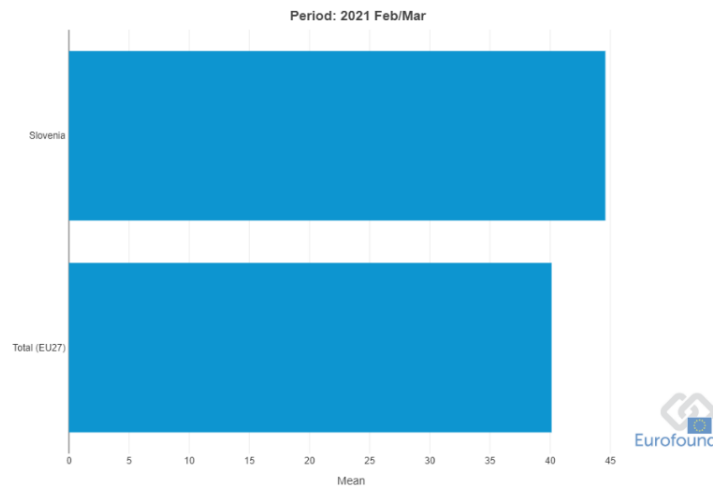


28 "I'm satisfied with the quality of my work" (Eurofound, 2020)

During the pandemic (in Feb/Mar 2021) Slovenia had a higher average of working hours per week compared to the EU average. Slovenian employees worked on average 44,6 hours per week, while the EU average was 40,1 hours per week. That shows us that productivity in



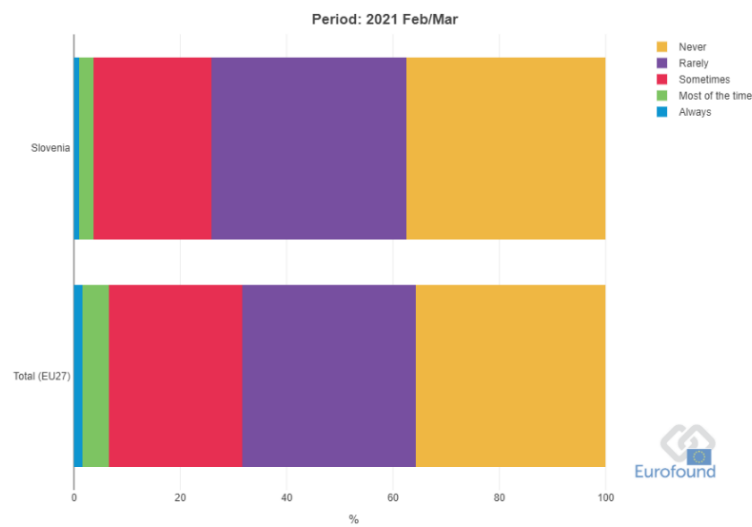
Slovenia during the pandemic was high, where many employees worked overtime, even though many of them worked at home.



29 "Last month, how many hours per week did you work on average? (Eurofound, 2021)

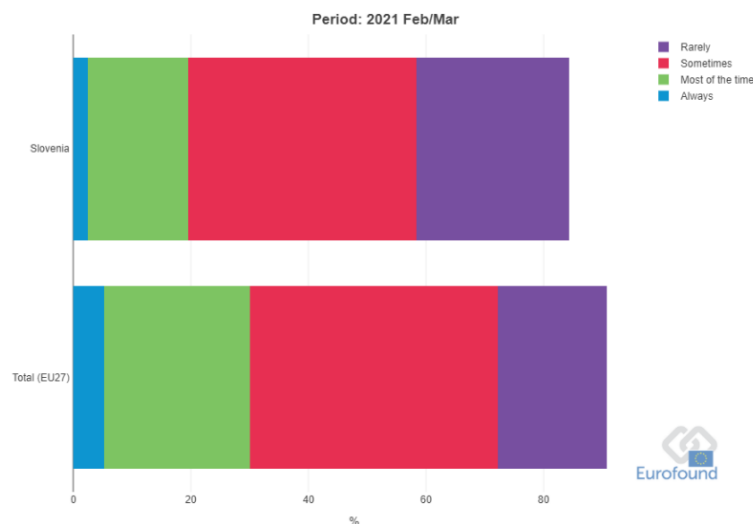
*Employees' needs for spatial and temporal flexibility to balance work demands with other responsibilities*

In Feb/Mar 2021, most of the Slovenian respondents answered that, in the previous two weeks, they never (37,4%) or rarely (36,7%) found it difficult to concentrate on their job because of their family responsibilities from which we can conclude that telework was a good opportunity for them to manage their other responsibilities related to family life.



30 How often in the last 2 weeks, have you found it difficult to concentrate on your job because of your family responsibilities? (Eurofound, 2021)

Slovenian respondents also mostly answered that they rarely (26%) or sometimes (38,8%) in the last two weeks felt too tired to do some household jobs that need to be done after work, which also shows us that work from home didn't limit them to do other responsibilities at home, quite the opposite, telework probably presented an easier way for employees to do household jobs.



31 How often in the last 2 weeks, have you felt too tired after work to do some of the household jobs which need to be done? (Eurofound, 2021)



## Main difficulties for implementing SW in the country

### *The country's affinity for technology*

The training for digital skills for employees should be implemented more as the results of one of the Tables above showed a decrease in the percentage of companies that provide training for digital skills for their employees. If some companies can't afford to pay for the training for their employees because they're economically exhausted due to the impact of the pandemic, the state could provide the funding for digital skills training.

Large enterprises in Slovenia are more likely than SMEs to adopt new technologies and work remotely, as we saw in one of the tables above. Thus, Slovenia should focus on more intensive digitalization among SMEs.

### *Availability and quality of its technological infrastructure*

Slovenia has quite good technological infrastructure, and the internet is almost available to everyone (93% in 2021). Still, there is a problem if the internet or other technological aspects that individuals need to have so that they can work are not distributed equally among different demographic groups. From the tables above showing the digital skills of Slovenian citizens, we can see that those with the least digital skills are older people, males, people living in rural areas, people with lower education, people doing physical work and those having lower income. For these types of citizens, it is essential to make it easier for them to have access to technology so that they can learn to use it and thus acquire digital skills, which play a significant role in doing any kind of work today.

### *Management culture and the drive for higher productivity within companies*

In most companies, the employer or organization mainly decided the working time of the employee in 2019 in Slovenia and also in the EU (27).

GEO (Labels)	European Union - 27 countries (from 2020)	Slovenia
Person can fully decide	16.109,2	41,1
Person can decide with certain restrictions	35.352,2	133,1



Employer or organization mainly decides	113.387,5	670,9
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*32 Persons in employment by working time flexibility, economic activity (NACE Rev. 2) and occupation (Ifso\_19fxwt03) (Eurostat, 2019)*

The job autonomy in 2019 was the highest among managers in Slovenia, while in EU (27) was the highest among service and sales workers. This table and table above show us that Slovenia has a mainly hierarchical organizational culture, which means that employees know precisely where they fit in the chain of command – who’s accountable to them, who they report to, and what the rules are. However, it may hinder them from being innovative, agile, and responsive to sudden market and industry changes. They might lack the flexibility needed in today’s and future markets. The hierarchical type of companies can hinder the successful digitalization of companies and the implementation of telework.

GEO (Labels)	European Union - 27 countries (from 2020)	Slovenia
ISCO08 (Labels)		
Elementary occupations	4.975,8	12,7
Plant and machine operators and assemblers	3.273,0	17,0
Skilled agricultural, forestry and fishery workers	4.796,8	23,9
Clerical support workers	7.673,1	24,8
Craft and related trades workers	9.066,5	39,2
Service and sales workers	13.120,0	40,7
Managers	7.686,9	53,2

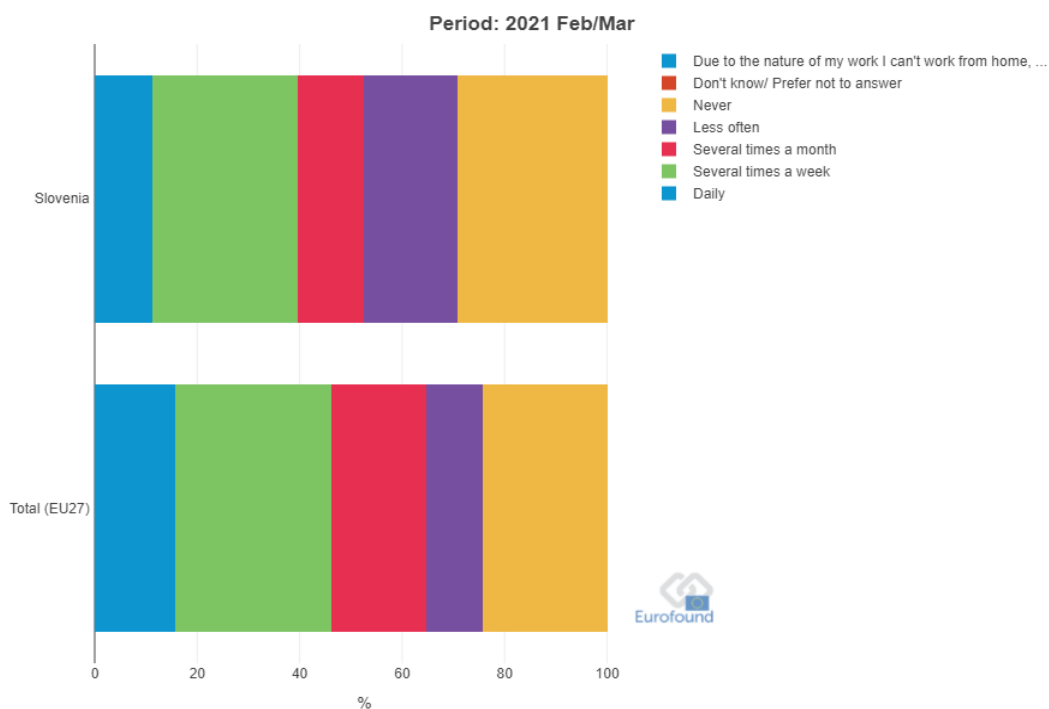
*33 Persons in employment by job autonomy, economic activity (NACE Rev. 2) and occupation (Ifso\_19mtwk24) (Eurostat, 2019)*

### *Employees’ needs for spatial and temporal flexibility to balance work demands with other responsibilities*

Telework in Slovenia has proven to be a successful way of working in terms of reconciling private life and work. Although Slovenians generally feel satisfied with their work from home,



many of them believe they would rather not work from home in the future. 29,3% of the respondents in Slovenia answered that they would never like to work from home if there were no restrictions due to COVID-19. From that, we can conclude that Slovenians prefer the traditional way of working, where the work location is fixed (ie, at the company's premises).



34 If you had the choice, how often would you like to work from home if there were no restrictions due to COVID-19?  
(Eurofound, 2021)

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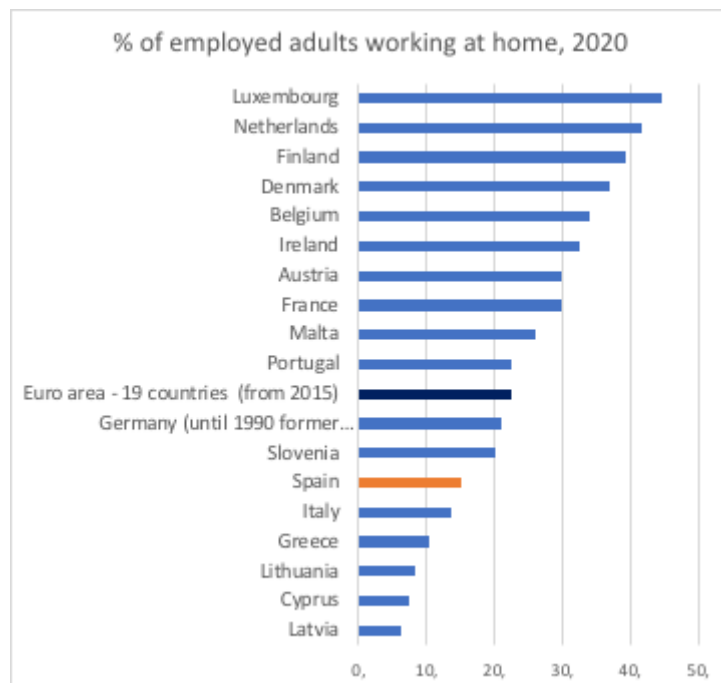


## Spain

### 1. Telework implementation in Spain

#### Evolution before, during and after the covid19 pandemic

Although the intensity of telework as a usual work arrangement has been lower in Spain than in the surrounding countries (4.8% of employment in 2019, compared to 6.0% in the Eurozone or 5.3% in the EU-28), the outbreak and persistence of the pandemic led to historically high levels of telework.

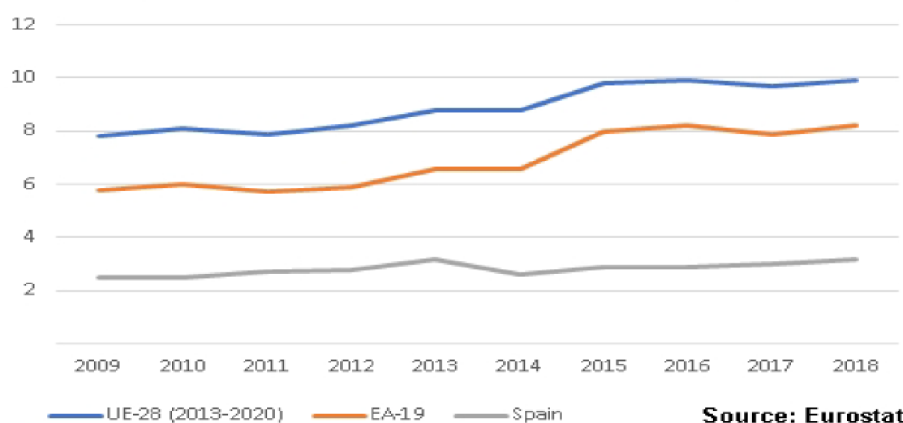


This gap is found in employed persons who usually work at home and those who do it occasionally. Although the evolution of workers who have occasionally worked from home has shown a moderate upward trend, it remained clearly below the average for the European economies.





### Employed persons who sometimes work from home (%)



The gap was higher among the self-employed persons, probably due to the characteristics of their occupations (26 % in retail activities and 12% in the building industry). In 2018, more than 25% of self-employed workers in many European countries usually worked from home, but that was barely 15% in Spain.

Across the European Union, remote work is generally more common in households with children as a means to improve the balance between family and work. This was also the case in Spain, although with lower values.

### Work from home, by type of household (%). 2018

	Eurozone	Spain
<b>Total</b>	14.0	7.5
Adult living in a couple, with children	17.2	9.3
Adult with children	16.4	8.5
Adult living in a couple, without children	15.6	8.3
Adult without children	14.2	8.1
Adult living in another type of home, with children	8.9	5.5
Adult living in another type of home, without children	8.3	5.2

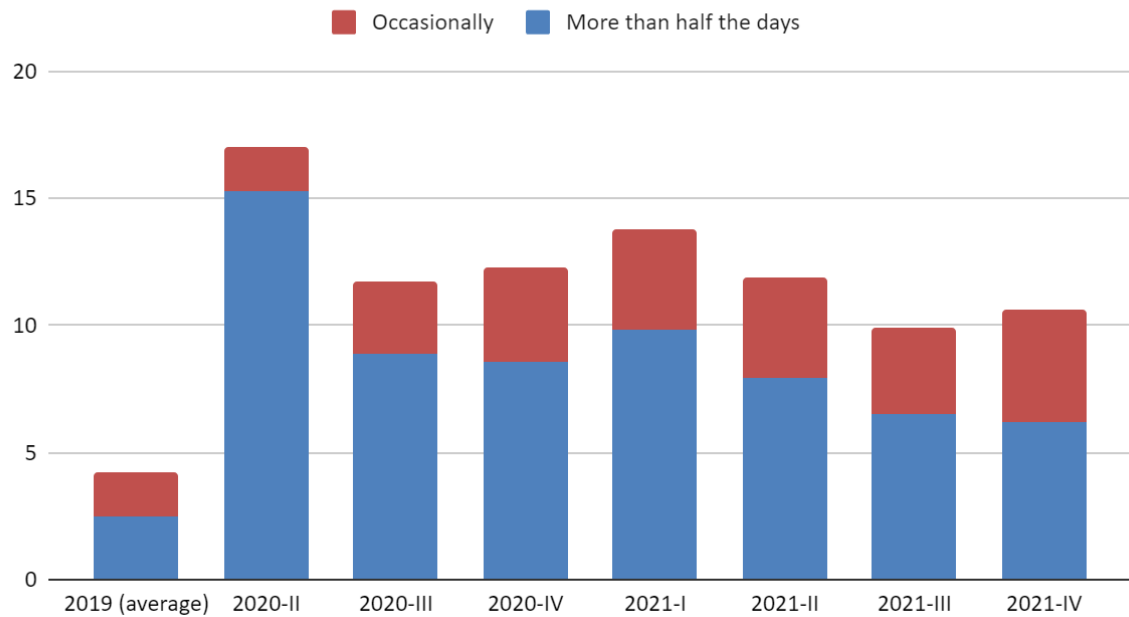
Source: Eurostat

The Living, working and COVID-19 report (Eurofound) and the Survey on ICT Usage and E-Commerce in Enterprises revealed clear evidence of the profound transformation



induced by the pandemic. Spain was one of the most active European economies embracing remote work, at home or in other locations different from the employer's premises.

### Telework in Spain by frequency (% employees)



Source: Esteban, Javier (2022) El teletrabajo en España quedó 36 veces por debajo de su potencial. El Economista, 28 March 2022.

<https://www.eleconomista.es/economia/noticias/11686716/03/22/El-teletrabajo-en-Espana-queda-36-veces-por-debajo-de-su-potencial.html>

### Company characteristics

From the point of view of companies, recent data show how, **in the first quarter of 2021, half of the companies with 10 or more employees allowed telework (50.6%)**. Almost nine out of ten big companies in Spain are involved in telecommuting arrangements. Regarding the consequences of the COVID-19, 44.4% of companies recognized that they had increased the number of employees doing telework because of the pandemic, and 31.8% of firms said they had allowed this work arrangement for this forced reason. For its part, the progress of teleworking in small companies was slower but steady (21.2% of them).



### Telecommuting by size of the enterprise. First quarter of 2021. Percentage

	Total	10-49	50-249	250+
Enterprises that allow teleworking	50.6	46.0	72.0	85.5
Companies with more employees teleworking due to COVID-19	44.4	39.4	68.1	83.5
Companies that allow teleworking only due to COVID-19	31.8	29.0	45.8	49.5
Persons employed who telework weekly	29.5	20.1	29.2	35.2

### Teleworker characteristics

According to the Survey on Equipment and Use of Information and Communication Technologies (ICT) in Households (EUICTH), currently, 17.6% of workers telework, and another 17.4% say they can work remotely using digital technologies. Such a favorable evolution suggests a far-reaching transformation in labor relations. Still, this evolution aligns with the labor market's characteristics and the digitization process's implications.

17.6% of employed persons aged 16 to 74 (3.3 million people) claim to have teleworked during 2021 in Spain. Another 17.4% stated that they choose not to telework, although their work allowed it, revealing that **telecommuting in Spain could reach 35% of employed people**. Finally, the remaining 65.0% could not because their type of work did not allow them to work remotely.

### Telecommuting rate by sex and age group Year 2021

Percentages of the population from 16 to 74 who are employed

	People who have worked remotely	People who have worked remotely although their job would let them do so	People who have worked remotely because their job would not let them do so
<b>TOTAL</b>	17.6	17.4	65.0
<b>Sex</b>			
Males	17.1	15.3	67.6
Females	18.1	20.0	62.0
<b>Age</b>			
16 to 24 years	9.4	12.8	77.8
25 to 34 years	17.5	16.8	65.7
35 to 44 years	20.1	18.5	61.4
45 to 54 years	18.0	17.4	64.7
55 to 64 years	15.6	17.9	66.5
65 to 74 years	17.7	17.7	64.7



The positive evolution described above should not hide the fact that the progress of **teleworking in Spain is clearly asymmetrical**. The following table displays information about the scope of telework according to the person's characteristics and contexts, such as gender, age, place of residence, educational and salary level, or type of labor contract.

**Teleworking in Spain (2021)**

Men	17.1
Women	18.1
16-24 Y	9.4
25-34 Y	17.5
35-44 Y	20.1
45-54 Y	18.0
55-64 Y	15.6
65 and over	17.7
Cities	23.9
Rural areas	10.7
High salaries	32.3
Low salaries	8.6
Higher education	33.4
Secondary and primary education	1.3
Permanent contract	19.8
Fixed-term contract	10.2

This shows that teleworking is much more frequent among people with a higher education degree, more job stability, and above-average remuneration. It also shows how the use of telework has become much more widespread among jobs in dense urban areas.

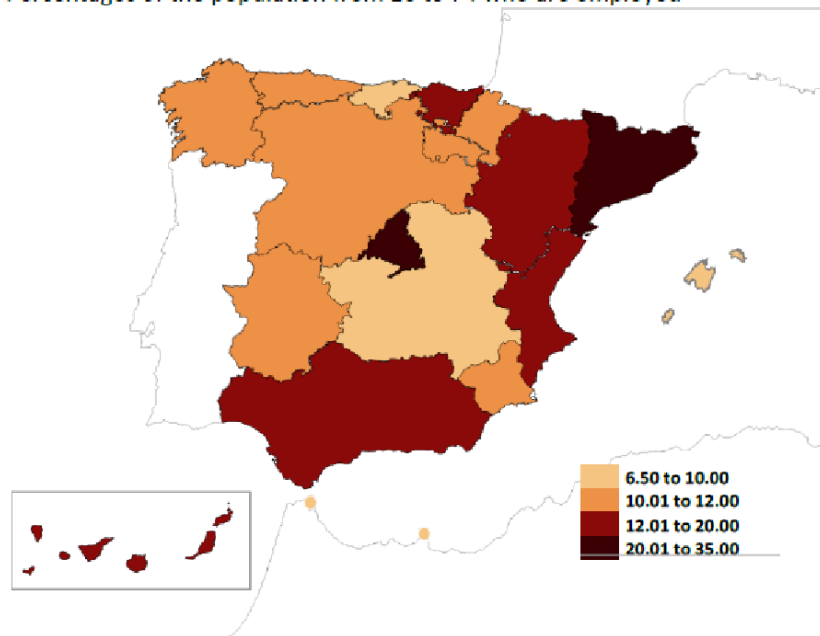


Those who have teleworked the least are those aged 16 to 24, those in the first stage of Secondary Education and below, those with a temporary contract, those living in municipalities with less than 20,000 inhabitants, and those with an income lower than the average salary in Spain.

The data also reveal a strong geographical asymmetry, with a higher introduction of teleworking in those regions with higher income and strong agglomeration economies, such as Madrid and Catalonia.

### Frequency of Teleworking by community and autonomous cities. Year 2021

Percentages of the population from 16 to 74 who are employed



All these data lead us to consider that **the advance of telework is more closely related to the occupations and tasks than to the personal characteristics of the workers.** To test this hypothesis, the following table shows information about the use of teleworking according to the different types of jobs. It confirms that this work arrangement is much more frequent among people in jobs requiring higher qualifications and demanding complex or intermediate skills. By occupation, the highest percentages were among scientific and intellectual professionals, technicians, and middle-level professionals.

### Teleworking in Spain 2021

(Based on occupation)

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Scientific and intellectual professions	37.2
Mid-level technicians and professionals	32.8
Administrative support staff	22.6
Other occupations	1.,2

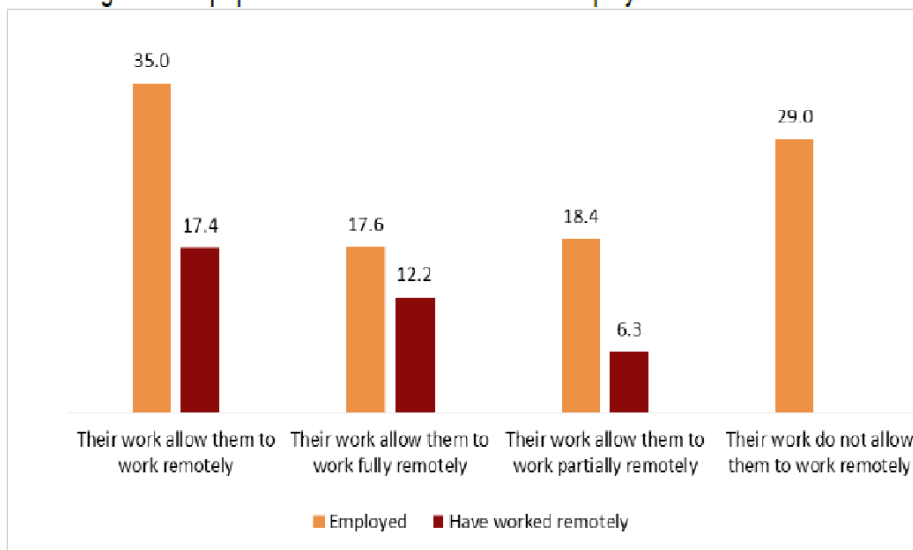
### Telework arrangements

The analysis of telework schedules also would reveal the preferences of workers to opt for this type of work arrangement. For 35% of those employed, their work would allow them to telework. However, less than 18% are habitually working from home.

According to their availability for teleworking, the favorite option for telecommuting is for people whose occupation allows them to work entirely remotely (12.3%); meanwhile the presence of remote work is much lower for those partially restricted (only 5.3%). **The lack of experience organizing telework may limit the scope of remote work in Spain.**

### Type of work according to availability for teleworking and effective teleworking. Year 2021

Percentages of the population from 16 to 74 who are employed

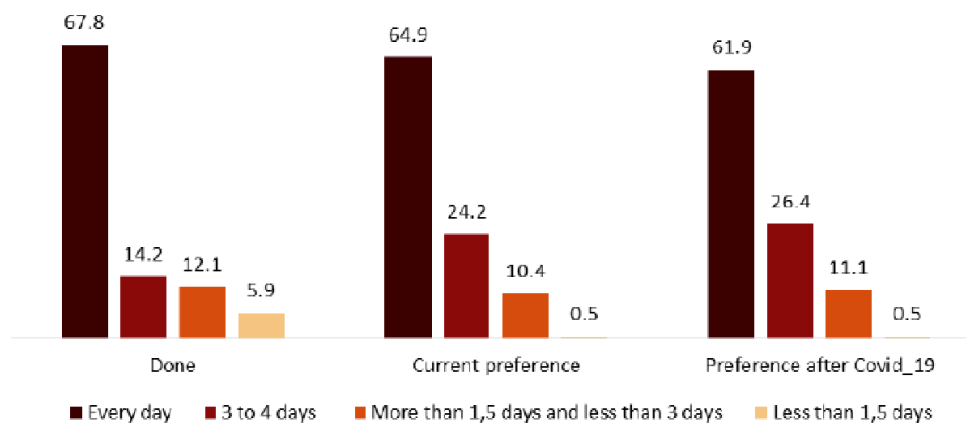




Consequently, on average, people who have worked online have done so for 3.5 days a week. A total of 47.4% of them teleworked daily, 17.8% between three and four days, 20.2% more than 1.5 days and less than three, and 14.7% less than 1.5 days (or less than 30% of your working day).

### Telework day; performed and preferences. Year 2021

Percentages of the population aged 16 to 74 who have teleworked and whose work allows them to fully telework



The potential development of teleworking in Spain is plain to see because only two out of three individuals who have teleworked (because their work allows them to do so full-time) did telework every day. These employees prefer to telework every day: 65.0% in the current situation and 61.9% as an option once the pandemic has been overcome. Comparing the current level of actual teleworking and the preferences of employed people, we may expect that teleworking in Spain will be higher in the near future compared with pre-pandemic levels, at least with respect to the days conducting their work-related duties from home.

### Attitudes towards teleworking

#### Employees

Regarding the assessment of teleworking, **those who have teleworked have valued their experience very positively**, with an average of 8.2 points out of 10, both from a professional and personal perspective and similarly according to gender.

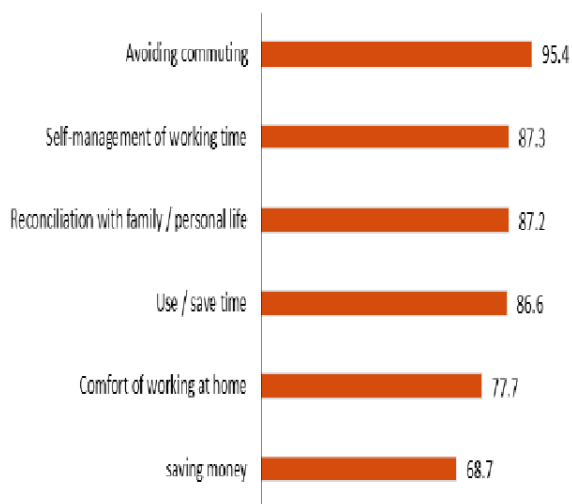


The advantages of telework perceived by workers include the savings in costs and time derived from avoiding commuting travel, self-management of working time, and a better balance between family and personal life. On the contrary, the main declared disadvantages are the lack of social contact with colleagues, the difficulties in disconnecting from work and an increased workload. The achievement of effective, flexible and gratifying self-management of work time and content is an unsolved issue for the further development of teleworking in Spain.

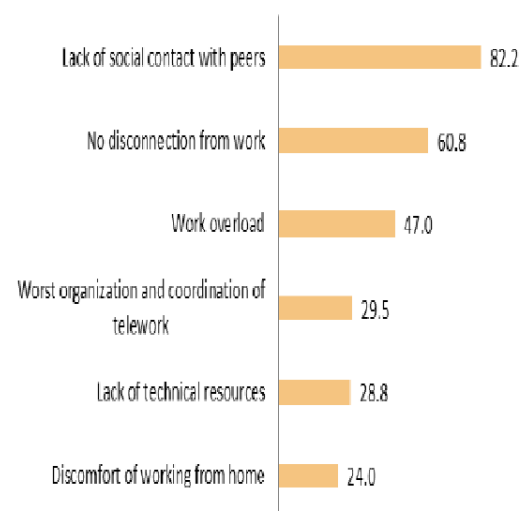
### Advantages and disadvantages of Teleworking. Year 2021

Percentages of the population from 16 to 74 that has done telework

#### Advantages



#### Disadvantages

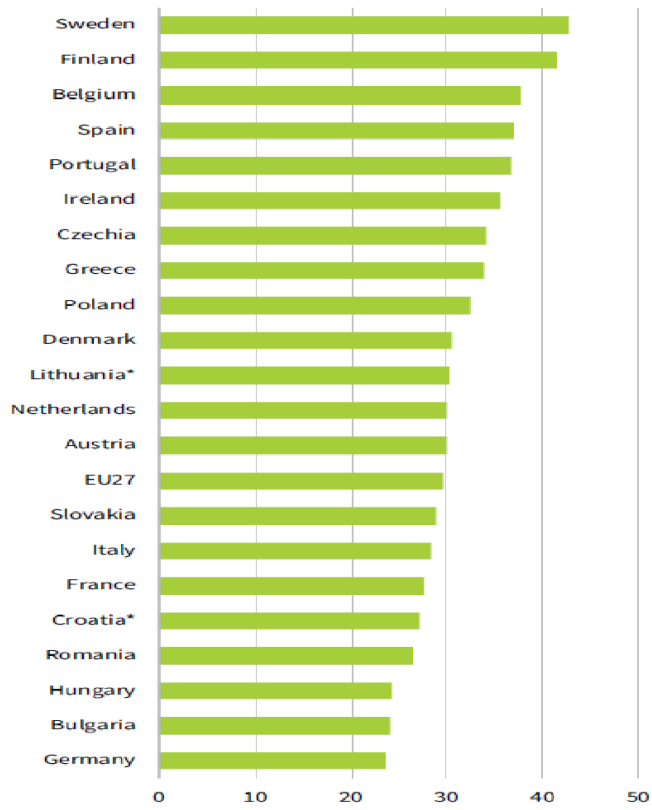


It is highly revealing that, according to the *Living, working and COVID-19* report (Eurofound), a significant share of remote workers in Spain declared high stress because of increased work intensity and high emotional demands. Flexible and remote working arrangements require increased employee autonomy, supportive management and practices for learning and development, and employee involvement in management decision-making. These requirements were not fully met during the pandemic.



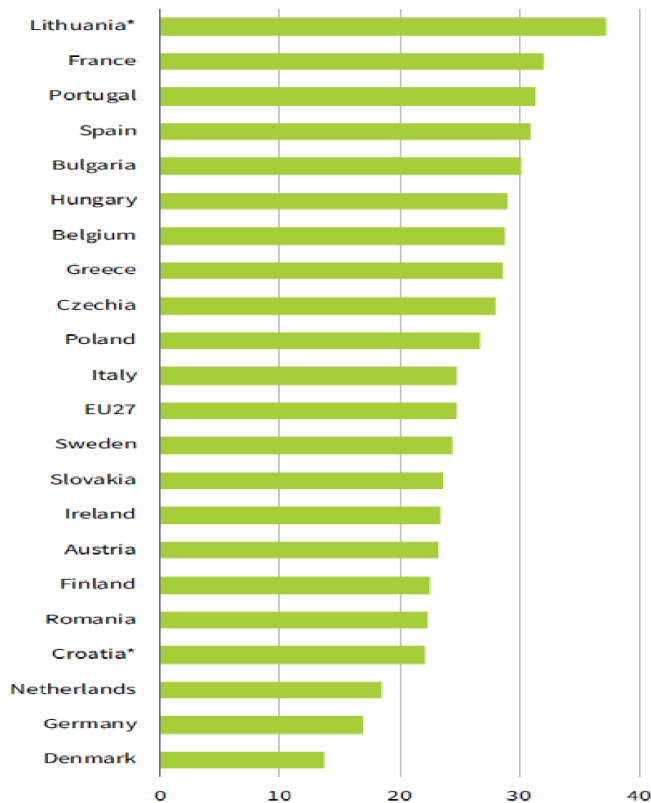


**Figure 27: Employees reporting high quantitative demands, by country, EU27 (%)**





**Figure 28: Employees feeling emotionally drained by work, by country, EU27 (%)**



### ***Managers***

Evidence on the attitudes of managers in Spain towards teleworking is scarce. It is derived from international surveys with an unrepresentative sample of managers to reach their conclusions. However, it can be observed that Spanish senior managers are equally or less favorable to telework than their counterparts in other countries.

For example, the UBS survey of 675 senior executives in five European countries (Spain, UK, Germany, France and Italy) concluded that **Spanish managers are the most reluctant to allow their employees to continue working from home**. Thus, 47% of those surveyed in Spain say that they will not allow their employees to continue teleworking when the health crisis is over. In contrast, in other countries, the percentage of those opposed to remote working ranges between 36% and 41%.

The CEO Outlook 2021, conducted by KPMG with a survey of 1,325 CEOs –50 of them Spanish– found that 38% of Spanish executives believe there will be around two days of telework per week regularly, a percentage similar to the global level.



Another revelatory result derives from the Global Work From Home study, according to which workers in Spain want to telework 1.92 days per week when the pandemic ends. At the same time, they perceive that their companies will only offer 0.64 days of telework per week. The difference between workers' and companies' desired telework schedules in Spain is among the highest, only below that in Serbia. This suggests that **the managers' perception of telework is starkly more negative than that of employees.**

## 2. The future of telework in Spain

Regarding the future of telework in Spain, the central question is whether digital technologies can favor certain groups of workers more than others, creating a qualification bias. Information and communication technologies usually fit better with high-qualified workers, as they can learn new skills more quickly and adapt better to the organizational changes arising from their usage. Therefore, we can expect more widespread use of the opportunities generated by such technologies in jobs requiring highly qualified workers.

However, the evolution of the labor market in Spain has not been immune to the tensions arising from the recent economic instability. To clarify the combined effects of the economic cycle and the use of emerging technologies on the level and composition of employment, we analyzed the occupation data from the labor Force Survey. A clear qualification bias is detected. People with higher qualifications absorbed most of the growth in employment since the aftermath of the financial crisis (45.8% of current employment), and the economic recovery after the outbreak of the COVID-19 pandemic has accelerated the process (almost 70% of new jobs).

### Evolution of employment (2014-2021)

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Illiterate People	7.9
Incomplete Primary Education	-78.7
Primary Education	-398.5
Secondary Education (First Stage)	483.9
Secondary Education (2 <sup>nd</sup> Stage General)	440.3
Secondary Education (2 <sup>nd</sup> Stage Professional)	575.5
High Education	2,049.8
Total	3,080,2

A more detailed exploration of the evolution of employment shows that this scenario, which favors the spread of the new ways of working, comes up against two critical obstacles. On the one hand, there is persistent segmentation or duality in the labor market, with a high rate of temporary employment. On the other hand, there is a deskilling process arising from the increasing mismatch between education levels and training requirements in the workplace.

Temporary contracts account for nearly 40% of the new jobs created, and the fixed-term employment rate has increased by three points over this period. Significantly, temporary employment among highly qualified jobs is also reaching notable levels. Thus, this segmentation of labor markets goes beyond educational levels, consolidates the insiders-outsiders dynamic characteristic of the labor market and **questions the capacity of teleworking as an instrument for autonomy and self-organization of work in the near future.**

On the other hand, while the more highly qualified jobs represent most of the new jobs created (two of the three million jobs created since 2014), an analysis of the skills required in these new jobs confirms the presence of a growing educational mismatch. Data from the following table show that only a little more than 40% of new jobs taken by highly qualified workers require complex skills.



### Evolution of the demand for skills (2014-2021)

Complex skills	43.4 %
Intermediate skills	23.1%
Basic skills	33.5%

The consequences are shown below. While job opportunities are much higher in Spain for more qualified labor, the probability of performing complex tasks in these jobs is just 60%. Significantly, one in every five jobs requiring higher qualifications involve tasks well below the skills and knowledge the workers acquired in the educational system. The most qualified workers are going down the job scale and increasingly doing jobs traditionally held by less qualified workers, who may even be pushed out of the labor market.

### Probability of high-qualification employment (2021)

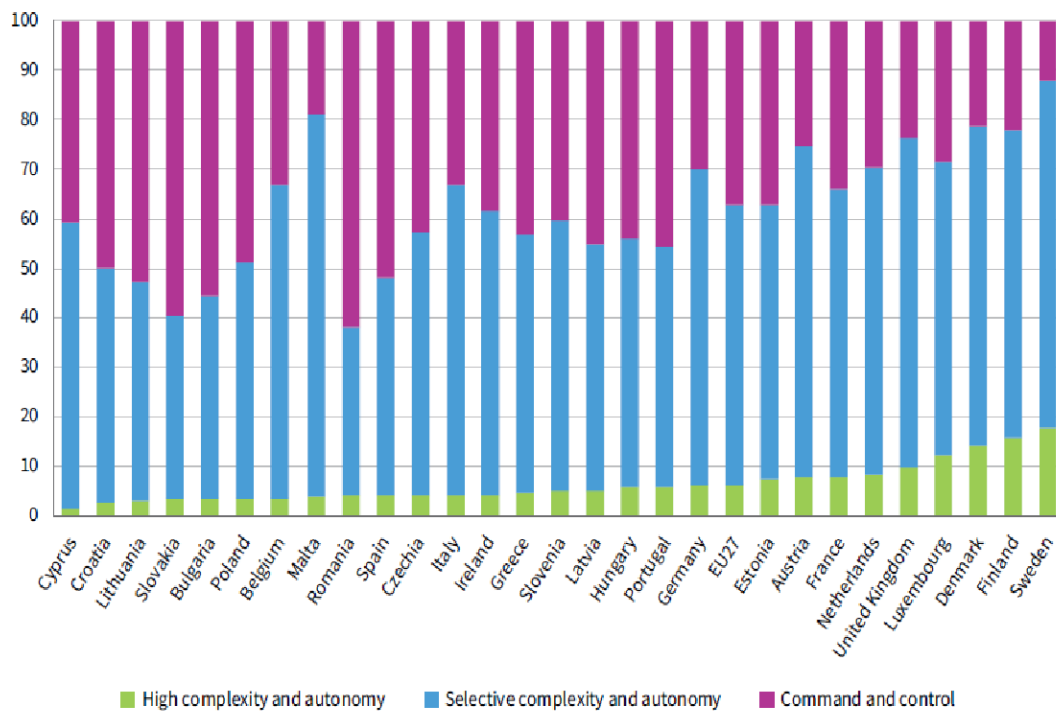
Complex skills	62.0%
Intermediate skills	20.0%
Basic skills	18.0%

This **educational mismatch limits the future scope of the new ways of working** associated with digital transformation and the use of emerging technologies. A similar consequence could come from the persistence of dualism in the labor market, with a high incidence on the labor market which successive reforms in regulation or the economic changes associated with the technological transformation do not seem to be able to prevent.



**The scope for teleworking in Spain may also be limited by the prevailing work organization.** Workers who are appropriately challenged by the complexity of the tasks in their job and are given some degree of autonomy in how they carry out these tasks are likely to be more productive and have better job satisfaction. In fact, there is a clear link between the degree of complexity and autonomy of the work organization and the workplace well-being. According to the European Company Survey 2019, Spain is scoring very low in both items, as most companies belong to the command-and-control type. This **cultural bias, opposed to work autonomy and self-organization, could be a restrictive factor for the growth of remote work.**

Figure 28: Establishment type – job complexity and autonomy, by country (%)





### 3. Legislation

#### Rules and regulations related to telework

Spain has a specific law applicable to teleworking: Royal Decree-Law 28/2020 of September 22, on remote working (from now on, Remote Working Law). In the Remote Working Law, telework is a species within the distance or remote work genus. Thus, remote work is defined as performed outside the usual establishments and centers of the company, and telework is a type of remote work that involves providing services using new technologies.

It should be noted that the Remote Working Law focuses exclusively on **salaried telework**. This is reasonable as a general principle because regulatory intervention is more necessary in salaried work than in self-employment, given the asymmetry of power between the parties involved.

Therefore, due to this limitation, the Remote Working Law omits the group that most frequently uses telework because it avoids any reference to self-employment. In 2019, 30.9% of the self-employed worked from home regularly or occasionally, while this figure was 4.9% for salaried workers (EUROSTAT). Therefore, those who are self-employed are likely to contribute to a greater extent than salaried persons to realize the social benefits of telework mentioned in the previous section. In particular, this regulation does not mention special employment relationships or economically dependent self-employed workers.

In addition, the Law on Remote Working doesn't include the personnel of the Public Administrations, to whom the new Article 47 bis of the revised text of the Law of the Basic Statute of the Public Employee, established in Royal Decree-Law 29/2020, of September 29, on urgent measures regarding telework in the Public Administrations and human resources in the National Health System to deal with the health crisis caused by COVID-19, is applicable. It also excludes contracts with under-aged workers and, in internship and training contracts, limits teleworking to 50% of working time (art. 3). Consequently, **many people in a situation of effective dependency are excluded from this regulation**. Besides these limitations, **the Remote Working Law applies to all types and sizes of companies and all employees, with no** minimum seniority required.



## **Is telework mandatory or optional for the worker or company?**

Telework arrangements are optional for both the worker and the company.

## **Minimum amount of telework time for a person to be considered a teleworker or covered by the law**

Article 1 of the Remote Working Law establishes an intensity criterion for its provisions to be applicable. That is, it establishes a criterion based on the frequency of teleworking or the proportion of time that employees work in a place other than the space offered by their company. The Remote Working Law will only be applicable when teleworking occurs on a "regular basis", which means an average of 30% or more of the working day in a reference period of three months. This means, for a 40-hour working week, that 12 hours or more are teleworked, i.e., starting from one and a half days per week.

## **Obligations and rights of teleworkers and companies**

### *Equal rights*

The Law on Remote Working makes clear the equality of rights that must exist between employees working remotely and those who provide services at the workplace. This includes the right to the necessary training, promotion, privacy and data protection, digital disconnection outside working hours, and occupational risk prevention. This prevents a company from being able, for example, to establish different schedules or remuneration policies for face-to-face and teleworkers and to ignore those who are not present in the center when implementing equality and reconciliation measures and plans.

### *The remote work agreement*

The Law on Remote Working establishes the need to sign a remote work agreement with each person who uses this modality. The minimum requirements to be included in the remote work agreement, without prejudice to the provisions of the collective bargaining agreements, are as follows:

- Inventory of the means, equipment and tools, including consumables and movable elements: service life or maximum renewal period.
- Enumeration of the expenses that the worker may incur to carry out teleworking correctly and quantifying the company's obligatory payment.
- Working hours and availability rules.





- Percentage of distribution between face-to-face work and telematic work in the case of mixed working days.
- Work center where the teleworker will be assigned to conduct face-to-face work.
- The worker chooses the place of telework.
- Duration of periods of notice in the case of wanting to revert to the telematic model.
- Means of control over the activity.
- Procedure to follow in case of technical difficulties.
- Instructions on data protection, agreed upon by the company and the workers' legal representatives.
- Instructions on information security, agreed upon by the company and the workers' legal representatives.
- Duration of the agreement.

#### *Material means for teleworking*

According to the Remote Working Law, "the development of teleworking shall be borne or compensated by the company and may not involve the assumption by the worker of expenses related to equipment, tools and means related to work development". Therefore, under no circumstances may the employee be required to purchase any material or to bear any expenses derived from the telematic system.

Collective bargaining agreements or agreements will be applied to establish the method of remuneration associated with these "essential" items in teleworking. They will refer to how and how much will be paid to the workers depending on the specific situation of each case.

#### *Schedule*

Without the possibility of visually monitoring compliance with the working hours stipulated by the contract, the companies that opt for teleworking are entrusted to adopt the measures they deem necessary, provided that the flexibility of the schedule inherent in teleworking is respected, "respecting the times of mandatory availability and the rules on working time and rest".

These minimums will be defined in the same agreement on distance work and in collective bargaining, to comply with the provisions of Article 34.9 of the Workers'



Statute: that the record system reflects "faithfully the time that the teleworker dedicates to the work activity", and includes the start and end time of the working day.

### *Control*

Having to respect everything mentioned in the section on rights, the company may adopt the measures it deems appropriate to monitor and control the employee's compliance with their work obligations and duties, "including the use of telematic means". The law does not specify solutions, so the organization will be free to choose the appropriate software or method based on its needs.

The only thing that must be considered, if any, is "the actual capacity of workers with disabilities" and in any case, the principles of "suitability, necessity and proportionality of the means used." Therefore, the company may not require the employee to install any monitoring program or tool, knowing that the computer equipment provided will not be used by employees for purposes not covered by the agreements.

### **Was specific legislation on telework passed due to the pandemic?**

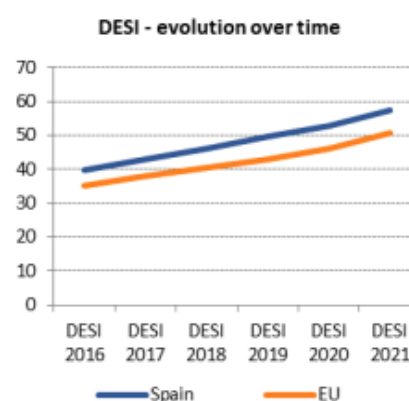
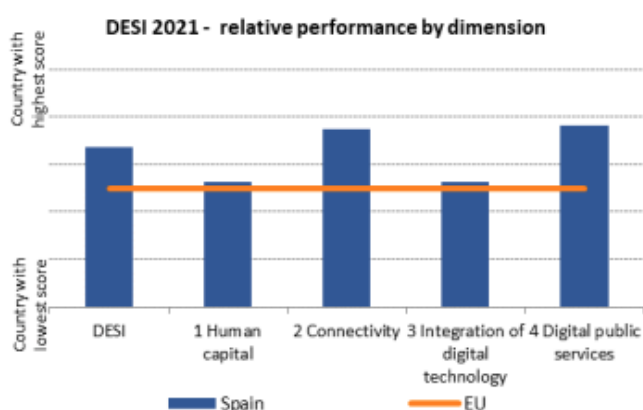
The Law on Remote Working, already mentioned, was approved in the wake of the pandemic. A provision applicable to teleworking in Public Administration was also passed: the new Article 47 bis of the revised text of the Law of the Basic Statute of the Public Employee, established in Royal Decree-Law 29/2020, of September 29, on urgent measures regarding telework in the Public Administrations and human resources in the National Health System to deal with the health crisis caused by COVID-19.

In addition to this, during the pandemic, "preferential teleworking" was approved: Article 5 of Royal Decree-Law 8/2020, of March 17, on extraordinary urgent measures to address the economic and social impact of COVID-19, established the preferential nature of telecommuting over other employment-related measures, requiring the company to adopt the appropriate measures if that is technically and reasonably possible and if the necessary adaptation effort is proportionate, being an exceptional rule and of limited validity (until August 9, 2021).

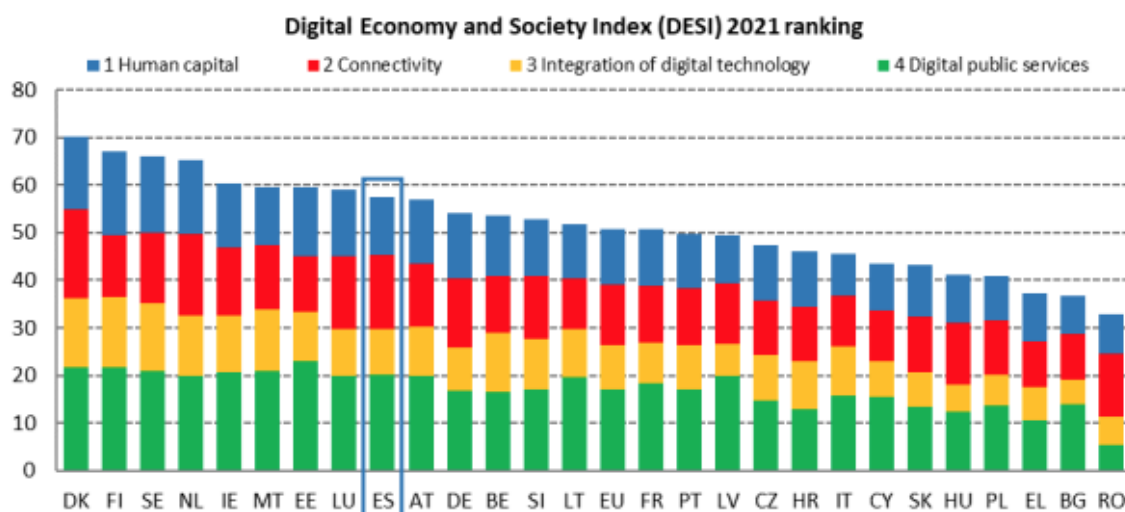


## 4. Telework capability

Spain ranks 9th among the 27 EU Member States in the European Commission's 2021 edition of the Digital Economy and Society Index (DESI)<sup>17</sup>. **Spain is a strong performer in Digital public services** thanks to the digital-by-default strategy throughout its central public administration. **Spain also performs very well in Connectivity**, although gaps between urban and rural areas remain. On **Human capital**, Spain ranks 12th and has been improving over the last few years, but there is **still room for progress, especially on the Information and Communication Technologies (ICT) specialist indicator**. Spain ranks 16th in **Integration of digital technologies; its score is in line with the EU average**, and the increase in Small and Medium-size Enterprises (SMEs) selling online is significant. However, enterprises are not yet taking sufficient advantage of new technologies such as Artificial Intelligence (AI), big data and cloud, which could help further develop productivity and e-commerce. In 2020, Spain adopted a new and ambitious digital agenda, Digital Spain 2025<sup>1</sup>, to promote Spain's digital transformation through a set of reforms up to 2025 and significant public and private investment. Additional specific plans have been launched under the agenda in areas such as human capital, connectivity, and digitalization of business.



<sup>17</sup> <https://digital-strategy.ec.europa.eu/en/policies/desi-spain>



## Digital skills of citizens in the country

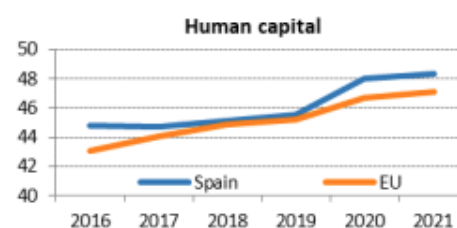
Summary of data provided by Digital Skills EU:

- 57.2% of people in Spain have at least basic digital skills.
- 3.8% of employees in Spain are digital experts, but 24% of companies that hired or tried to hire digital experts report difficulties filling these vacancies.
- Spain has a National coalition for digital skills and jobs led by AMETIC.
- Spain allocated €4.368 million of the National Recovery and Resilience Plan to Human Capital, or around 22% of its digital budget (above the EU average of 17%). The European Commission estimates that 0,9% of the total budget will be dedicated to advanced digital skills, including digital R&D, placing Spain below the EU average of 1.4% and 11th among EU Member States.

On Human capital, Spain ranks 12th among the 27 EU countries. 57% of the people in Spain have at least basic digital skills, just above the EU average, but still far from the target of 80% of the European population having at least basic digital skills by 2030. In addition, 36% of the Spanish labor force still do not have basic digital skills, hampering further digitalization of businesses and uptake of advanced digital technologies. The proportion of ICT specialists increased to 3.8% of total employment in 2020; in 2018, the share of ICT specialists accounted for 3.5%. Despite some progress, the shortage of ICT specialists is still a productivity constraining factor, especially for SMEs. The gender imbalance remains significant and female specialists only account for 20% of all ICT specialists (just above the EU average of 19%).



1 Human capital	Spain		EU
	rank	score	score
DESI 2021	12	48.3	47.1



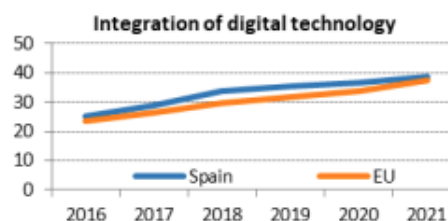
	Spain			EU
	DESI 2019	DESI 2020	DESI 2021	DESI 2021
<b>1a1 At least basic digital skills</b> % individuals	55%	57%	57%	56%
<b>1a2 Above basic digital skills</b> % individuals	32%	36%	36%	31%
<b>1a3 At least basic software skills</b> % individuals	58%	59%	59%	58%
<b>1b1 ICT specialists</b> % individuals in employment aged 15-74	3.5%	3.6%	3.8%	4.3%
<b>1b2 Female ICT specialists</b> % ICT specialists	18%	20%	20%	19%
<b>1b3 Enterprises providing ICT training</b> % enterprises	21%	22%	20%	20%
<b>1b4 ICT graduates</b> % graduates	4.0%	3.9%	4.2%	3.9%

## Digitalization of companies

On the Integration of digital technologies by business, Spanish businesses are still not taking full advantage of the online economy and SMEs are lagging behind on digitalisation.



3 Integration of digital technology	Spain		EU
	rank	score	score
DESI 2021	16	38.8	37.6



	Spain		EU	
	DESI 2019	DESI 2020	DESI 2021	DESI 2021
<b>3a1 SMEs with at least a basic level of digital intensity</b>	NA	NA	62%	60%
% SMEs			2020	2020
<b>3b1 Electronic information sharing</b>	46%	43%	43%	36%
% enterprises	2017	2019	2019	2019
<b>3b2 Social media</b>	28%	29%	29%	23%
% enterprises	2017	2019	2019	2019
<b>3b3 Big data</b>	11%	11%	9%	14%
% enterprises	2018	2018	2020	2020
<b>3b4 Cloud</b>	16%	16%	22%	26%
% enterprises	2018	2018	2020	2020
<b>3b5 AI</b>	NA	NA	22%	25%
% enterprises			2020	2020
<b>3b6 ICT for environmental sustainability</b>	NA	NA	76%	66%
% enterprises having medium/high intensity of green action through ICT			2021	2021
<b>3b7 e-Invoices</b>	33%	33%	33%	32%
% enterprises	2018	2018	2020	2020
<b>3c1 SMEs selling online</b>	18%	19%	24%	17%
% SMEs	2018	2019	2020	2020
<b>3c2 e-Commerce turnover</b>	10%	9%	10%	12%
% SME turnover	2018	2019	2020	2020
<b>3c3 Selling online cross-border</b>	7%	7%	7%	8%
% SMEs	2017	2019	2019	2019

Spain ranks 16th among EU countries for integrating digital technology in business. 62% of Spanish SMEs have at least a basic level of digital intensity, in line with the EU average (60%), 24% sell online (an increase of 5 p.p. compared with the previous year and 7 p.p. above the EU average), but only 7% sell across borders within the EU. Online sales generate 10% of SMEs' turnover.

43% of Spanish enterprises have an electronic information-sharing system (the EU average is 36%) and 29% use social media to promote their products and services (against an EU average of 23%). 22% of enterprises use cloud services (against an EU average of 26%), 22% use AI, but only 9% rely on big data analysis. 76% of enterprises have a medium or high intensity of green actions through ICT (above the EU average of 66%).

Digital transformation and the uptake or deployment of emerging technologies can boost the innovative capacity of the Spanish economy, driven by SMEs; in 2021, Spain



launched the SME Digitalisation Plan 2021-2025 to encourage disruptive innovations and entrepreneurship in digital. The country also launched a National Strategy for AI and participated in significant large-scale European projects. In addition, Spain has adopted an ambitious digitalization plan for SMEs, has boosted digital skills in education and employment, and has usefully prioritized RRF funding for that purpose with a robust set of coherent support actions.

### **Organizations, associations, and institutions related to teleworking**

**AMETIC:** AMETIC represents the digital technology industry in Spain. Its members are companies of all sizes, which include large global companies of IT, telecoms, consumer electronics, services and digital content, as well as other leading companies in digital transformation and other associations of the sector. <https://ametic.es/en/who-we-are>

### **Examples of telework training in Spain**

an extensive and varied offer of training related to teleworking exists in Spain. Some representative examples are described below, although we can find many other training universities and academies offer.

#### **Public Administration**

##### Example 1.1: TRAINING FOR TELEWORK

Training provider: IVAP, Valencian Institute of Public Administration

URL:

[https://ivap.gva.es/es/juridic-procedimental1/-/asset\\_publisher/JarkqZyMV7QJ/content/formacion-para-el-teletrabajo](https://ivap.gva.es/es/juridic-procedimental1/-/asset_publisher/JarkqZyMV7QJ/content/formacion-para-el-teletrabajo)

Objectives:

- Provide administration staff with the necessary knowledge and skills to be able to telework.
- Show the regulations related to teleworking.
- Apply cybersecurity to teleworking.
- Identify how data protection affects the documentation handled in teleworking.
- Know the risks related to health in teleworking.
- Acquire basic competencies in those tools that will enable us to telework.
- Development of digital skills 1.3



### Example 1.2: TRAINING ON TELEMATIC APPLICATIONS FOR TELEWORK MANAGEMENT

Training provider: Agency for the Digital Administration of the Community of Madrid

URL:

<https://www.comunidad.madrid/gobierno/espacios-profesionales/formacion-teletrabajo-disponible-plataforma-formadrid>

Objectives:

- Remote work
- How to request the telework regime
- How to fill out an individual work plan
- How to manage an individual work plan
- How to manage telework authorizations
- Information security in telework

### Example 1.3: TELEWORK TRAINING

Training provider: School of Public Administration of Extremadura, Junta de Extremadura

URL: <http://eap.juntaex.es/formacion/item/2022-00-s-010>

Objectives:

- Specific training in occupational risks: preparation of the workplace outside the administrative offices, basic notions on safety and ergonomics in workstations with data visualisation screens.
- Management of computer tools and measures to be adopted for data protection.
- Basic techniques of planning, management and achievement of objectives.

## **Firms and work teams**

### Example 2.1: WORK TEAMS AND VIRTUAL CLASSROOMS

Training provider: Plataforma Digital Fundación Accenture

URL:

[https://www.fundaula.es/curso/equipos-y-aulas-virtuales?lang=es&filters=aprende-y-trabaja-en-remoto&pages=cursos&type=digitales&p=12345&previd=lbl\\_perfiles\\_280](https://www.fundaula.es/curso/equipos-y-aulas-virtuales?lang=es&filters=aprende-y-trabaja-en-remoto&pages=cursos&type=digitales&p=12345&previd=lbl_perfiles_280)





Objectives:

- What skills are necessary to manage a team of people working remotely?
- What are the keys for virtual teams to work?
- What tools help you manage work teams and/or virtual classrooms?

Example 2.2: REMOTE LEADERSHIP AND TEAM MANAGEMENT

Training provider: ICEX, Ministry of Industry, Commerce and Tourism

URL: <https://mooc.icex-ceco.es/course/view.php?id=27#section-0>

Objectives:

- The importance of good team management.
- How to motivate and build trust in the team.
- The sense of humor as a leadership tool.
- Remote team management.
- Correct management of a videoconference.

Example 2.3: 10 KEYS TO BETTER ORGANIZE YOURSELF IN TIMES OF TELEWORKING

Training provider: School of industrial organization, Ministry of Industry, Commerce and Tourism

URL:

<https://www.eoi.es/es/savia/publicaciones/35132/webinar-10-claves-para-organizarse-mejor-en-tiempos-de-teletrabajo>

Objectives:

- Plan your activities to optimize the use of time
- organize the information: digital tools
- Improve communication with your colleagues
- Use strategies for holding effective meetings
- organize your work space
- Learn how to balance your personal life while you are working from home



### Example 2.4: IMPLEMENTATION OF TELEWORK. THE KEYS FOR TELEWORKING TO BE SUCCESSFUL

Training provider: Ibercaja Foundation

URL:

<https://www.fundacionibercaja.es/curso-online-implementacion-del-teletrabajo-las-claves-para-que-el-teletrabajo-sea-un-exito>

Objectives:

- Identify the key aspects of the implementation of teleworking.
- Facilitate the implementation of teleworking in a way that satisfies both parties.
- Train supervisors and employees for the new relationship that telework implies.
- Contribute to improving the quality of remote meetings.

## **Cybersecurity and digital competencies**

### Example 3.1: Teleworking

Training provider: INCIBE, Ministry of Economic Affairs and Digital Transformation

URL:

<https://www.incibe.es/protege-tu-empresa/tematicas/teletrabajo?origen=TAL-FUNDA>

Objectives:

- Teleworking policy definition
- Security goals
- Threats
- Remote access methods
- Server and client devices protection

### Example 3.2: OFFICIAL COURSE IN DIGITAL SKILLS

Training provider: Ministry of Education and Professional Training, CEOE, Cepyme and UGT

URL: <https://trabajamosendigitalugt.es/>

Objectives:

- Learn to store information in a digital environment
- Get to know the digital tools to collaborate online



- Discover techniques to protect your online reputation
- Learn about the licenses that apply to digital content
- Discover the importance of protecting your data
- Customise your digital environment to suit your needs

### Example 3.3: CYBER SECURITY MANAGEMENT IN THE TELEWORK ENVIRONMENT

Training provider: Foment del Treball (Confederation of Business organizations and Companies of Catalonia)

URL:

<https://www.fomentformacio.com/ca/course/gestio-de-la-ciberseguretat-en-lentorn-d-el-teletreball/>

Objectives:

- Cyberspace, cybersecurity and information security
- Current cyberspace situation and threat factors
- The 4 most common cyberattacks against SMEs
- Defending an SME in cyberspace
- Understanding and managing risk
- Safeguarding your information
- Work safely, also remotely
- Examples of current attacks and how we would act now



## 5. Conclusions: How favorable is Spain for smart work?

Overall, Spain is not an "easy" context for teleworking in general and smart working in particular.

As favorable elements, the country's adequate technological infrastructure stands out, especially concerning the high implementation of high-speed connections and an average level of digital skills comparable to that of the surrounding countries. However, we know that in addition to the "capacity" for smart working, there must also be the "will" for it. This is where we encounter the most significant difficulties.

On the part of workers, we have seen a clear division between those who want and those who do not want to telework. According to the available data, the most crucial reason that there is not as much teleworking as possible is that many people who could telework prefer not to do so (58.5% say so). To this, we add that the private home may not be suitable for teleworking (10.8% of employees who could telework). In stark contrast to this group, people who do want to telework tend to value this modality very positively, so the majority of people who have already teleworked indicate that, once the pandemic is over, they would like to telework every day (23.5% never going to the workplace, and 24.7% going occasionally), with an average preference of 3.8 days of telework per week.

Therefore, managing telework in organizations must consider these two clearly differentiated groups. The main difficulty may lie in the potential for discrimination against those who telework the most. The available research suggests that there may be more favorable treatment for those who are more face-to-face in terms of training opportunities, career development, and pay increases. This, moreover, seems particularly likely to occur in light of the work organization practices discussed below.

On the part of organizations, many companies are unwilling to implement teleworking (35.8% of employees say so) or lack the technological means to do so (15.5%). These data are worrying because they reflect, above all, a lack of modernization in management practices. Given the relatively rapid adoption of teleworking during the lockdown and the following months, we must conclude that, if telework is not currently more widespread, it is not so much due to a lack of technical resources as to a lack of managerial will. Indeed, we have commented that Spanish companies, for the most part, are command-and-control types, which are opposed to the autonomy and self-organization necessary for the implementation of smart working.



Consequently, training that promotes smart working in organizations must first of all address the beliefs of entrepreneurs and managers regarding the command style and the best way to organize work. It will be necessary to overcome the conviction that face-to-face work is inherently superior to remote work and to offer the tools managers may need in a hybrid work context, that combines face-to-face and teleworking.

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