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PROJECT REPORT

SERVING CONFIDENCE IN ARTIFICIAL INTELLIGENCE BY DEAL

SeCoIA Deal



Servir la confiance dans l'IA par le dialogue
Serving confidence in AI by deal

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March 2021 - February 2023



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The CFE-CGC is proud to have supported this project alongside its four partners: [CIDA](#)², [U2P](#)³, [IRES](#)⁴ and [ASTREES](#)⁵. The project is the result of two years of contributions from an active community of actors, rich in multicultural backgrounds, varied points of view and cross-cutting skills for the benefit of all, supported by expert speakers who have agreed to share their experience and take part in a debate. This intellectual effervescence has culminated with the [EESC](#)⁶, in Brussels, doing us the honour of hosting the final conference in January 2023.

The SeCoIA Deal will have mobilised human intelligence in the service of collective trust around artificial intelligence. Beyond this wonderful human adventure, the creation of the collective and the SECOIA Deal approach will continue. It is up to us to make it live!

Raphaëlle Bertholon,
CFE-CGC National Secretary for the Economy, Industry,
Digital and Housing, head of the SeCoIA Deal project

Information on project management

The operational management of the project was carried out by the project team: Raphaëlle Bertholon, Nicolas Blanc, Christine Maillet and Laurence Matthys for CFE-CGC, Odile Chagny for IRES, Christophe Teissier for ASTREES. The steering committee included also : Audrey Gourraud and Nathalie Roy for U2P, Teresa Lavanga and Silvia Pugi for CIDA.

1 <https://www.cfecgc.org/>

2 <https://www.cida.it/>

3 <https://u2p-france.fr/>

4 <https://ires.fr/>

5 <https://astrees.org/>

6 <https://www.eesc.europa.eu/fr>

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My notes



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INTRODUCTION

For two years (March 2021 to February 2023), the SeCoIA Deal, a project of European dimension co-financed by the European Union, has united a hive of multicultural actors around the conviction not only that trust in artificial intelligence tools can be built, but also that dialogue can be a lever.

This final report aims to summarise the intellectual effervescence generated by the project among participants from various countries and professional backgrounds, involved from time to time or throughout the project.

The plan⁷ of this report is didactic in order to facilitate its appropriation. We learned a lot during this project both in the conduct of the project and in the results produced. We believe that this classical framework of restitution will provide for ease of reading and understanding. To reach a maximum number of stakeholders, the report has been translated into five languages: English, French, Italian, German and Spanish.

⁷ This report was drafted by the members of the project team: Odile Chagny for IRES, Christophe Teissier for ASTREES, Raphaëlle Bertholon, Nicolas Blanc and Laurence Matthys for the CFE-CGC.

PROJECT MANAGEMENT

PROJECT OBJECTIVES AND EXPECTATIONS

The SecoIA Deal project (SErving la COnfidence dans l'AI par le dialogue) was launched in spring 2020 in response to a call for proposals (VP/2020/001) from the European Commission's DG Employment, Social Affairs and Inclusion, under the budget line dedicated to supporting social dialogue. This call for proposals mentioned interest in adapting social dialogue, and particularly collective bargaining, to better accompany changes in employment and work.

It arose in a context marked by a rise in the importance of AI-related issues on the agenda of European players.

In February 2020, the European Commission published its communication "Shaping Europe's Digital Future" and adopted its White Paper on Artificial Intelligence, laying the foundation for the European Commission's digital strategy and paving the way for legislative proposals on data governance and AI issues, foremost among which is the draft AI Regulation of 21 April 2021, expected to be adopted in 2023.

For social partners, the year 2020 saw the signature in June of the framework agreement on digitalisation, the adoption of the European Confederation of Executives' guidelines on "managing digital transformation", the European Trade Union Confederation's position "Humans must be in command", and the IndustriALL Federation's recommendation "Artificial intelligence: - humans must stay in command". The European Economic and Social Committee published its opinion on the European Commission's White Paper in July 2020 (INT/894).

For the first time, this European agenda articulated all of the challenges posed by AI, combining ethical, economic, social, but also democratic issues⁸, and highlighting the major role played by social partners and social dialogue in this context.

The year 2020, the year of COVID and lockdown, also led many companies, especially local ones, to accelerate their digital transition and make the decision to integrate artificial intelligence into their business.

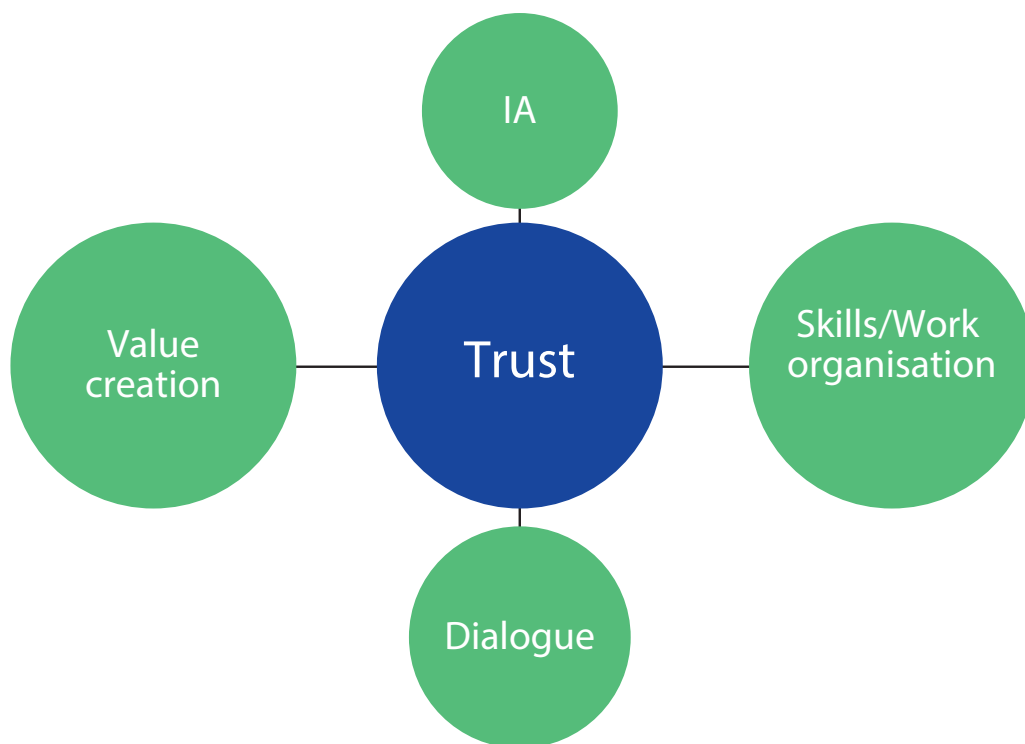
The stance adopted by our SecoIA Deal project submitted to the European Commission was to consider that the use of data, the transparency of algorithms and more globally of AI, justify and require the promotion and development of a "new" social dialogue, involving a diversity of stakeholders (providers, service providers, customers, companies, platforms). A renewed dialogue contributing to rebalancing the unequal balance of power, whether within the company or within an economic industry, for example between small and large companies.

8 The three objectives of the Communication "Shaping Europe's Digital Future" COM(2020) 67 are: technology that works for the people, a fair and competitive digital economy, an open, democratic and sustainable society.

This reinvented dialogue must be able to grasp two key dimensions: on the one hand, data and AI as a means of producing and sharing the economic value created, and on the other hand, AI as a driver for developing the skills of professions and professionals.

Our project is based on the conviction that a dialogue enriched with new stakeholders, new topics, new mechanisms, is an essential prerequisite for building trust between the different actors involved in the implementation of AI systems.

We were also convinced that managers (in their central role in the organisation accompanying the transformations linked to the introduction of AI systems) and local companies (in the front line of the economic impacts of AI), are key players in this future dialogue to be invented.





Raphaëlle Bertholon

CFE-CGC National Secretary
for the Economy, Industry,
Digital and Housing

"What we had identified in the construction of the project were these two dimensions at the same time, the economic dimension on the one hand, as provided for in the call for projects to which we responded, with the ambition of being able to apprehend this transformation of value creation, and on the other hand, the dimension of transformation of professions, which also marked a transformation of the organisations, with dialogue being the main vector for being able to build trust", Raphaëlle Bertholon, CFE-CGC National Secretary for the Economy, Industry, Digital and Housing, at the final conference on 17 January 2023.

Thus, our project pursued three main objectives:

- Contribute to a better understanding and appropriation of the challenges and impacts of data and AI as a new tool for value production on the one hand, and as a driver of change in the skilled trades of employees and entrepreneurs / local professionals on the other;
- prefigure a new collective bargaining process, in its scope and objectives;
- formulate generic and disseminable recommendations aimed at developing an enriched social dialogue (actors, objects, means) with regard to a global social and economic approach covering the main impacts of AI.

PARTNERS AND ACTORS OF THE PROJECT

The specificity of the SeCoIA Deal project also resides in the consortium of project leaders. Five co-applicant organisations joined together to support the project, led by the French management union (CFE-CGC). The work carried out by [CFE-CGC](#) since 2017-2018 through the cycle of conferences on the impacts of AI in various fields (HR, banking, Industry, Health, etc...), but also the publication of an ethical and digital HR charter had led it to identify the key role played by managers, due to their position in organisations, in the deployment of AI systems. The ability to deal with the main topic of economic transformations undergone by local companies, but also to reflect on a dialogue involving stakeholders outside the company, in particular within industries, was made possible by an association with the Union of Local Companies ([U2P](#)) in France. An association with the Italian trade union confederation of managers ([CIDA](#)) has allowed the project to develop its European scope, but also to support the ability to perceive the role and involvement not only of managers but also business leaders in the transformations brought about by AI systems within the company. The two organisations behind the [Sharers & Workers](#) network in France (the Institut de Recherches Economiques et Sociales - [IRES](#) at the service of trade union organisations in France and the association [ASTREES](#) committed to facilitating and animating dialogue in companies in a changing world of work) were, for their part, at the initiative of the project. Since 2016, these two organisations have been developing an exploratory approach to new social dialogue practices carried out on both a French and European scale, in connection with digital transformation and the data economy.

This partnership also aimed to cover a diversity of countries that would reflect the heterogeneity of AI penetration levels at the national level. This led the European Confederation of Managers ([CEC European Managers](#)), very much at the forefront of the digitalisation of European frameworks, the Italian Foundation [Giacomo Brodolini](#), the NGO [AlgorithmWatch](#), the Trade Union Advisory Committee to the OECD ([TUAC](#)) and, finally, the [Ledarna](#) organisation of managers in Sweden to join the project.



Teresa Lavanga

Direttore CIDA

“The SeCoIA Deal project was another great opportunity to bring together executives from both countries. This is an aspect of the project that cannot be neglected beyond its purpose. Executives are the backbone of the economy; they are the keepers of the culture of innovation, professionalism, accountability and social promotion. It is the managers who are responsible for the internationalisation of companies; the liberalisation of goods resources; the dissemination of new technologies and therefore the figure of the manager is today more than ever adapted to international discourse”, Teresa Lavanga, Direttore CIDA, at the final conference on 17 January 2023.



Serge Garrigou

President of the Digital
Commission of the UNAPL

“For several years, the UNAPL, a co-founding member of the U2P, has been vigilant about the professional stakes of digital developments and we felt the need to focus our attention more specifically on the crucial changes linked to the deployment of AI. The proposal to join the European SeCoIA Deal project, supported by the CFE-CGC, could only convince and stimulate us. The displayed dimension of analysing, outside the walls, the stakes of AI within social dialogue and coming together to propose perspectives and projects immediately appealed to the U2P, a union of confederations of local companies at the employer, national and interprofessional level”, Serge Garrigou, President of the Digital Commission of the UNAPL, at the final conference on 17 January 2023.

WORK METHODOLOGY

The ambitious objectives assigned, and the diversity of the co-applicants and associated organisations, required a specific methodology.

This methodology consisted of:

- establishing an active and plural community of actors capable of embodying the various interests impacted by the development of the data and AI economy;
- proposing differentiated work methods with regard to the different objectives pursued, while guaranteeing the pooling of knowledge and experience during the project.

Building an active community

Relying on a collective and “bottom-up” approach

AI systems have the potential to affect virtually every aspect of our lives, whether we are workers, producers of goods and services, consumers, or ordinary citizens. As a result, the transversality of technology led us to adopt a transverse thought process as close as possible to its many uses.

Setting up a collective of actors

A collective of actors called the “community of active actors” representing a diversity of stakeholders was formed.

This diversity came from:

- their origins (employee trade unions, actors from the world of independent workers and local businesses, experts in new technologies and artificial intelligence, experts in social dialogue and work organisation, practitioners of social dialogue and work organisation);
- their situation to share knowledge, experiences or initiatives related to the use of AI systems and their impacts.

Recruiting the members of the collective

To meet our need to set up a community of diverse actors, we naturally relied first on the consortium of project partners, all of which were involved in the recruitment of managers (CIDA and CFE CGC), independent professionals or heads of small companies (U2P), experts (CFE-CGC, IRES, ASTREES), etc. We also benefited from the support and direct involvement of our associate organisations in the project, which are themselves actors in the targeted changes.

Sharing and developing skills together

We opted for a resolutely horizontal approach to work, *“bottom-up”*, rather than *top down*. The aim was, on the one hand, to collectively examine our problems and thus to allow a collective improvement in the skills of the actors brought together and, on the other hand, to encourage collective reflection in order to formulate recommendations and concrete tools in response to the questions raised.

Such an approach cannot, by definition, be linear, as it is fuelled by the lessons learned as the project progresses. We walked a path with the community members without using any preconceived signposting. We therefore allowed ourselves to go back and forth and to digress without any impact - quite the contrary - on the collective dynamic.



Christian Berveglieri

IBM project manager
and IT consultant

"From all this work done together, I have gained one aspect that seemed important to me: the multicultural aspect. I discovered that indeed, with other European colleagues, in particular my Italian colleagues, we could have different approaches and points of view, and that we could also teach each other based on our different professions and experiences", Christian Berveglieri, IBM project manager and IT consultant, at the final conference on 17 January 2023.



Serge Garrigou

President of the Digital
Commission of the UNAPL

"SecoIA Deal has opened up a new space for shared thinking on a European scale. With this, the project will have participated towards establishing the right way of reflecting on orientations, but also towards collectively proposing processes that we must master if we do not want to undergo developments that go against our democratic values and our aspirations in terms of accountability", Serge Garrigou, President of the Digital Commission of the UNAPL, at the final conference on 17 January 2023.

Sharing knowledge and experience to co-build operational tools

To learn together and share ideas and experiences, the community worked in various ways.

Organisation of thematic and summary webinars

After the inaugural seminar, the community gathered to share experiences and knowledge in the form of webinars. Between January 2022 and September 2022, three webinars were organised on each of the two themes, completed by a webinar on the results of the experiments in December 2022. These webinars were facilitated by an expert on the topic, from inside or outside the community.

The use of collaborative digital tools

During the project, the community was able to use collaborative documentation and communication tools, through the dedicated application “secoia.eu”, which allowed them to exchange their thoughts and share documents they had selected, on turn enriching the weekly AI-based “robotised” collaborative watch, called “Flint”.

Co-construction of tools with an operational vocation

The design-thinking workshop held in Paris in October 2022 completed the co-construction phase. It resulted in the stabilised framework of recommendations and tools presented in this final report.

The final seminar in January 2023 at the EESC, in Brussels, allowed to fine-tune the recommendations and tools developed during the design thinking workshop, thanks to discussions with external personalities concerned by the topic of AI. Thus, a member of the European Commission, representatives of the European social partners, a representative of an AI system editor and a person in charge of the national AI strategy (Belgium) were able to react to the tools presented. Their comments were taken into account in the content of final recommendations and tools.

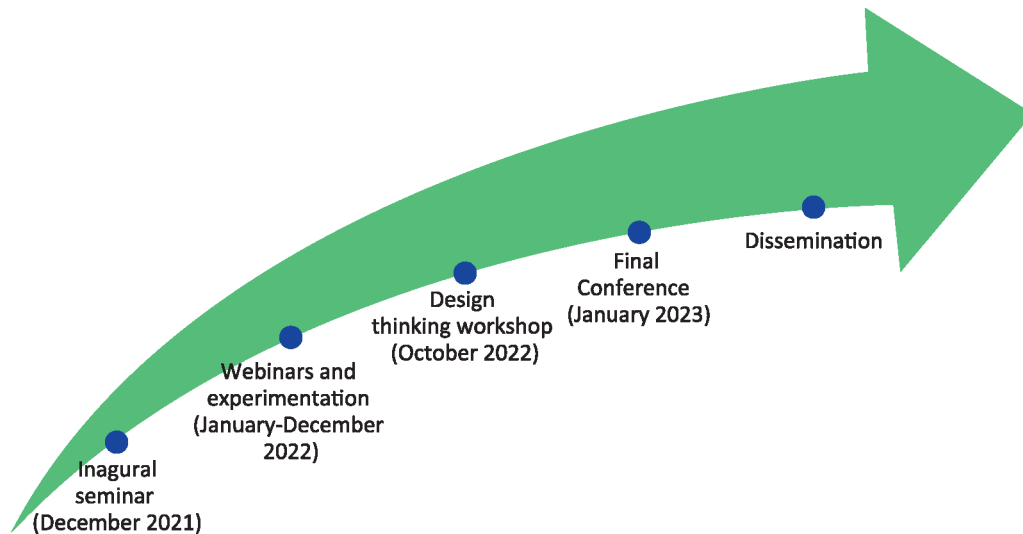
Conduct of experiments

During its exchanges, the community has highlighted opportunities for experimentation that were not initially planned. Thus, in parallel with the webinars, three experiments were conducted exploring the perimeter of the company, of an economic industry and the impact of AI tools on managers. The contributions of these experiments have allowed us to compare insight and have influenced the content of certain recommendations and tools.

Several working languages

English and French were the main working languages, with Italian added to these two languages during the seminars (inaugural and final) and the design thinking workshop.

Main steps of the operational phase of the project



Dealing with the requirements of a collaborative methodology

The collaborative or “*bottom-up*” method is more demanding of all participants than a centralised directive method. The richness of the material brought by each person and worked on collectively is undeniably tremendous. This contribution has gone through some difficult moments that the community encountered over time.

First of all, we had to manage difficulties relating to the dedicated digital collaborative tool. The choice was made to turn to “non-proprietary” solutions: the good cloud for the project team, Libre and Hubl (developed by Startin’Blox), based on Solid standards, for the community.

A collaborative application requires that all people in the community have access to it and use it. Coming together around a collaborative tool is far from self-evident, especially when the choice is made to rely on tools other than those offered by large proprietary platforms. In addition, each person is already very busy outside of the project and is often required to use and follow several collaborative tools.

The added value of the collaborative method also implies that a sufficiently collective dynamic is maintained over time, outside of events, and throughout the project. Overall, in just over a year of practice, this dynamic was uneven over time. In fact, despite the desire to make event reports systematically available on the computer application after the events have taken place, to ensure rapid sharing and stimulate joint reflection through other channels, there were long delivery times. The time required to translate shared documents into French and English certainly contributed to these periods of latency. Finally, some committed members stopped participating in events for various reasons (change of position, etc.).

In the end, despite these obstacles, interactions within the community were all productive, compensating for the difficulties of coordinating the community using digital tools alone. The exploratory approach thus produced a great deal of material that benefited everyone and made it possible to imagine and develop proposals adapted to a variety of professional realities.

PROJECT RESULTS⁹

The different stages of the project have shaped the members' shared learning in each of the project's two themes : value creation and skill development. Key lessons on the impacts of AI and trust issues were learned.

AI = A SPECIAL SUBJECT TO WORK ON

One of the objectives of the webinars was to increase collective competence in the project's two dimensions (value creation and sharing and skill development). One of the first results produced by the webinars, as well as the inaugural conference in November 2021, was a shared view of the "AI material"¹⁰ worked on throughout the project. Deliberately, the project did not set out to debate the definition of AI systems itself, opting instead to follow the definition proposed in Annex 1 of the draft AI Regulation¹¹.

However, throughout discussions, it became inevitable to delimit what, in the project, identifies the specificities of AI systems in comparison with other digital technologies such as big data or high performance computing.

This resulted in a three-level reading grid of the specificities of AI systems, thereby identifying the project's contributions: These are temporality, the dimension of interaction and influence with their environment, and the consequences for social dialogue:

- in AI systems, temporality must be considered: they are not "finished" technologies when they enter the company, feedback loops involving users are necessary¹²;
- AI systems act with and influence their environment. This raises questions regarding transparency, acceptability, intelligibility, discussability, and appropriation;
- the social, professional, technological and stakeholder dialogue¹³ must be adapted to the specific aspects of AI systems, a diagnosis that is at the heart of the European framework agreement on digitisation of June 2020.

9 The results presented are mainly drawn from the webinars and design thinking workshop.

10 In reference to the recipe analogy frequently used to explain algorithms.

11 https://eur-lex.europa.eu/resource.html?uri=cellar:e0649735-a372-11eb-9585-01aa75ed71a1.0020.02/DOC_2&format=PDF

12 We can broadly distinguish six different stages of value creation in an AI system's life cycle, from planning and design (the "R&D" part), to operation and monitoring, through to the verification and validation stages, and ultimately deployment.

13 See Glossary in appendix.

LESSONS LEARNED REGARDING AI AND VALUE CREATION

Lessons learned in terms of value creation modality

The effects and scope of the deployment of AI systems are still far from being grasped and understood in all their dimensions.

- Time saving is one of the main channels of value creation identified in the various experiments conducted within the framework of the project in the case of “expert” AI systems¹⁴.
- We are gradually entering a phase where new AI systems, which can be described as “eco-systemic”, are gaining power and spreading throughout the economy. These systems are in many ways different from first generation “expert” (or symbolic) systems. They change the relational structure of the economy, shift value chains, and allow for new modes of innovation. However, the impacts of these new systems are still poorly known and understood. It is not uncommon, in cases of use, to hear actors speak of “gambling”, “chance” or “serendipity” regarding the effects of AI¹⁵.
- Social and environmental components must also, fundamentally, be taken into account; in other words we must reason in terms of sustainable value creation.
- As a result, the ways in which value is created are sometimes difficult to anticipate. Upstream economic calculation is difficult to use to measure or even anticipate value creation. The approaches rolled out by consulting firms to measure the impact of AI on value creation are focused on standard metrics, notably productivity, which are more adapted to expert systems than to “eco-systemic” AI systems¹⁶.
- The quality of AI systems is in any case intrinsically linked to the quality of the mobilised dataset, particularly for AIs with a machine learning dimension: the reliability of AI systems requires non-erroneous data (which match reality) and the addressing of representativeness issues (are the data representative and non-discriminatory?) as well as issues relating to the sovereignty of datasets.
- On set-up and implementation, AIs often with a machine learning dimension need for data to be prepared and cleaned beforehand. Management staff not only contributes to the value creation enabled by this processing, but also guarantees the quality of the feedback loops achieved.

14 This refers to AI systems based on a symbolic approach, in which humans set the rules and the machine executes those rules. These systems are rather those having appeared during the first wave of AI (up until the 1990s). These systems were followed by the “connectionist” wave, based on supervised learning.

15 An emblematic example of the proportion of serendipity in the effects of AI can be found for example in this use case: https://youtu.be/Az2T251_MY?list=PL1u6ig7kdtn1x0r1I3BfuAHNJI8kBMVpv&t=215

16 By this, we mean AI systems that change the relational structure of the economy, displace and even reinvent value chains, and enable new modes of innovation.

Lessons learned in terms of sharing the value created

When possible, the economic/time gain induced by the introduction of an AI system must be determined in order to be able to negotiate how this gain can be distributed (remuneration, investments, etc.). This may require a mapping of the value created. A “bottom-up” approach is to be preferred. This implies starting from use cases, questioning data, roadmaps, prototyping, feedback, before industrial deployment.

When there is uncertainty relating to the economic calculation, **governance issues then become strategic issues: defining rules for sharing value becomes a necessary step**. In the context of data sharing, cooperative governance is the most appropriate governance because it is the only one that allows us to emancipate ourselves from the uncertainty of the “upstream” economic calculation. This uncertainty undoubtedly also means inventing new metrics to measure the value created, which share many similarities with the reflections on the “commons”.

A breakdown of the different stages of AI systems’ life cycles must be carried out in order to understand their effects, but it also has its limits: the life cycle approach is necessarily sectoral and able to encompass cross-cutting effects. However, one of the results of the project was to highlight the transversal impacts (for example within an industry) of AI systems.



Teresa Lavanga
Direttore CIDA

"In today's complex and transformative scenarios, artificial intelligence can provide many opportunities, support and drive businesses to create value. All of this, however, must be part of an overall strategy where the transformation of systems toward the adoption of new technologies is also accompanied by a continued focus on people and improving rights". Teresa Lavanga, Direttore CIDA, at the final conference on 17 January 2023.



Bruno Choix
Membre du CESE,
groupe des employeurs

"Several study group meetings allowed us to hear from various parties [in the automotive repair industry], including France Assureurs and automotive experts. This enabled them to appreciate the advantages of adopting this type of approach (the obligation of an adversarial expert opinion, the free choice of repairer, the respect of tariff regulations and the non-imposition of a labour cost etc.). This resulted in stakeholders gaining a better understanding of issues by the stakeholders and a first step being made towards raising awareness of these new challenges. We are going to continue on this path", Bruno Choix (EESC member, Employers' Group, at the final conference on 17 January 2023).



Christian Berveglieri
Chef de projet et consultant
informatique IBM

"Most of the time when we talk about AI we believe that the company invests and generates added value, and that this process is beneficial to all. But when the company invests in AI, it is actually the employees who have nurtured it. By giving the management rules that will be entered into the algorithm, the employees have improved the AI by generating data year after year. And we know that data is immeasurably one of the most important assets when it comes to AI. So this is a major discussion to have when we talk about sharing the added value", Christian Berveglieri, IBM project manager and IT consultant, at the final conference on 17 January 2023.

Lessons learned in terms of dialogue and regulation

Dialogue must be considered in conjunction with other levels of regulation. As far as data is concerned, it is essential to rely on standards and labels, to approve “ethical” charters, and to integrate respect for fundamental rights into the AI regulation (and therefore into the obligations that will fall on AI system editors). But levers can also be drawn from seizing the potentialities offered by Article 88 of the GDPR, opening the way to collective bargaining for adjustments to data protection in working relationships. Raising awareness of data processing and developing a “data” culture are essential.

The temporality and scope of the dialogue must be rethought. What dialogue (on what, at what stage of temporality) should be implemented? This dialogue may be designed with editors (technological dialogue, with the company’s stakeholders, customers, business lines, employees¹⁷), or with stakeholders in the industry (value chain players), etc.

17 This point was highlighted in particular by the experiment on the industry dialogue with the firm Esteka Data at the Banque Populaire Grand Ouest as part of the project.



Serge Garrigou

Président de la commission
Numérique de l’UNAPL

“Faced with a certain number of risks such as the monopolisation of technology, the collection of data, the capture of profits, the more or less clear-sighted mastery of business evolutions, relational and societal disruptions, etc., the aspects of the company’s internal organisation on the one hand and the interprofessional relations between our small local companies on the other hand have proved to be coherent and complementary. Because, in fact, with AI it is above all a question of approaching a turning point in civilisation. (...) It is therefore essential to know, collectively, what we want to do with it and what we want to avoid. The work component that SeCoIA Deal proposed to address, on a European scale, had to embrace broader reflections placing the future of our human relations in the company hierarchy and that of the service links that local companies exercise”, Serge Garrigou, President of the Digital Commission of the UNAPL, at the final conference on 17 January 2023.

In the context of a European AI Regulation that will essentially go through self-regulation (by editors) and responsibilities that fall on users, employee representatives could be the “first-level regulators” capable of ensuring that the obligations set out in the future European AI Regulation for AI system providers and users (employers) will be well respected.

If we want to provide operational answers to the issues of temporality and acceptability of AI systems introduced into a company, why not consider “voluntary sandboxes”, which would allow for collectively supervised experiments within a company?

Different tools can be mobilised, when considering the national level, to take into account the specificities of social dialogue mechanisms. The future AI Regulation and the European social partners’ framework agreement on digitalisation provide a common framework. At national level, social dialogue practices are very differently adapted to the specificity of AI systems, and lessons can usefully be drawn from a comparison of national experiences. The limits of information consultation in France are, for example, to be compared with the co-determination practices in Germany or Austria.

Moreover, if AI is to be synonymous with cooperative data governance, how can trade unions be involved in the governance of data spaces?

LESSONS ON AI, SKILLS AND WORK ORGANISATION

At the beginning of the project, plans were only to address the topic of the impacts of AI tools. The experiences related by community members and the interventions of the experts during the webinars caused the scope of the analysis to evolve to include the aspect of work organisation. The lessons presented below therefore relate to these two dimensions.

Lessons learned about the impact of AI tools on skills

Five lessons can be learned from the sharing of knowledge and experiences during the inaugural seminar, the thematic webinars and the experiments:

- Measuring the impact of AI systems on skills requires an analysis of work tasks and not of jobs as a whole¹⁸;
- AI increases the need for transversal skills in addition to knowledge and know-how. Soft skills are used more than ever before and complement knowledge and know-how - so-called “business” skills -, which remain essential;
- AI tools can be classified into two functionalities: tools that allow us to do better with humans and those that allow us to do differently from humans;
- the acculturation of managers (especially decision-makers) is crucial;
- AI must result in the emergence of new jobs to ensure its proper deployment within organisations (ex: trainers, explainers, sustainers; interface between business experts and IT experts) and it is important to identify and recognise the specific skills required for these positions.

18 This point was particularly highlighted by the business transformation experiment conducted in collaboration with the Athling firm as part of the project.



Teresa Lavanga
Direttore CIDA

"With this project, I think we first debunked the common assumption that machines only do repetitive work and humans only do intellectual work. We have shown that the work can be done together by combining human and artificial intelligence, with the aim of combining time sustainability and artificial intelligence. We have verified that, in the future, cognitive skills and competencies, from complex problem solving to interpersonal skills, from strategic thinking to creativity and emotional intelligence, will become increasingly important for the people who have participated in the SeCOIA Deal project", Teresa Lavanga, Direttore CIDA, at the final conference on January 17, 2023.



Nicolas Blanc
Délégué national CFE-CGC
au numérique

"We hear a lot in current times about what we call soft skills and behavioural competency issues. One of the results of our experiments was to confirm the idea that business skills are also improved by the development of AI. Finally, in order to be credible in one's profession with regard to these new tools, one must also develop these professional skills. Cross-disciplinary skills are developing, but they are not developing to the detriment of those associated with the professions. On the contrary, they are complementary", Nicolas Blanc, CFE-CGC National Delegate for Digital, at the final conference on January 17, 2023.



Maxime Legrand
Président de la Confédération
Européenne des Cadres CEC
European Managers

"Executives are in the best position to make decisions. They are often the ones who allocate resources, whether financial or human, and therefore the executives who decide on investments that impact organisations. And when it comes to implementation or transformation, they are still the ones implementing the new technologies. Executives are located in the middle of the top-down/bottom-up interaction", Maxime Legrand, President of the European Confederation of Managers CEC European Managers, at the final conference on 17 January 2023.

Lessons learned about the impact of AI tools on work organisation

Four lessons can be learned from the sharing of knowledge and experiences at the inaugural seminar and thematic webinars:

- AI systems question how business is organised as a whole (including the organisation of work and working conditions);
- use of AI systems to support an organisation's strategy leads to the rethinking of the leadership expected of leaders/decision-makers;
- AI systems lead to changes in the way managers and employees use their time. The question of measuring and using the time freed up by the use of AI systems must be assessed: work-life balance; training; work discussion; preservation of breaks and disconnection times;
- AI systems can have mental health effects that need to be identified. Beneficial effects can appear when AI is an aid to human decision-making or when it relieves the user of tedious intellectual tasks. But there can be some drifts. AI, used as a tool to monitor employees in HR matters, can have a negative impact on employees' mental health. The introduction of cognitive systems allows to accelerate data analysis, to process more parameters and to generate a faster and closer decision-making cycle for managers. The resulting mental pressure is more intense, more permanent. This can lead to situations of mental exhaustion.

Lessons in dialogue

- AI solutions are often presented as technological solutions protected by business secrecy or deemed incomprehensible to the user. We must move away from a purely technical discourse and force a popularised explanation of the main operating principles of the AI tool to be used. This is the basis for the establishment of a professional and technological dialogue.
- The AI dialogue interface must allow explanations/notifications of the AI's reasoning to allow employees to be actors of the decision and not simply provide a result requiring execution, thereby transforming said employee into a subject subjected to the AI.
- Dialogue must take on different dimensions: the object of the dialogue (the tool, job, skills, organisation, data generated by the managers); the timing of the dialogue (before the decision to purchase the AI tool, before its deployment, during its deployment, for follow-up); the actors of the dialogue (AI solutions editors, general management, managers, IT management, employee users, staff representatives); the scope of the dialogue (department, company, group, branch, industry). Article 88 of the RGPD can be mobilised with this in mind.



Nicolas Blanc
Délégué national CFE-CGC
au numérique

"During our reflections conducted as part of webinars and experiments, we realised the crucial importance of putting organisations first, looking at the impact of the organisation on digital transformation and not the other way around, as is too often the case. We need to start with the organisation, allow a collective increase in skills, and support all the players. This requires implementing a technological dialogue that is articulated around the professional dialogue, social dialogue, and the technical and legal dialogue", Nicolas Blanc, CFE-CGC national delegate for digital, at the final conference on 17 January 2023.



Ferdinando Pagnotta
Directeur Network Services
chez Accenture, CIDA

"Only by maintaining an inclusive and interdisciplinary dialogue can we govern the development and introduction of AI into our business and public administration processes by ensuring that it is and remains human-centred, acting as a means to increase, not deplete, our human capital", Ferdinando Pagnotta, Director of Network Services at Accenture, CIDA, at the final conference on 17 January 2023.



Teresa Lavanga
Direttore CIDA


"I hope that the SeCoIA Deal project can lead to the development of a European contractual system that takes into account the digitalisation of working conditions through recommendations to coordinate the framework clauses of standard contracts all the way through to actual negotiations with representatives of European companies", Teresa Lavanga, Direttore CIDA, at the final conference on 17 January 2023.

THE NOTION OF “TRUST” FOR PROJECT ACTORS

The SeCoIA Deal project placed the notion of trust at the heart of work on artificial intelligence. Throughout the project, it was interesting to determine which words the members of the community and those involved in the events associated with this notion of trust, given their diverse backgrounds. Knowledge of these words was key in order to build tools that should serve such trust in AI systems.

The notion of “trust” within the project was embodied in a range of words that can each, to their own degree and in their context, serve said trust: ensure a follow-up of AI tools in order to remain an actor and not be subjected to them; understand by developing common knowledge among stakeholders; always place the human being at the centre; hold actors accountable throughout the chain; share the value produced between each of the actors; identify and share risks; ...

Here, in a word cloud, are the components of Trust for the project actors:



render accountable
constantly monitor
place people at the centre
understand together
share value and risk
be an actor



Maxime Legrand

Président de la Confédération
Européenne des Cadres CEC
European Managers

“Upon rereading the 2020 European Digitalisation Agreement, it’s safe to say that the negotiators did a good job. It’s almost an example for future agreements, because from the start, we had this idea of working together, of having a win-win agreement, of taking advantage of digital opportunities for business, to keep jobs and build this together. If the result was a good agreement, it is also because there was trust between the two parties at the table”, Maxime Legrand, President of the European Confederation of Managers CEC European Managers, at the final conference on 17 January 2023.

OPERATIONAL TOOLS PRODUCED BY THE PROJECT

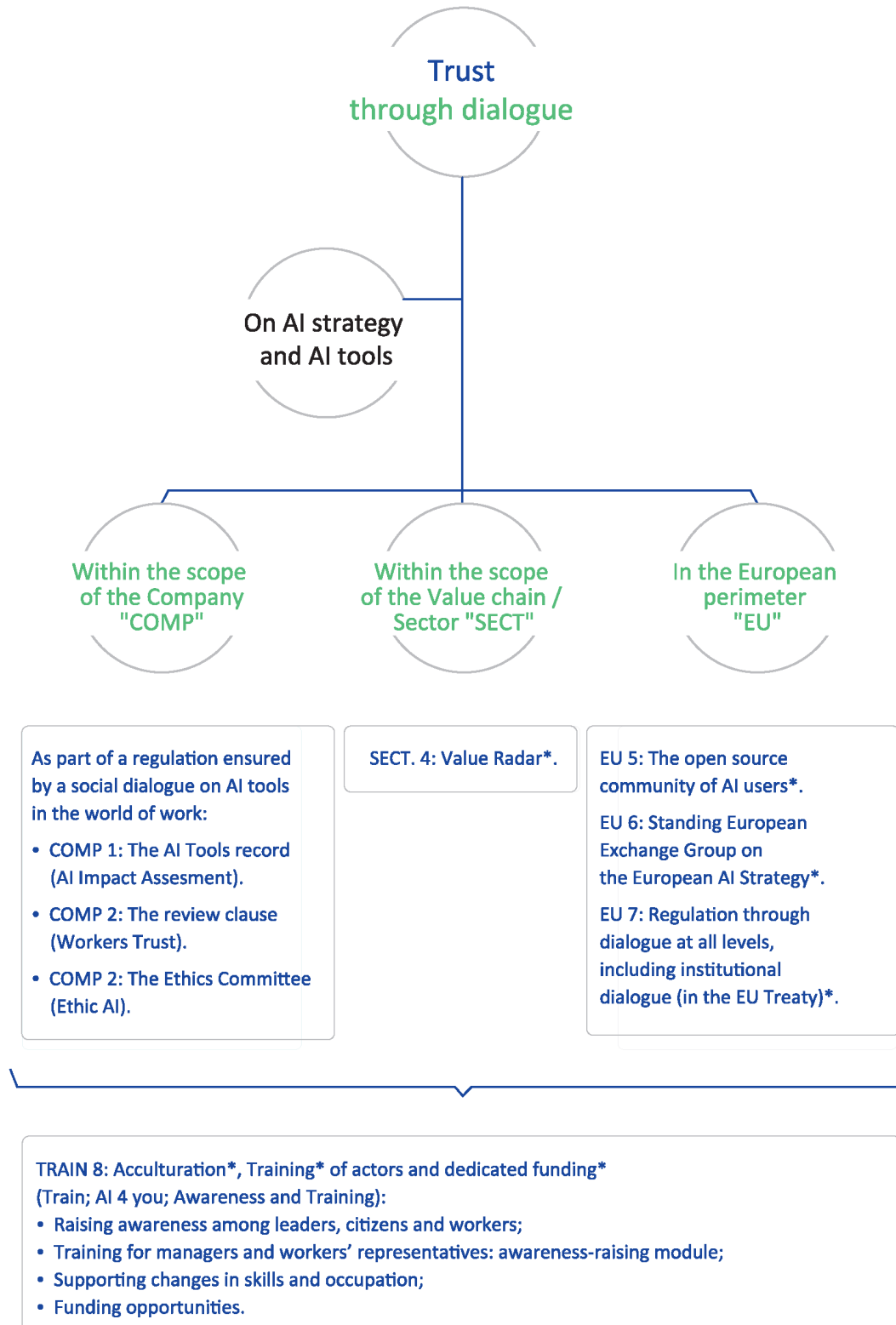
THE LOGIC BEHIND THE TOOLS

One of the key objectives of the project was to produce generic recommendations and tools that could be appropriated by all stakeholders and actors impacted by the deployment of AI systems. These tools were developed by the design thinking workshop.

They have several characteristics:

- they aim to be operational. In support of dialogue, they aim to ensure trust in AI systems, the main thread of the SECOIA Deal project;
- they cover different perimeters, topics and dialogue mechanisms. Some tools are based on a social dialogue logic, in the true sense of the word, while others are based on a broader dialogue logic, which can be deployed at industry or sector level, or, more broadly, at the level of the stakeholders concerned by the impact of AI systems (from editors to consumers, including citizens, experts, etc.). Three main perimeters are distinguished: that of the company, that of the industry and that of the European Union;
- in tools, dialogue mechanisms are more or less institutionalised : more, for example, for certain proposals relating to social dialogue in companies, and less for the stakeholder radar or the standing European exchange group on the European AI strategy;
- in order for this trust to be carried by actors, tools also include acculturation, training and general awareness actions targeting large companies and staff representatives, which may lead to more in-depth training. These tools are in essence cross-cutting with regard to the various areas involved;
- the tools are building blocks that actors, and especially VSEs and SMEs, can use. They are intended to support, contribute to and complement actions taken, for example, to implement the European framework agreement on digitalisation, apply the future European regulation on AI or organise dialogue at EU or Member State level, whether in the context of collective bargaining or information and consultation within companies.

Summary of SeCoIA Deal Community Proposals



■ Recommendation/Tools for Trust

■ Channel and scope of dialogue

* Proposals integrating VSEs/SMEs.

PRESENTATION OF THE TOOLS

Tools that can be used within the scope of the company

The European Union has chosen a primarily “top down” **framework for regulating the use of AI systems**, based on the articulation between regulations, standardisation and self-regulation (which may lead to charters). This regulatory framework, and in particular the AI Regulation, takes little account of the social dimension. The place afforded to social dialogue is weak, whatever the level. Many of the obligations arising from the regulation are based on self-assessment by AI system developers, and do not provide for the principle of employee representative involvement.

However, a social dialogue dynamic adapted to AI specificities, as proposed by the European framework agreement on digitalisation, can promote a bottom-up approach. **In this context, the work carried out by the SecoIA Deal project has highlighted the opportunity to strengthen the capacity of entrepreneurs, in particular VSEs/SMEs, employee representatives and, more generally, social dialogue, to exercise “first-level control” in the workplace.**

Entrepreneurs need to be aware of the contributions and impacts of the AI-based tools they will purchase or develop. They need to be clear about the purpose pursued. Labour organisations and workers need to know that AI is being used in work processes - how it works and what AI is being used for. To this end, a system of rules negotiated by trade unions and private companies or administrations would be set up. **This negotiated framework would aim to guarantee relevant and complete information on the use of AI systems impacting work processes, to build a repository of good AI uses based on relevant and updated indicators, and to ensure a permanent discussion on the use of AI-based tools.**

The SecoIA Deal community has imagined two pillars dedicated to implementing a regulation through social dialogue within the company:

Tool COMP 1. Serving confidence in AI through dialogue by regulation through social dialogue within companies: the AI tools record.

(AI-IA – Artificial Intelligence Impact Assessment)

Context

Under the draft AI Regulation, where high-risk AI systems are used for business purposes, users have obligations in terms of instructions of use, record-keeping and data protection impact assessment. These obligations do not apply for systems not considered high risk despite impacts on fundamental rights.

Moreover, even the most advanced national legislation on social dialogue offers a framework that does not always allow for consideration of AI specificities, particularly in terms of the right to review.

Introducing a tool to track AI systems installed in the company would be of use. Based on the principle of the GDPR and its record of processing activities, a record would be set up to monitor the AI systems used in the company.

Objective

Keep a record of AI projects, including a description and evaluation of the projects. This record will allow for early involvement of all stakeholders in the organisation to strengthen accountability through collective decision making and monitoring.

The stakeholders involved are: management (supervisors) / IT department (performers) / users (HR, supply chain, etc.) / trade unions / purchasing department (bring contracts and all necessary information). The application developer is only called upon to answer questions / provide clarifications, or to “challenge” the solution.

In concrete terms, the record will allow to monitor decisions and question the choices made.

Implementation

The keeping of an AI project record will include a description and evaluation of the projects. We have imagined the content of this record, see the table below.

AI SYSTEM REGISTER			
AI system description			
Name of the system			
Date of AI system creation			
Date of establishment in the company			
Last system update			
Types of data used (internal and external)			
Interaction with other systems (describe)			
Actors	Name	Adress	Country
Developers			
User (under the meaning of the AI Act)			
Public concerned by the system's use			
Specific functions, purposes and modalities of the AI system	Description		
Function performed by the AI system			
Purpose of the AI system			
Specific conditions			
Estimated System Risk Level	Description		
On fundamental rights			
On health			
On safety			



AI SYSTEM REGISTER

Description of the measures for assessing compliance with the preservation of fundamental rights	Description
Civil Rights	
Social Rights	
Right to data protection	
Prohibition to discriminate	
Respect of fundamental freedoms	
Safety measures	Type of safety measure
Safety measure 1	
Safety measure 2	
Safety measure 3	
User training to ensure human control	Type of training provided
Training 1	
Training 2	
Training 3	
Documentation and code of conduct for users	Type of documents and/or measures
Documents provided	
Code of conduct	
Other measures for trustworthy use	

Details

User: within the meaning of the AI Regulation: 'user' means any natural or legal person, public authority, agency or other body using an AI system under its authority, except where the AI system is used in the course of a personal non-professional activity;

Specific functions, purposes and mechanisms of the AI system: describe the aim of the system.

Example: AI systems intended to be used for recruitment or selection of natural persons, notably for advertising vacancies, screening or filtering applications, evaluating candidates in the course of interviews or tests;

Function: recruit

Purpose: select candidates

Specific mechanisms: assessment of candidates

Description of the measures for assessing compliance with the preservation of fundamental rights: AI systems must respect legislation on fundamental rights as laid down in the EU Charter of Fundamental Rights.

Security measures: the security measures aim to preserve intellectual property rights, the system's reliability and its proper functioning which could be damaged by possible cyber-attacks.

Training provided to users to ensure human control: human control is essential to prevent risks to health, safety and the infringement of fundamental rights.

Documentation and code of conduct for users: Transparency and robustness of the system are key elements of trust that must be reflected in the documents describing the AI system's characteristics, capabilities and performance limits (see Article 13).

Tool COMP 2. Serving Confidence in AI by Deal by regulation through social dialogue within companies: the review clause in the framework of the cycle of use of AI-based tools at work

(Workers Trust)

Context

The work and exchanges carried out as part of the SecoIA Deal project have shown that in most of the Member States' different legislations, social dialogue on AI systems used in companies is often concentrated at the time of introduction. Once implemented, these tools are no longer the object of any particular focus and are blended into the broader topics relating to the company's activity.

More than other digital tools, AI-based tools – due to their self-learning and permanent evolutionary nature –, will see their impacts on work organisations and employees evolve over time, without prompting any dialogue upstream or along the way.

In order to ensure relevance and guarantee confidence in the tool and in the purpose of its use, it seemed useful to imagine a “permanent”, “long-term” social dialogue on AI-based tools used within the company. This dialogue would be based, among other things, on the support of a review clause.

Objective

Organise a periodic and iterative dialogue between social actors within the company on the evolution of AI-based tools used within the company.

The review clause allows to formalise a series of meetings (hence the plural use of the term “review”) between actors, known to all in advance in principle and purpose, which will be held when the predetermined conditions are met.

This clause may be included in a contract, in a collective agreement or in a declaration by the head of the company, or in a charter, result in a legally binding commitment on his part.

Implementation

Review meetings for dialogue on trust in the AI tool are triggered when any of the following events occur:

Events that are external to the company:

- public update by the provider of the tool's instructions for use as well as any assessment made by the AI system provider pursuant to its duty of post-market surveillance (Article 61 of the draft AI Regulation) where such assessment would potentially reveal a breach of the requirements imposed by the Regulation on high-risk AI systems;
- report from a European or national Ethics Board or a national committee for the control of digital legislation (e.g. in France the CNIL/ in Italy the AgID) published on its website.

Events that are internal to the company:

- further development of the tools in place (update or new tool functionalities in connection with the proposed "record" tool);
- report sent to the company's management by the Ethical Delegate for AI systems;
- mention in the DPO's annual report of issues relating to the collection and processing of personal data at work;

The purpose of the trust dialogue meeting is then to:

- inform the participants of the content of the event triggering the meeting;
- evaluate the impact of this event on the tool used;
- consider what measures to take;
- monitor the implementation of these measures.

Tool COMP 3. Serving Confidence in AI by Deal with a Corporate AI Ethics Committee

Context

The work of SecoIA Deal has highlighted the need for “first level control” in the workplace where AI systems are introduced and used. Social dialogue is an answer. Indeed, the obligations incumbent on users under the current framework provided by the draft AI Regulation are essentially reduced to the proper use of instructions of use (article 29 of the draft) and do not take account of their possible evolution.

Objective

Maintain the trust relationship between the provider and the user, which is based on the provider’s accountability and the ability to have AI referents in the company. The creation of an Ethics Committee involving employee representatives, in conjunction with the proposed creation of an AI Ethics Officer and record-keeping, is likely to strengthen users’ obligations and the consideration of the evolving nature of AI systems.

Implementation

Create an Ethics Officer for AI systems, similar to the DPO under the GDPR, who will serve as an interface and will be the link between the company and service providers (upward and downward information).

Establish an AI Ethics Committee:

- Composition with stakeholders:
 - management representatives (legal liability);
 - lawyers,
 - employee representatives.
- The functioning of the Ethics Committee :
 - annual Committee meeting to review AI systems within the company (list of consultations or information on the introduction of new AI-related technologies, record updates) and to be informed by the Ethics Officer of any information relating to providers and changes to national and European regulations (possible by a company lawyer);

- in case of a major event observed on the system or a report on the functioning of the AI system by one of the members of the Ethics Committee, at the request of an employee who has observed abnormal use (through a generic email address), the Committee will meet to examine said request.
- An expert assessment of the system is carried out, for example in a “sandbox of acceptability”, using the system’s current data to try to reproduce the case or detect similar cases;
- in the event of a well-founded report, the Ethics Committee will ask the Ethics Officer to officially notify the service provider, as provided for in the AI Act as part of the obligations incumbent on the user under Article 29 of the draft regulation. The service provider is required to correct its system and to re-label it at EU level (AI Act). The Ethics Committee will meet again to approve the deployment of this new system (following a new consultation or at least information of employee representatives). The Committee, via the Ethics Officer, will inform the employee and after approval, the request will be closed and archived.

Tools that can be mobilised within the scope of the industry

Tool SECT. 4 Serving Confidence in AI by Deal with the Stakeholder Value Radar

Context

Artificial Intelligence feeds on data. The quality of data is essential to ensure the credibility and expected performance of AI systems; they are the source of value creation.

The value creation potential projected by [the European data strategy](#) impact assessments demonstrate that it is a real engine of growth. The decision to create data spaces in ten strategic areas, and the implementation of the Data Act to facilitate data sharing, demonstrate the extent to which data has become a “strategic asset” both at EU and corporate level.

While the grouping of data-producing actors facilitates the creation of value, the work of the SeCoIA Deal project on data governance has shown that this governance must be thought of upstream of sharing: it plays a key role in the distribution of value. The cooperative governance model seems the most appropriate to allow different actors with very unequal means to speak on equal terms, in a context where, often, the potential of value creation linked to data sharing is difficult to apprehend ex-ante.

The experimentation carried out within the framework of the project on the automotive repair industry revealed that data is not always shared, and that the use of AI systems can generate repercussions on other actors within the industry, such as insurance companies, automotive repairers and motorists.

In this context, it appeared important to objectify the way in value is distributed following the implementation of new AI systems.

Objective

In case of changes affecting other actors in the same industry, the Radar tool will allow to:

- identify the value that an AI application generates on the 3 dimensions: revenues, costs, employee and user experience of the AI;
- map this value using the application's stakeholder map, which includes the industry as a whole, customers, providers, society and employees. Mapping will determine the potential negative impacts on some stakeholders, with a view to possible compensation.

The Stakeholder Value Radar application will verify that the value created by the application is equitable, and that there are no winners and losers among the stakeholders.

In addition, the tool will facilitate the awareness of all stakeholders of the positive and negative aspects of the application of the IA, thus creating a symmetry of information.

Implementation

The Radar could be entrusted to a competent authority, with participation from industry and union representatives. AI fairness certification could become a criterion of sustainability (ESG), which would help increase trust among users, investors and customers.

The tool should be developed in association with ESG and AI technology experts in conjunction with government authorities, trade unions and stakeholder organisations operating in the relevant sector. A working group composed of representatives of all stakeholders will need to be established to develop the tool's design, the methodology for its use, and the framework, which may be specific to the industry involved.

The implementation of the Radar and its operational application will be carried out with the involvement of all relevant stakeholders through surveys, consultations, reviews and approvals of the results.

Financially, it is the developer of the AI system concerned who will have to finance the Radar application

Legally, certification should be mandatory and part of the ESG certification of the industry that builds it.

The tool will allow to highlight, through red signals, which levers need to be activated in order to rebalance the sharing of value.

Recommendations and tools that can be mobilised within the European perimeter

Reco EU.5 Serving Confidence in AI by Deal by building an Open Community of AI tool users

Context

The potential for value creation linked to data is immense and could be grasped by a few dominant players. Actors' means, and in particular those of microenterprises, whether at sector or industry level, of exploiting such potential and drawing all benefits from it, are very unequal and their expectations very diverse. The European data governance built around the many regulations on data sharing and the rebalancing of competition conditions contributes towards actors reappropriating their data and exploiting them in AI systems.

But the logic behind the European initiatives is essentially based on the functioning of the single market. Therefore, data and actors' ability to appropriate them represent a higher interest that should surpass this market consideration

Objective

Remove technological barriers and create the conditions to fairly assess the benefits and risks associated with a given AI application to ensure stakeholder adhesion.

Data producers and users must become the actors and not the "victims" of AI because they produce the data that makes the algorithms. To this end, we propose creating an "open community of AI tool users".

Implementation

An EU authority should promote a foundation in charge of constituting and coordinating this Open Community, in which industry, service, trade, large group and microenterprises/SMEs representatives, experts in Machine Learning/IA and trade union representatives will have a place.

The legal form would be a foundation sponsored by the European Union, financed by public funds and organised according to the principles of open governance in the common interest.

RECO EU.6 Serving Confidence in AI by Deal with a Standing European Exchange Group on the European AI Strategy

This proposal aims to set up a standing European group for dialogue and perspectives on the European AI strategy (“GEPSIA” in FR or “EPGSAI” in EN) with a focus on the situation of VSE/SMEs.

Context

The draft AI Regulation provides for the establishment of a European Artificial Intelligence Board (Title VI, Chapter 1 of the draft). Chaired by the Commission, this Committee will bring together the heads of the national supervisory authorities and the European Data Protection Supervisor, and even other competent public authorities if necessary. It will advise and assist the European Commission in order to guarantee a “coherent” application of the regulation. To do this, it will collect “and share expertise and best practices among Member States”.

Objective

The establishment of a Standing European Group for Dialogue and Perspectives on the European AI Strategy aims to meet the need for a permanent space for exchange and sharing between the actors impacted by AI tools in the different EU countries, in parallel to the work carried out by public institutions and in addition to the institutional framework. The Standing Group, whose work focuses on the specificity of microenterprises/SMEs, allows for exchanges that will identify (bottom-up approach) social realities and highlight the issues specific to VSEs/SMEs as regards AI systems. Thus, it can formulate proposals taking into account these specificities.

Implementation

The Standing Group will be composed of national and European social partners, members of the academic research community, representatives of national and European institutions other than those already associated with the European Artificial Intelligence Board and economic actors, and AI tool users and designers (start-ups, SMEs and large groups).

The Group will create an opportunity for non-institutionalised dialogue between a variety of stakeholders distinct from the public supervisory authorities, with a view to enabling a better understanding of the tools and practices deployed in AI, particularly by microenterprises/SMEs. In this perspective, the Group will ensure the continuous monitoring of practices and will allow for the sharing of experiences between stakeholders.

Thanks to its flexible but permanent configuration, the Standing Group will also be able to regularly elaborate proposals combining the experiences of a maximum number of actors, in particular microenterprises/SMEs, and to address any topic that



CIDA



concerns its members.

This proposal echoes previous practices initiated by the European Commission (High Level Expert Group on AI).

It also shares the assumptions set out in [the opinion delivered on 12 September 2022](#) by the European Parliament's Legal Affairs Committee on the draft AI Regulation. It suggests that the draft regulation be amended (by adding recital 76a), to require the Commission to re-launch the High Level Expert Group on AI or an equivalent body, with a balanced representation of a panel of participants similar to that described in our recommendation.

Finally, it echoes the position adopted by the EU Council in December 2022 as part of the legislative process for the AI Regulation. This position requires the future AI Board (provided for in the future regulation) to create a standing subgroup to serve as a platform for a wide range of stakeholders *“ensure the involvement of the stakeholders in relation to all issues related to the implementation of the AI Act, including the preparation of implementing and delegates acts.”*

Our proposal could fuel actors' discussions to take into account the singularity of the standing European group for dialogue and perspective on the European AI strategy that we propose: a broad format of participants (it welcomes components that are often not well represented), its focus on microenterprises/SMEs and its flexible working framework (excluding institutions and lobbying).

RECO EU.7 Serving Confidence in AI by Deal at all levels of regulation

The SecoIA deal project has led to two recommendations on the topic of AI Regulation through a planned dialogue at all relevant levels of AI Regulation, starting with users.

RECO n° 7.1: Establish a dialogue at all regulation levels

Context

For several years, we have witnessed the implementation of AI governance based on three levels of regulation (the law via AI regulations, norms and standardisation, self-regulation via charters, ethics boards, etc.). This primarily top-down type of regulation has several weaknesses, first of which the fact that it mainly resorts to self-assessment obligations incumbent on providers of planned AI systems, without clear guarantees being provided in terms of fundamental rights. These weaknesses can be attributed in part to the primary basis of AI regulation, which relates to the internal market, without sufficient consideration of the impact on the world of work.

Objective

Initiate a dialogue at the different levels of regulation to take into account the different AI tool actors and uses.

Implementation

Identify the European and national levels of regulation and integrate them to complete the top-down regulation approach by contributing dialogue (company, industry, multi-stakeholder) especially upstream of all AI regulation projects at European Union level.

RECO no. 7.2: In EU treaties, include a dialogue process involving stakeholders on AI regulation projects in the European Union

Context

The EU is working on an AI philosophy and legal framework that aims to reconcile single market principles with the Member States' humanistic and democratic values.

Dialogue is one of the cardinal points in the making of the Union's rules: dialogue between states, dialogue between institutions and dialogue between social actors in the field of social policy (Article 154 Treaty on the Functioning of the European Union).

Thus, whatever its field of application, European regulations are all the more relevant as they are the result of dialogue with the stakeholders concerned.

For this reason, the AI Act project was preceded by a wide range of initiatives taken by the European Commission in order to involve a variety of interested stakeholders in an analysis of the issues raised by AI with a view to feeding the draft regulation in development (High Level Expert Group on AI, AI Alliance Platform, followed by a White Paper on AI and related consultations)

Objective

This consultation process led to an increase in the awareness and skills of a wide range of actors. Moreover, the magnitude of the issues raised by AI within the Member States' democratic societies, within institutions, and for single market economic actors, workers and citizens, must cause the changes to these systems to be discussed not only by experts. For these two reasons, now is the time to capitalise on the skills acquired by actors by perpetuating and institutionalising a formal consultation on any changes to AI legislation.

Thus, in view of these multiple and profound impacts, before any new regulatory AI initiatives, and where necessary, in addition to the practices of green and white papers, dialogue carried out within a formalised framework involving officially identified actors could be included in the operating framework of European institutions.

There are several advantages to organising a Commission-led dialogue among stakeholders concerned with future regulation of AI systems:

- such a dialogue between the stakeholders directly concerned allows their different interests to be expressed in an organised and public way, allowing them to be expressed and taken into account;
- Moreover, through their “field” experience of AI technologies (designers, vendors, buyers, users), these actors contribute towards developing the most appropriate solutions to the challenges raised by AI systems;
- This dialogue will facilitate the establishment of common positions between Member States and within the European Parliament on future regulation at EU level.

Implementation

The proposed scheme is based on the one provided for in Article 154 of the Treaty on the Functioning of the European Union (TFEU) concerning the role played by social partners in social policy.

However, this recommendation presupposes the establishment of a panel of organisations representing the various issues raised by AI: European employer and employee representative organisations, AI solution developer and provider representative organisation(s), non-governmental organisations covering the EU perimeter, consumer representative organisations, etc.

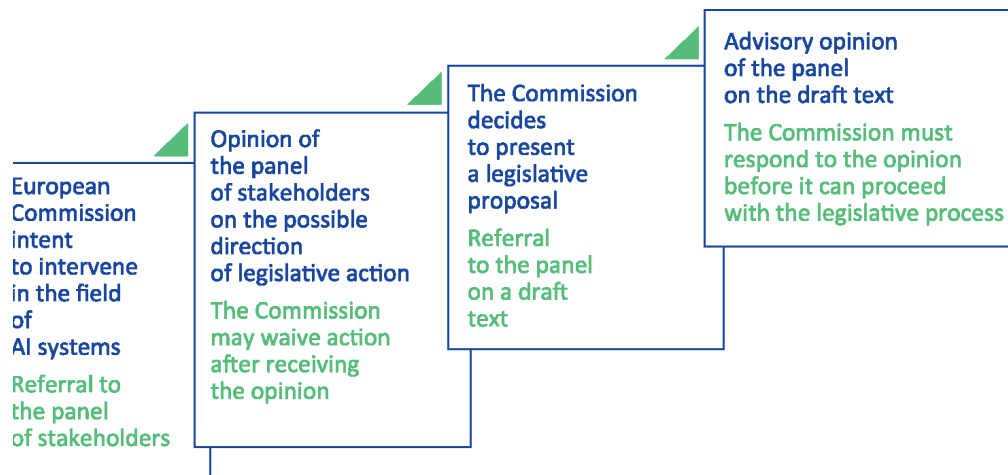
Following the introduction of this panel, any new legislative proposal presented by the European Commission (regulation or directive) in the field of AI should be preceded by a mandatory consultation of the panel on the possible direction of EU action.

Once this initial consultation has been conducted, if the European Commission considers EU action desirable, the same panel should then be consulted on the content of the considered proposal. As such, it could issue recommendations to which the Commission would have to respond before proceeding with the legislative process. Such a recommendation would require an amendment to the TFEU in that it would change the legislative procedure when a text proposal concerns the regulation of AI systems.

It also implies the precise identification of legitimate actors to be associated with European normative production in the field of AI, and even the collective structuring of these actors at European level. The EESC would be mobilised to prefigure this panel.

Given the complexity of these prerequisites and the process of amending the treaties, we propose that the principle of this dialogue and its mechanisms be included in the next revision of the TFEU.

Summary diagram of the proposed dialogue process



Cross-cutting tools for acculturation and training

TOOL TRAIN 8. Serving Confidence in AI by Deal through actor acculturation and training

The DT workshop resulted in proposals for recommendations and tools on the topic of acculturation and training using 3 tools:

- “TRAIN”: Trade Union AI Network
- “Awareness and Training” (Awareness and Training)
- “AI 4 you”.

Recommendations

RECO TRAIN n° 1: Acculturate citizens on AI

Objective

Include AI modules in initial training and make official AI awareness materials available to the general public:

Implementation

Some identified initiatives:

Finland: The University of Helsinki has published a free course in artificial intelligence online. Open to all and free of charge, it aims to raise awareness and interest in the field among Finns.

<https://www.elementsofai.com/>

UNESCO: 7 videos on AI and its impact on human rights.

<https://www.youtube.com/watch?v=UFGpKTdMgs>

Italy: the reference point for modernising educational institutions is the AgID white paper, which contains guidance and references on how to best use the opportunities offered by AI for building administrative and non-administrative services and for developing the necessary skills.

<https://ia.italia.it/assets/librobianco.pdf>

France: The Ministry of Education and its partners have published 3 videos online to enable the general public to understand the principles of AI.

<https://www.class-code.fr/moocs/lintelligence-artificielle-avec-intelligence/>

Feedback from the SeCoIA Deal project:: acculturation through the experience of using an AI tool:

Example: the use of an AI-based document monitoring robot (Flint) that the user “educates” by rating its searches: <https://flint.media/en>

RECO TRAIN n° 8.2: Ensure social actors are trained on the impacts of AI systems (company managers, employees and union representatives)

Objectives

Provide legal requirements to undergo such training.

Implementation

For all social actors: Amendment to the draft AI Act regulation to make it mandatory, in the event of the use of a high-risk AI system and prior to the implementation of this tool, to provide at least one day of training on the categories concerned by this tool.

As with other high-impact regulations (e.g., the banking sector), it is essential to ensure the clearest possible knowledge of the impacts and functioning of the tools that may be used. For employees: insert training on AI and AI tools used in the company (whatever they are) in the employment contract.

Objective

Train the main actors involved in dialogue on the issues and the functioning of AI tools in order to build a common culture on the positive aspects and risks of AI.

For business leaders and managers: training on impacts on leadership, on organisations, on the way decisions are made and on the way teams are managed. Employer organisations could make this training a pillar of their services to leaders.

For union representatives: set up a dedicated training program for union representatives aimed at providing an understanding of AI (what it is, the reasons for its use, the impacts of AI on workers). This program will support a common union culture on AI and will be able to push for dialogue on these topics within companies.

For employees: after measuring the impact of an AI-based tool on work tasks, introduce a training program and/or support for skill development in order to organise interactions between human skills and AI tools, or to lead to new activities; identify the emergence of new activities and the resulting skills to ensure proper deployment of AI-based tools within organisations.

Example: the “AI interpreter” acts as a pedagogical bridge between the needs of the company’s management and the AI solution provider, or between business and IT experts.

These acculturation and training actions must be financed.

Implementation

Some identified initiatives:

Italy: CIDA's experience with leadership training(see Skills Webinar #2, April 20, 2022);

Sweden: LEDARNA Report "Beyond the hype": <https://www.ledarna.se/48ea7b/globalassets/dokument/ai-beyond-the-hype.pdf>

France: MOOC Openclassroom: <https://openclassrooms.com/fr/courses/6417031-objectif-ia-initiez-vous-a-lintelligence-artificielle>

Europe: AI Act Presentation Kit for Business Leaders: <https://www.impact-ai.fr/en/>

The tools

Deepen these recommendations with two operational tools:

TOOL TRAIN n° 8.3: The content of a one-day training module

Training day by comparing managers' and employees' perspectives on AI and AI tools in their sector or company

Build a common AI culture that promotes dialogue between social actors concerned by the use of AI tools

Methodology: A common set of general and sector-specific AI questions asked, on the one hand, to the company's manager or group of managers, the administration and, on the other hand, to a group of employees also including employee representatives. Discussion on the results in the presence of both groups (shared views).

One day of training divided into 4 stages:

- Prior preparation: questionnaire sent to registrants on their perception of AI
- Part 1 of the training day: parallel work with each group on the same AI exercises; feedback on the results of questionnaires; definition of AI and example of AI tools; positive and negative aspects of AI.
- Part 2 of the training day: sharing of results on perceptions; dialogue exercise on possible use cases in the company or the sector.
- Output after the training day: report of the day sent to participants on the main **AI topics discussed during the day.**

Training day for managers on AI acculturation

Introduce decision-makers to AI challenges and technologies and help them implement an AI-based tool in their company, their administration or their professional activity.

One day of training divided into 3 parts:

- Part 1: key AI information (definition, history, AI families)
- Part 2: AI in real life: work on use cases
- Part 3: How to run an AI project in my company

Training day for employee representatives

Introduce employee representatives to AI issues and technologies and help them areas requiring vigilance in the context of plans to use an AI tool.

One day of training divided into 3 parts:

- Part 1: key AI information (definition, history, AI families)
- Part 2: AI in real life: work on use cases
- Part 3: Areas requiring vigilance and action levers

TOOL TRAIN n° 8.4: Funding for AI training

Mobilising european funds

[Digital Europe Program](#) which offers funding for the period 2021-2027 / link to [the program regulation](#). Funding in the form of a call for projects and a grant.

Eramus+: AI4T approach <https://www.ai4t.eu/> AI4T - Artificial Intelligence for and by teachers - is a three-year project to explore and support the use of artificial intelligence in education. AI4T consists in implementing innovative methods of teacher training (MOOC, hackathon, datathon...) specifically designed to meet the challenges of AI in education.

Coordinated by France Education International, the project brings together ministries of education as well as public agencies, research centres, private universities and partners in France, Luxembourg, Italy, Ireland and Slovenia.

This approach shows the possibility of funding the design and deployment of training for professionals using AI tools to perform a sensitive activity: educating young people. This approach can inspire the design of training for leaders, managers and employees in their professional environment.

The European Year of Skills:

The European Digital Skills and Jobs Platform is an initiative launched under the European Interconnection Mechanism which offers information and resources on digital skills, including a digital skills self-assessment tool, as well as training and funding opportunities.

The EU Digital Skills and Jobs Coalition addresses the digital skills gap by bringing together Member States, social partners, companies, non-profit organisations and education providers to raise awareness and encourage organisations to take various initiatives to promote digital skills training, such as making a commitment to strengthen digital skills.

Fund dedicated to social dialogue: Three budget lines aim to promote European social dialogue at cross-sectoral, sectoral and company level:

- training and information actions in favour of workers' organisations: for activities aimed at strengthening the capacities of workers' organisations and the training of their representatives;
- labour relations and social dialogue: financing of initiatives in favour of social dialogue carried out by the social partners;
- information, consultation and participation of company representatives (transnational cooperation between workers' and employers' representatives in the field of information, consultation and participation, and to improve the functioning of European works councils).

European Social Fund: ESF+ does not provide direct assistance to individuals. The ESF+ programmes, managed by the State, support the projects of public or private organisations aiming in particular to:

- adapt workers and companies to economic change,
- promote the return to employment and job retention,
- integrate the disadvantaged,
- fight against discrimination in employment,
- fight against food insecurity.

Globalisation Adjustment Fund:

The European Globalisation Adjustment Fund for Displaced Workers (EGF) is a special EU instrument to implement solidarity with employees and self-employed workers facing restructuring and to help them find a new job.

Mobilise national funding mechanisms for initial and professional training or social dialogue

Identify the existing national mechanisms in each country that could be mobilised to finance these trainings.

Ex: France

Mobilise the representatives of the U2P and CFE-CGC who sit on the joint bodies for financing professional training (joint body for local company skills: <https://www.opcoep.fr/>) to:

- support the funding of business impact studies;
- develop training plans for employees whose tasks are impacted by new skills;
- develop joint training for executives and managers on the impact and operation of AI systems.

The SecoIA Deal Manifesto

The integration of Artificial Intelligence technology is disrupting our society and the world of work. The economic transformation, and the organisational changes that ensue, raise many questions, from new ways of sharing the value created to learning to work together with these new systems.

As these subjects have rarely been dealt with in collective bargaining until now, **the SECOIA Deal project, composed of a community of plural European actors, has spent two years exploring the economic and organisational aspects of implementing these new systems.**

Our explorations have allowed us to demonstrate that although the changes induced by AI are not radical, they are nevertheless profound. ***The recommendations and proposals for tools*** applicable to our project have been **imagined at several levels** (European Union and Member States, economic sectors or more simply the company). These concrete solutions proposed by the SECOIA Deal community of actors share the need **to establish a dialogue enriched with new stakeholders, new themes, new mechanisms, which we believe is a prerequisite in order to create trust between the different actors brought together by the implementation of AI systems.** Our project provides **a few building blocks** which we hope actors, particularly **within VSEs and SMEs**, will be able to seize to build renewed dialogue mechanisms. This is the case, for example, with the AI tool record and the corporate review clause, the ethics board, the proposal for a standing European dialogue group, the value “radar”, and many more.

On an economic level, our work has shown that the mechanism of value creation is difficult to understand, with possible shifts between actors in a value chain that raise new legal issues. This is why it is important to ensure that the value created is fairly distributed among the various stakeholders in proportion to their individual contributions, and that the positive and negative impacts generated by the implementation of new systems are understood as early as possible. This is an essential condition for the development of this technology, if we want to maintain a sustainable economic world.

The development of skills following the implementation of new AI systems leads to much broader changes, causing issues relating to **organisation, working conditions, management and new leadership**. Dialogue on these subjects must be able to objectify the real changes observed, in particular the effective transformation of tasks, the measurement of the time potentially freed up at group level, the organisational changes induced and, more generally, the impacts on management. The process of implementing new AI systems is iterative. **It requires constant involvement from employees and management.** This is why acculturation of the various stakeholders and training of employees and managers is an essential prerequisite for the successful deployment of these new systems, which must also include regular monitoring of these transformations.

In the context of a European regulation based essentially on “self-regulation”, **the role played by employee representatives and management is crucial.** They are the essential link and the operational watchdog ensuring the effectiveness of the proper implementation of the European regulatory framework on AI. **This is also the message that the SECOIA Deal community would like to send to Commission officials in the final stages of the AI Act.**

APPENDIX

GLOSSARY OF KEY WORDS

Skill: Ability to apply knowledge, know-how and behaviours (social and interpersonal competence) to act appropriately in a given professional situation. The reflections carried out as part of the project addressed skill in its three dimensions.

Trust: Credit given to someone or something; feeling of security, harmony.

Value creation: In the “classic” approach, all the processes implemented by a company to develop its resources and create a product or service. This creation of value is distributed and allows for investment and innovation. The company’s activities represent a chain of poles, each creating a certain value during the production process. The combination of the different processes and their interactions generate a certain value. This is called the value chain. In an industry, it is the different stakeholders (providers, manufacturers, distributors, customers) who each bring added value with their activity. The creation of value is therefore the result of relationships between actors: the producer, the distributors and the customers.

By placing the ability to capture, process and enhance data at the heart of the value creation process and by playing on network effects, digital technology has a strong impact on the creation process and value chains. The very notion of value is changing. It is co-created, co-transformed and co-captured by all the players in the ecosystem: consumers, competitors, strategic partners, community, etc. The ability to capture and transform usage value into exchange value is at the heart of the economic model of certain digital players, in particular platforms

Dialogue: A conversation between two or more people on a subject. Discussion between people, between partners or political, ideological, social or economic adversaries, with a view to reaching an agreement.

The “**social dialogue**” refers to all negotiations, consultations and exchanges between employers and workers in a company, a sector, at a local, national, European or international level.

The “**professional dialogue**” refers to discussions about labour relations involving 4 groups of internal actors: Leadership and staff representatives, management and employees.

The “**technology dialogue**” refers to discussions between buyers and providers of technology solutions to adjust them to the needs of the company and the realities of business and work.

The “**stakeholder**” **dialogue** refers to discussions between a number of players inside or outside the company or the industry: for example, within an industry, between businesses, providers and customers.

Industry: All the complementary economic activities that contribute, from upstream to downstream, to the realisation of a finished product or a service. The perimeter of an industry may not be equivalent to that of the social dialogue.

Governance: A set of mechanisms (rules, norms, protocols, conventions, contracts, etc.) to ensure coordination between the stakeholders of an organisation, each holding a piece of power, in order to make concerted decisions and initiate actions to implement them.

Artificial intelligence: The concept of artificial intelligence does not have a consensual definition. For the purposes of the project, we opted to rely on the definition proposed in the EU AI Regulation, which itself is a matter of debate: *“artificial intelligence system’ (AI system) means software that is developed with one or more of the techniques and approaches listed in Annex I and can, for a given set of human-defined objectives, generate outputs such as content, predictions, recommendations, or decisions influencing the environments they interact with”* (Article 3 of the regulation proposal).

This generic definition has itself been improved during the course of our project:

- Improving the definition with the inaugural seminar¹⁹ : A field that groups together a set of theories and technologies in different forms (algorithms, machines, software, robotics, etc.) that are inspired by or aim to imitate human faculties such as perception, production and understanding of natural language, knowledge representation, or reasoning. Use of the term “intelligence” is inappropriate; it would be more appropriate to speak of “artificial imitation” of certain human capacities.
- Improving the definition with webinars: aspects shared by AI with other data-related technologies (big data, statistics): network effects, mass data processing. Differences with other technologies: interaction with the environment, positioning in the value chain - displacement of value creation, temporality and feedback loops. Some go so far as to advocate the use of the term “ADM (Automated Decision Making) systems” rather than “AI” (position defended by AlgorithmWatch). This position was ultimately not retained in the project.

Manager: Responsible for the organisation and strategy of a team, a department or a company. The manager is qualified as “head of the company” or “director” when he or she is the person or one of the persons directly responsible for the company as a whole.

Accountability: Legal obligation or moral necessity to vouch for one’s actions or those of others; Function or position that gives decision-making powers, but implies accountability.

VSES/SMES: A company that employs fewer than 250 people and has an annual turnover not exceeding 50 million euros or an annual balance sheet not exceeding 43 million euros (Commission Recommendation of 6 May 2003 - 2003/361/EC).

¹⁹ The definition given during the inaugural seminar by Laurence Devillers, professor of computer science applied to social sciences at the University of Paris-Sorbonne

LIST OF SPEAKERS IN SEMINARS AND WEBINARS

	Name	Position
Inaugural seminar		
	Christina Colclough	Founder of The Why Not Lab specialising in the futures of work(ers) & the politics of technology
	Laurence Devillers	Professor in AI at LIMSI-CNRS Coleader of Futur of work group of the Global program on AI (PMIA-GPAI)
	Tamari Gamkrelidze	PhD student at CNAM, Paris
	Joëlle Toledano	Emeritus Professor of governance and regulation, University Paris Dauphine, member of the french National Digital Council
	Paola Tubaro	Research professor at the french National Centre for Scientific Research (CNRS)
Webinars		
Creation value	Joris Duguépéroux	Member of Digital Regulation Expertise Centre (PEREN), French Ministry of the Economy and Digital Affairs
	Jérémy Lambert	Data Genius company
	Anne Mollen	Senior Policy & Advocacy Manager, Algorithme Watch
	Nicolas Moes	AI Policy researcher and Head of operation Think-do tank Futur of Society
	Taha Zemouri	Data Genius company
Skills/Working organisation	Omar Aloui	Senior behavioural scientist, Coach Hub Company
	Sabrina Dougados	Lawyer Cabinet Fromont Briens
	Benoît Jullien	Senior Manager, Athling Compagny
	Jérémy Lamri	Director of Research and Innovation, Jobteaser company
	Walter Lindo	FONDIR Director, Roma



	Name	Position
	Vincent Mandineau	Project Manager, French National Agency for the Improvement of Working Conditions (ANACT)
Final seminar	Nathanaël Ackermann	General Manager of AI 4 Belgium
	Valentina Guerra	Policy Adviser social Affairs, SMEUnited
	Maxime Legrand	President, CEC European Managers
	Cornelia Kutterer	Senior Director, Rule of law, responsible Tech & comp Affairs, Microsoft
	Martin Ulbrich	Policy officer, European Commission, DG CONNECT

My notes



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