

# TRANSITIONS

An illustration of a rowing team in a red boat on blue water. The team consists of four people: a man in a blue tank top, a woman with brown hair in a blue tank top, a woman with a red cap in a blue tank top, and a woman with long black hair in a blue tank top. They are all using white oars. The background is a stylized blue water with white lines representing waves and a white wake behind the boat. In the top left corner, there is a small illustration of a person in a red kayak. In the top right corner, there is a partial illustration of an orange kayak.

CLOSER TO EMPLOYMENT REALITIES

360°

A CLOSER LOOK AT  
FRANCE TRAVAIL

IT'S IN THE BAG!

UNEMPLOYMENT  
INSURANCE, A BUSINESS  
INCUBATOR

THE FUTURE IS ALREADY UPON US

2024 EDITION OF THE  
WORK TRANSITIONS  
SURVEY

HOT TOPIC

A LOOK BACK AT  
two months  
of negotiations

Unédic

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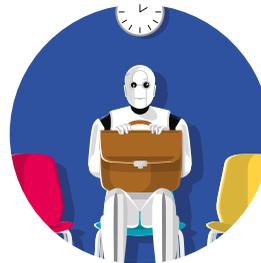
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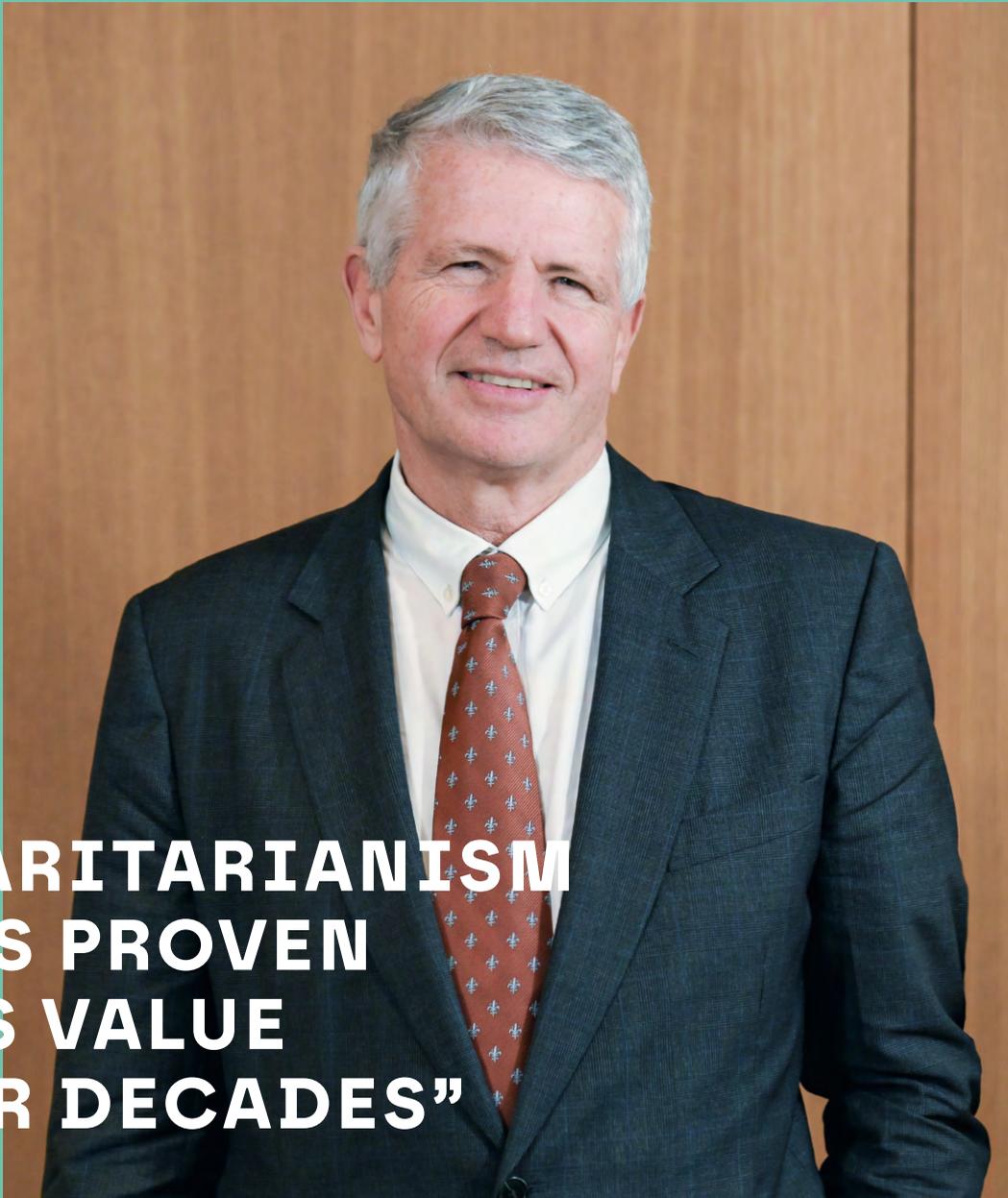
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# IT'S ALL GO FOR US!

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On 31<sup>st</sup> January 2024, Jean-Eudes Tesson took over from Patricia Ferrand and became Chairman of Unédic. He takes a look back on a rich beginning to the year: the success of the unemployment insurance negotiations just before his appointment, the advent of France Travail and the Employment Network, and the positive financial trajectory of the system. And he looks to the future, describing the issues that are important to him, such as preventing unemployment in a context of transitions, with artificial intelligence as a new ally.



**“PARITARIANISM  
HAS PROVEN  
ITS VALUE  
FOR DECADES”**

# JEAN- EUDES TESSON

**A MEMBER OF MEDEF, YOU BECAME THE CHAIRMAN OF UNÉDIC ON 31 JANUARY 2024, FOLLOWING IN THE FOOTSTEPS OF PATRICIA FERRAND, FROM THE CFDT WHO, FOR HER PART, HELD THIS POSITION BETWEEN JANUARY 2022 AND JANUARY 2024. HOW DOES THIS HANDOVER TAKE PLACE?**

Every two years, the chairmanship and vice-chairmanship of Unédic are entrusted in turn to one of the two colleges: employer and employee. This creates a de facto co-chairmanship...

If you're the Chairman, you know that one day you'll potentially become a Vice-Chair and vice versa. In a way, this requires a real collaboration based on our complementary characteristics. This is not only the case of the chairmanship, but also for all bodies of our governance, of the Board of Directors, the Office, and the committees. This alternation of the chairmanship demonstrates all the strength, all the wealth of paritarianism. From the beginning, I've been impressed, but not surprised, by the respect that prevails within joint governance, the fact that people are able to take a step away from their positions to listen to the views of others. On a human level, it's a very unique experience of overcoming differences in sensitivity and interest, which is not always found elsewhere...

**WHAT'S YOUR ROADMAP AT THE BEGINNING OF YOUR MANDATE?**

One of our major subjects is the reduction of Unédic's debt. Since the health crisis, we've been faced with a colossal debt: €63.6 billion at the end of 2021. However, our 2024-2027 financial trajectory presented in February 2024 is called into question both by the weakness of the growth of economic activity and by the State's decision to take €12 billion from our revenue to finance France Compétences (mainly) and France Travail. Added to this is the government's intention to increase our contribution to the financing of the operator France Travail in the coming years, from 11% today to 12 or 13% of our revenue...

**HAS UNÉDIC'S DEBT REDUCTION TRAJECTORY BEEN REVIEWED?**

The 2024-2027 trajectory presented in February remains positive. We're still able to repay our debt, but at a slower rate due to State levies. From €63.6 billion at the end of 2021, this would drop to €38.6 billion at the end of 2027. Instead of the €25.5 billion expected if there had not been these levies...

→ CONTINUED ON PAGE 6

**IN NOVEMBER 2023,  
THE SOCIAL PARTNERS  
CAME TO AN AGREEMENT ON  
THE UNEMPLOYMENT INSURANCE  
SYSTEM. WERE YOU PLEASED  
ABOUT THIS?**

Of course, this agreement was not easy to reach, given the State's strict negotiation framework. Despite this, the employee and employer representatives managed to find consensus and compromise. Yet again, this is an illustration of the strength of paritarism. Today, the situation has evolved, with the government's decision to suspend approval of the new agreement pending the decisions that will result from the negotiations of the social partners on the employment of older people...



**DESPITE  
THE PUBLIC  
AUTHORITIES  
DRAINING  
€12 BILLION FROM  
OUR REVENUE,  
WE REMAIN  
ABLE TO REPAY  
OUR DEBT”**

**BACKGROUND IN BRIEF**

Jean-Eudes Tesson, who graduated from École Centrale Paris in engineering, chaired the Tesson Group (cold storage, wine logistics, software publishing), whose head office is in Les Sables-d'Olonne. He chaired the Urssaf National Fund from 2011 to 2022 and the Union of National Social Security Funds (UCANSS) from 2012 to 2021.

**2024 IS FRANCE TRAVAIL'S  
VERY FIRST YEAR.  
HOW ARE YOU WELCOMING  
THIS NEW OPERATOR?**

Getting closer to full employment, that is to say a rate of 4-5%, when we are today at more than 7%, needs to be an objective that everyone can get behind. We're in a situation in which we have both unemployment and a labour shortage. France Travail claims to provide an answer to this: get all the stakeholders around the table to bring job supply and demand closer together.

Unédic has every interest in making this work, since it would make us enter a virtuous circle.

**AS THE MANAGER OF THE  
UNEMPLOYMENT INSURANCE  
PLAN, HOW CAN UNÉDIC ADDRESS  
THE ISSUE OF UNEMPLOYMENT  
PREVENTION?**

As its name suggests, the unemployment insurance plan is an insurance plan. However, prevention is a key element of the strategy of insurers to reduce the burden of claims – in our case, the setback which is the loss of employment.

There is little emphasis on this lever of prevention in terms of jobs. Unédic has a role to play in this area because, to prevent risks, you need to understand them. Insurers calculate risks very carefully when drawing up their provisions. By accessing data from the nominative social declaration (“*déclaration sociale nominative*” – DSN), we could improve our study and analysis capacity. We therefore need to make even greater use of this wealth of information to better prevent unemployment.

**DOES ARTIFICIAL INTELLIGENCE  
HAVE A ROLE TO PLAY IN  
THIS PREVENTION PROCESS?**

Certainly. We need to “match” the data we have between job offers and job applications. Human intelligence alone cannot do this on a massive scale. But artificial intelligence can. It allows the search to be refined and other criteria to be taken into account than qualifications or functions previously held, that is to say all of the skills that the job seeker has been able to acquire during their various experiences, as well as their “soft skills”, i.e. non-technical skills.

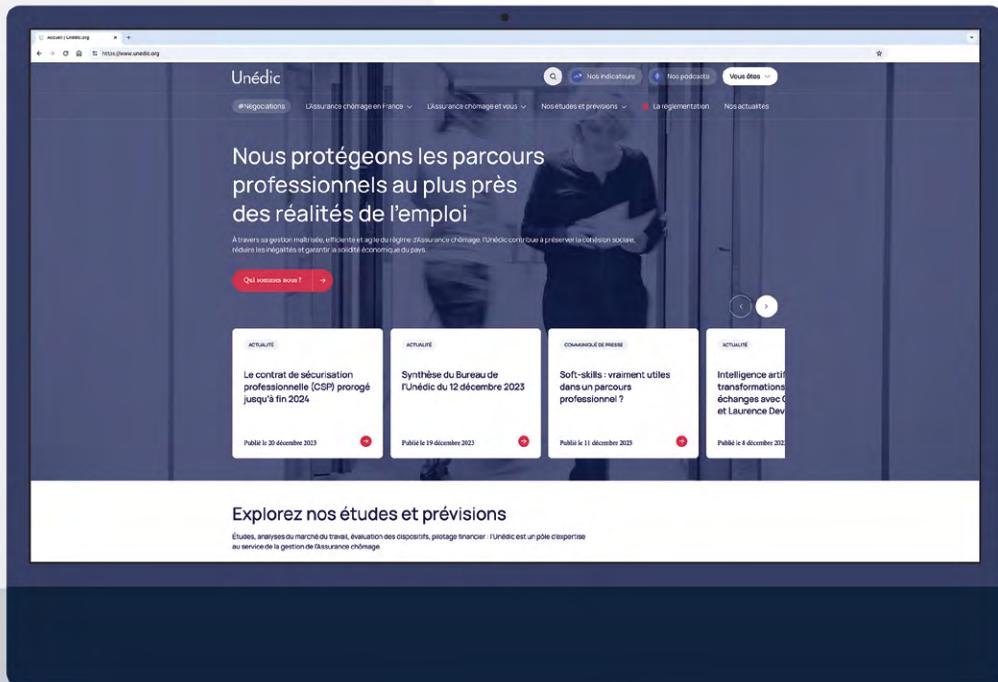
Artificial intelligence is an incredible tool for bringing together job supply and demand, and potentially it also offers the possibility of better expressing the talents of each person, of giving professional careers a breath of fresh air. This opens up a lot of new perspectives, which Unédic is starting to work on. ♦



**WATCH THE ENTIRE  
INTERVIEW  
IN VIDEO**



# New unedic.org: more accessible and mobile!



RENEWED,  
SIMPLE DESIGN

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SIMPLE, INTUITIVE  
BROWSING

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INCREASED  
ACCESSIBILITY

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OPTIMISED,  
INCLUSIVE USER  
EXPERIENCE



**News, themed reports files, studies  
and forecasts, indicators...**

The Unedic website has been redesigned to promote the accessibility of content and make mobile browsing smoother. There is only one website for all information on unemployment insurance and employment: unedic.org.

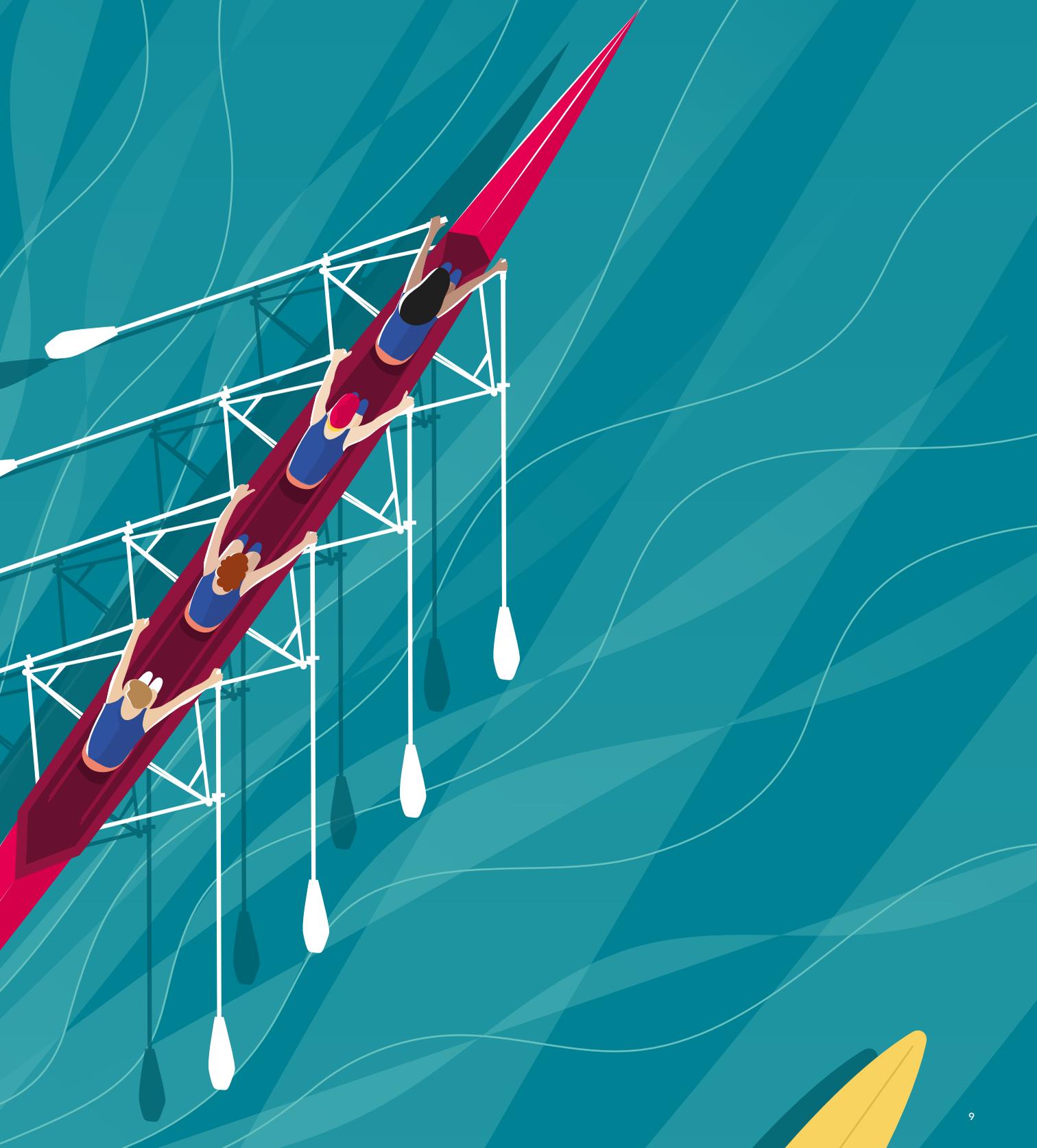
**HOT TOPIC**

# A LOOK BACK AT two months of negotiations

Five years on from the last negotiations, **on 10<sup>th</sup> November 2023, the social partners reached an agreement for a new unemployment insurance agreement.**

They demonstrated their ability to find a compromise beyond their differences.

It was a success, given the constraints that had been set for them. According to the government negotiation framework, which was sent to the social partners on 1<sup>st</sup> August, the agreement could not call into question the reforms initiated in recent years nor interfere with the financial balance of the current system.



## On 10<sup>th</sup> November 2023, satisfaction was noticeable

in the ranks of joint organisations following the negotiations on the unemployment insurance system. This satisfaction was commensurate with the challenge that had been set for them... Because nothing was a foregone conclusion and the stakes were paramount, after five years of waiting during which the rules for unemployment insurance were set by ministerial decree.

### LESS ROOM FOR MANOEUVRE

There were many difficulties. Summary of facts... On 1<sup>st</sup> August, the government unveiled its negotiation framework, establishing the framework within which the negotiations had to take place.

The room for manoeuvre left to the negotiators was slim. The social partners cannot go back on the reforms undertaken in recent years, nor on the method of calculating compensation or the modulation of compensation rules based on the economic situation effective since 1<sup>st</sup> February 2023.

How can you negotiate when so many parameters are non-negotiable?

Employee and employer representatives are taking up the challenge, aware that behind the agreement, other things are at stake, particularly demonstrating once again their ability to decide jointly on the rules for unemployment insurance, as since they have since 1958.

On 12<sup>th</sup> September, they reached an agreement on the timetable for negotiations. Eight meetings are scheduled, each to address the various aspects of the system: conditions for entitlement to rights, compensation for seasonal workers and older people, bonus-malus, resignations, depression, etc.

## KEY POINTS OF THE AGREEMENT

**The agreement of 10<sup>th</sup> November is the result of a balancing act. Respecting the spirit of the financial trajectory imposed by the State, the social partners sought to offset the new expenditure with new savings.**

→ Reduction in the employer contribution from 4.05% to 4%.

→ Monthly payment of benefits over 30 calendar days.

→ Reduction from six to five months in the working time necessary before compensation for first-time entrants to the job market and seasonal workers.

→ Change from 57 to 55 years of the threshold from which the sliding scale in the allowance for high incomes applies (i.e. -30%).

→ Adjustment of business creation support measures (ARE entrepreneurs and ARCE) to avoid certain windfall effects.

### SUSPENSE UNTIL THE FINAL STRAIGHT

An intense schedule which generated lengthy discussions. There was uncertainty regarding the outcome until the end. The final marathon began on 9<sup>th</sup> November. Two days of discussions, during which both the success and the failure of the negotiations seemed possible. On the first day, the pessimistic scenario seemed to prevail. *"We're not reaching an agreement!"*, believes CFDT leader Olivier Guivarch. It took all the tenacity of the negotiators and several long suspensions of sessions for an agreement to be reached on 10<sup>th</sup> November, after three successive text versions.

→ CONTINUED ON PAGE 12

# BEHIND THE SCENES

## DATES

**01/03/2023**

The Prime Minister sends the framework document to the social partners. This document sets a date of 15<sup>th</sup> November to reach an agreement.

**12/09/2023**

First session, which establishes the work schedule.

**22/09 → 10/11/2023**

8 negotiating meetings.

**10/11/2023**

Signature of the memorandum of understanding by Medef, CPME and U2P for employer representative organisations and by CFDT, CFTC and FO for employee representative organisations.

**27/11/2023**

The Prime Minister's office indicated that approval of the unemployment insurance agreement has been postponed and that a joining decree will extend all the rules currently in force.

**28/11/2023**

The organisations representing employees and employers sign the new unemployment insurance agreement. The text is sent to the Prime Minister for approval.

**22/12/2023**

Publication of the joining decree until 30 June 2024.



The joint organisations had two months to rise to the challenge: find an agreement within a very constrained framework, with a deadline set by the government of 15<sup>th</sup> November. Guided by the desire to succeed and show the strength of paritarianism, they managed to achieve this. A look back at 60 days of intense work, suspense, and fruitful debates...

**THE UNEMPLOYMENT INSURANCE NEGOTIATIONS** took place almost exclusively at Unédic, at the request of representatives of employees and employers. *"Usually, these take place at Medef. This year, Medef suggested holding them at Unédic and all the other organisations thought that it was a good idea",* says Christophe Valentie, Managing Director of Unédic and a key witness to the negotiations (see his interview on page 15). A choice which, according to him, has symbolic meaning. *"As I often say, Unédic is the home of paritarianism. Joint organisations feel at home with us. It's a place of balance and discussion".*

**TWO MONTHS OF NEGOTIATIONS,** 8 meetings planned between 22<sup>nd</sup> September and 10<sup>th</sup> November... The negotiations were a great time for reflection and discussion for the social partners and the Unédic teams. *"The pressure gradually increased as we got closer to the deadline, especially during the last two sessions. There was still one last sticking point: the question of seasonal work. Unédic played an advisory role, quantifying the various possible scenarios."* Support which made it possible, until the final straight, to reach a compromise.



A success... *"The red line has been crossed!"*, said Michel Beaugas, FO negotiator. *"We're ready to sign it, now it just needs to be approved"*, said Éric Courpotin of CFTC. Medef, for its part, welcomed an agreement that is fully consistent with the framework document, which results in a balance between new expenditures and revenue. U2P was pleased that the agreement responds to *"the need"*, argued by it, *"to reduce the debt of the unemployment insurance system"*. As for Éric Chevé, Vice-Chair of CPME, he was pleased that he'd *"got what he came for, a reduction in contributions for companies"*.

The agreement's preamble sets the tone: *"The job market is currently facing an unprecedented situation"*. The challenges of transforming the economy, caused notably by the ecological and digital transitions, require responses in terms of securing professional career paths. The various proposals (see "key points of the agreement" on page 10) are the result of a compromise, of different steps taken towards one another.

Two unions, the CGT and the CFE-CGC, did not sign the memorandum of understanding.

## PARITARIANISM VALIDATED

For the signatory organisations, satisfaction was the order of the day. *"It was through social dialogue and negotiation that we were able to find ways of reaching an agreement, in a spirit of accountability"*, announced the CFDT delegation. In this compromise, employee and employer representatives agreed on the objective of reducing expenditure related to unemployment insurance for older people by 440 million euros over the 2024-2027 period. They postponed the provisions regarding the evolution of compensation (in particular the question of the age limits giving entitlement to an extended compensation period) to future negotiations on the employment of older people.

On 28<sup>th</sup> November, Unédic rewrote the memorandum of understanding as an unemployment insurance agreement. The Prime Minister's office announced that approval was postponed pending new negotiations. A joining decree extended all the rules currently in force until 30<sup>th</sup> June 2024 at the latest. Olivier Guivarch said that this announcement was *"acceptable"*. Michel Beaugas of FO was more critical: *"The government is acting as though it doesn't trust social stakeholders"*. For his part, Patrick Martin, of Medef, was disappointed that this announcement postpones the reduction in the unemployment insurance contribution to 1 July 2024 (from 4.05% to 4% of total payroll). Although an important milestone has been reached, the soap opera goes on. ♦



# “Unédic played an important role in the success of the negotiations”



INTERVIEW

**Patricia Ferrand**  
Vice-chair of  
Unédic

Because employment situations are complex and the rules of unemployment insurance are highly technical, Unédic's expertise is always valuable for informing the social partners during negotiations. This was even more the case this time, in a context that remains difficult, as Patricia Ferrand, Vice-Chair of Unédic, recalls.

**What are your thoughts on the latest negotiations?**

I'm delighted that the social partners managed to reach a majority agreement, especially as it wasn't easy to agree on. I also note the major role Unédic played. It's always the case, but it was more striking than ever here. The work of the departments has been remarkable. Unédic played a decisive role in fuelling the discussions and clarifying them.

**How do you explain why this support from Unédic was even more decisive than usual?**

It's definitely linked to the specific complexity of these negotiations and the constraints of the negotiation framework sent to the social partners in August. The teams carried out significant work upstream to delve deeper into all the key points of the discussions, providing negotiators with statistical, legal, and financial analyses, all of remarkable clarity and intelligibility. It was important for each of the negotiators to have all the cards in hand to understand the issues and thus pave the way for a compromise.

**Unédic also played an important role in redefining financial scenarios. Can you tell us more about it?**

Unédic's contribution was not limited to deciphering the rules and translating the social partners' agreement into an unemployment insurance agreement. The financial aspects were key. The State, in its negotiation framework, had set a financial framework based on macro-economic assumptions which, at the start of the negotiations, seemed unrealistic to us. The negotiators therefore made the decision to rely on the financial trajectory produced by Unédic in September 2023.

At the end of the first negotiating meeting, the leaders of the eight trade union and employers' organisations made a joint statement to this effect. This was important for the continuation of the discussions, it made it possible to assert a certain autonomy of the negotiations and some room for manoeuvre, where the negotiation framework left little. Note, moreover, that the State did not question this choice.

**Do you have the feeling that over the years Unédic's role in the negotiations has evolved?**

In fact, I have the feeling that, in the last ten years, its role has tended to evolve. Unédic is at the heart of the discussions because it attends the negotiations. It is thus in direct contact with the negotiators' questions and can provide the necessary technical insight or appropriate simulations at any time. It certainly makes the work easier. ♦

## How are the rules for unemployment insurance set outside France? What role do employee and employer representatives play? Answers from **Guillaume Foki**, Head of International Studies and Comparisons at Unédic.



### What are the main unemployment insurance benefit models in Europe?

Two major models coexist in Europe: one design based on employment, which creates a right to replacement income linked to the exercise of a professional activity (Bismarckian model, insurance) and another based on membership of a national community, which opens a right to benefits to its members, in their capacity as citizens, independently of their professional affiliation (Beveridgian model, assistance).

As the fruits of different social histories and contexts of application, European unemployment insurance systems, although heterogeneous, all refer to one

or other of these archetypes, without always being a strict transposition.

In terms of governance, it is the State alone which manages the unemployment insurance system in the “Beveridgian” model based on belonging to a national community. In the “Bismarckian” model based on employment, the State involves the social partners in the governance of the system.

### How does the governance of unemployment insurance systems in Europe currently work?

There are three main ways to manage unemployment insurance systems. Firstly, tripartite management where the State and social partners are jointly responsible for the unemployment insurance system according to highly variable formulas. This is the German choice, for example.

Some countries have opted, for their part, for bipartite management within the framework of which the social partners bear responsibility for the system. This is the case in France.

Finally, in Great Britain and Luxembourg in particular, the State is solely responsible for the system and manages unemployment insurance. The social partners are not directly involved in the management of the public employment service.

### Who decides on the unemployment insurance rules in other European countries? Are social partners involved?

Determining the rules for unemployment insurance is a matter of law in most European countries.

The social partners are most often involved in the rules design phase. They may be involved in developing unemployment insurance rules or play an advisory role. Beyond these differences, the influence of social partners also depends on their ability to come to an agreement and the willingness of governments to cooperate with them. ♦

# “Unédic played an advisory role, quantifying the various possible scenarios”



## 3 QUESTIONS FOR

**Christophe Valentie**  
Managing Director of Unédic

### What would you say about the negotiations on the new unemployment insurance rules?

The negotiations took place in unprecedented conditions, five years after the previous ones, while the usual deadline is three years, but also within a framework (the negotiation framework communicated in August) and limited deadlines.

The Managing Director of Unédic, who witnessed the negotiations first hand, discusses the spirit in which these negotiations took place and the role played by Unédic.

Despite these unfavourable circumstances, they resulted in a balanced agreement, after a great deal of exchanges and discussions. On a personal basis, I took part in a large number of negotiations. This time, I was an observer. I was very impressed by the patience, listening and respect that the negotiators showed, but also by their capacity for work and all the time they spent “dissecting” the slightest topic.

### Can we say it was a “victory” for paritarianism?

Without a doubt. The joint organisations were keen to reach an agreement and they succeeded. The stakes were high, both for the unemployment insurance system and for paritarianism. The time for paritarianism is a long time, granted, but it is time needed to work on company projects.

It enables the acceptance of decisions by employees and employers. To waste the time for discussion would be to waste the time for support. Each negotiator was fully aware of this issue and wanted to reach an agreement, particularly to demonstrate the efficiency of paritarianism. As always, the joint organisations were keen to put their skills at the service of unemployment insurance. In daily contact with their members, they rightly believe that they have expertise in protecting job seekers and employees, and that they have legitimacy to influence decisions.

### What part did Unédic play in the negotiations?

We were fully mobilised. There’s not a “muscle” nor a department of Unédic which wasn’t called upon for the negotiations: research managers, financial analysts, legal experts and communicators, all professions had full hands on deck. We were able to mobilise our expertise very quickly. As soon as the framework letter was known, we put ourselves in a position to provide as many analytical items as possible to the social partners.

Since September, we have produced unprecedented literature on unemployment insurance, with a huge number of legal analyses, development proposals and impact assessments. It was a very intense period within Unédic, and it was a source of great pride in to see the negotiations succeed. This outcome was received with great enthusiasm by all our employees. ♦

# A CLOSER LOOK AT FRANCE TRAVAIL

France Travail replaced Pôle Emploi on 1<sup>st</sup> January 2024. Beyond the change of name, what is the significance of this transformation? What consequences will the advent of this new operator have for job seekers, businesses, different employment stakeholders and the unemployment insurance system?



**A** new name, a new Managing Director, and new missions... At the beginning of the year, France Travail took the place of Pôle Emploi.

Its aim is to better organise those involved in integration and employment and to step up support for job seekers to climb the final steps towards full employment, estimated at 5%.

France Travail becomes the single entry point for any unemployed person, including young people and beneficiaries of the active solidarity income (*“revenu de solidarité active”* – RSA). Another change: beneficiaries of RSA must complete at least 15 hours of weekly activity to receive benefits.

### A NEW EMPLOYMENT NETWORK

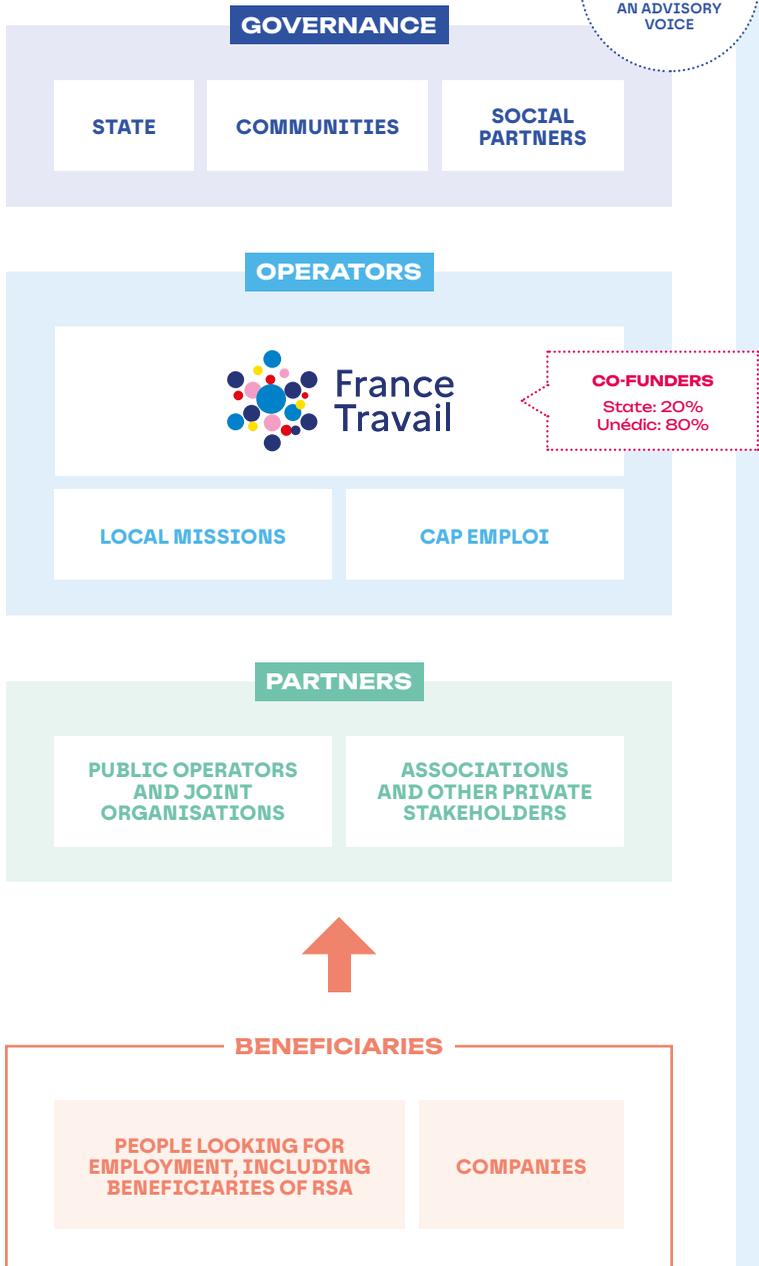
What is new is also the creation of an Employment Network, bringing together the State, France Travail, local missions (dedicated to young people), Cap Emploi (for people with disabilities), local authorities, integration organisations and associations the CAF, etc. Decisions are now taken at four levels of governance: national, regional, departmental, and local (at the employment pool level). The national level, chaired by the Labour Minister, will involve the social partners and bridgeheads of all stakeholders.

All of these stakeholders will be responsible for welcoming, guiding, supporting, training and working for the integration of “people seeking employment or experiencing social difficulties”. In concrete terms the beneficiaries will be directed towards the operator France Travail or towards its partners based on their level of qualification, their employment situation, their aspirations, or specific difficulties.

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# THE EMPLOYMENT NETWORK

UNÉDIC SITS ON THE NATIONAL EMPLOYMENT COMMITTEE WITH AN ADVISORY VOICE



## TOOLS AND A COMMON BASE OF SERVICES

In order to coordinate, network stakeholders will share common procedures and criteria for registration and orientation, a base of services for people and companies, common indicators for management and evaluation (see “A shared performance goal”) and information systems linked to each other.

## A DEBT REDUCTION TRAJECTORY SLOWED DOWN BY LEVIES ON THE SYSTEM'S REVENUE

This development is not neutral for Unédic, since it already finances two thirds of the Pôle Emploi/France Travail budget and the State has decided to draw on the system's revenue to finance France Travail and apprenticeships, in particular France Compétences.

The decree of 27 December 2023 specifies the amount of the least compensation for exemptions from contributions for unemployment insurance from 2023 to 2026, provided for in the 2024 Social Security financing law. The impact on Unédic's accounts is significant: the system's revenues are reduced by €2 billion in 2023, €2.6 billion in 2024, €3.35 billion in 2025 and €4.1 billion in 2026, or €12.05 billion less over four years. This financial loss will slow down Unédic's debt reduction trajectory. At the end of 2021, due to the Covid-19 crisis, the debt stood at €63.9 billion. At the end of 2027, it should have been €25.5 billion. Given this contraction of its revenues, it should be €38.6 billion. This is without taking into account the constraint of Unédic to resort to borrowing on the financial markets to repay its maturities, the extra cost of which would represent almost €1 billion between 2023 and 2027. ♦

## A SHARED PERFORMANCE GOAL

How can we be effective in supporting job seekers and ensure that the system's resources are used properly? *“The State-Unédic-France Travail\* tripartite agreement provides for several tools to help with this. First of all, there is a tripartite monitoring committee (“comité de suivi tripartite” – Cosui) responsible for defining the operator's result indicators and supervising the operator's performance in all areas of the agreement, assessing the trajectory of achieving the objectives and assessing the allocation of the operator's resources to major missions. Then, the new agreement innovates with the creation of a performance committee co-chaired by Unédic and the State, whose main prerogatives will be to prepare the monitoring committee and, in this context, to analyse the results of the performance indicators, to carry out clarification work to better assess the evolution of the indicators and, if necessary, to mobilise the resources of the signatory parties in order to conduct analytical work on specific themes. In addition, the agreement provides for 19 indicators, compared to 15 in the previous agreement”,* explains Clémence Taillan, Chief of Staff at Unédic. Of these 19 indicators, 15 are strategic, i.e. associated with a quantified target, and 4 others are indicators pointing the way to future risks.

Of the 15 strategic indicators, 5 are completely new: rate of access to sustainable employment, speed of start-up of support activities, reinvigorating support, proportion of companies using France Travail, proportion of priority groups among new training entrants.

Work relating to the indicators of the new tripartite agreement will be carried out as part of the performance committee, during the first half of 2024.

\* On the date of publication of the report, the tripartite agreement had not yet been signed.

## Mots choisis

# THIBAUT GUILLUY

## Managing Director of France Travail

Thibaut Guilluy notably served as High Commissioner for Employment and Business Engagement from 2020 to 2023. He was then chosen to become general manager of Pôle Emploi in December 2023, then of France Travail.

### 1 What makes France Travail different from Pôle Emploi?

First of all, registering everyone with France Travail so as not to leave anyone "by the wayside". Following this registration, an investment in socio-professional diagnosis to ensure, in coordination with employment stakeholders, customised, more intensive and comprehensive support, helping to speed up the return to work. Finally, we're building common tools with and for our partners (digital tools, advisor training academy, etc.) to make the entire system more efficient.

### 2 What does this change for companies?

I see that more than 86% of companies using France Travail services are satisfied. However, more than 70% of companies, particularly SMEs, do not use it. Our objective is to go out to meet them, inform them and propose our services to them, trigger recruitment and thus create more jobs.

### 3 What's your plan?

To invest in intensive support for everyone who needs it and in the solutions that can lead them to employment is the guarantee of a virtuous circle: more jobs, therefore less spending on benefits for the unemployed.

### 4 What link unites you to Unédic?

With the State, Unédic is our co-financer. The link with it is therefore consubstantial. Unédic has requirements for the operator in terms of performance and good use of resources. We implement the unemployment insurance rules that Unédic is developing, with us in fact. We address their challenges: the effectiveness of our action serving employers and job seekers according to the guidelines set by the State and Unédic in the tripartite agreement, so that every euro entrusted to us is invested properly for our audiences.

### 5 You've been working in the world of integration for twenty years. What has this experience taught you?

Nobody is unemployable and everyone can contribute to social and economic life. Work is an important aspect of human dignity. What's more, no job seeker is the same as another. We have to adapt the service to the reality of each person, their difficulties and the potential they have been able to develop through their experiences and training.

# Point de suspension(s)

The Unédic  podcast

In partnership with **Usbek & Rica**



Hosted by

**Léa Lejeune**

*Economic reporter*



Point de suspension(s), the Unédic podcast produced by Nouvelles Écoutes, has proved popular and is continuing for a sixth season.

This year once again, experts have been speaking to Léa Lejeune to make sense of the transformations underway in the job market. Six episodes have been broadcast every month since January.

**Brand new for this 6<sup>th</sup> season:**  
an unprecedented partnership over three episodes with *Usbek & Rica*, the media that explores the future.

# UNEMPLOYMENT INSURANCE, A BUSINESS INCUBATOR

For twenty years now, the system has played a decisive role in entrepreneurship dynamism. In 2022, nearly half of business leaders had benefited from the aid measures put in place by the Unemployment insurance...



A million new companies in 2021; 1.1 million in 2022. The dynamism of company creation was confirmed. A phenomenon which has been accelerating since 2008 and for which unemployment insurance plays a key role.

A significant portion of these creations is in fact supported by the system: around three out of ten businesses are created as part of its aid schemes, according to the "How unemployment insurance supports business creation" study published by Unédic in December 2022. More recently, the 2023 French entrepreneurial index, a study carried out by Bpifrance Création, in partnership with Unédic for its "job seekers" section, indicated that almost half of current business leaders (49%) created their companies while benefiting from this aid.

The systems are therefore right at the heart of the career paths of future entrepreneurs.

→ CONTINUED ON PAGE 22

## TWO SYSTEMS TO WORK WITH

Two systems are offered to them: the return-to-work assistance allowance (ARE entrepreneurs) and assistance for taking over or creating a company (*"Aide à la reprise ou à la création d'entreprise"* – ARCE).

On the one hand, since 2001, ARE entrepreneurs has enabled creators and buyers of companies to benefit from a partial accumulation of their unemployment benefits with their non-salaried income.

On the other hand, ARCE, which was created in 2006, is open to people compensated under the ARE. It makes it possible to benefit from capital from the beginning of the creation or takeover of a company. Its amount corresponds to 60% of the rights capital remaining at the time of creation or takeover. It is paid in two instalments: at the beginning of the activity, then six months after the first payment.

Since their establishment, these two aids have certainly been used. In 2022, 150,000 beneficiaries entered the company creation support system, including 98,000 in the ARE system and 51,000 in ARCE.

Unédic now invests a significant part of its budget in these aids for the creation or takeover of companies: 9.2%, or a total of €4 billion in 2022.

## WHAT PROJECTS IS THIS FOR?

52% of entrepreneurs who have benefited from unemployment insurance support choose micro-enterprise status. The percentage is even higher for beneficiaries of ARCE (65%). The projects fall into a wide variety of fields: IT, publishing, communication, and personal services. The paths of beneficiaries of ARE entrepreneurs and ARCE differ on certain points. 65% of ARCE beneficiaries do not change professions, and most often commit to the construction sector (a sector which requires more capital than others, which may explain the choice of ARCE). However, half of the beneficiaries of ARE entrepreneurs are opting for professional retraining and changing sectors of activity completely.

For the overwhelming majority of beneficiaries who create and take over companies, moving towards entrepreneurship is a choice (in 9 out of 10 cases). What's their primary motivation? Creating a "tailor-made" activity that suits them (66% answered "yes, absolutely" to this question and 26% "yes, quite").

Changing their life, forging a different career path, finding meaning at work... So many life plans made possible today thanks to the support of unemployment insurance. ♦

## 2023 BPIFRANCE IEF STUDY

Support considered useful by 7 entrepreneurs out of 10

What type of support does unemployment insurance provide for job seekers who want to set up a company? How does it help them? To find out, Unédic joined forces with Bpifrance Création as part of the 2023 edition of the French entrepreneurial index (*"Indice Entrepreneurial Français"* – IEF), in the "job seekers" section. 49% of business leaders say they were registered with Pôle Emploi when they last created or took over a company. This proportion is even higher for women (54%), young people (59%) and business leaders with qualifications below the baccalaureate (54%).

Seven out of ten entrepreneurs who have benefited from unemployment insurance consider that these measures were useful to them. Nearly four beneficiaries of ARE entrepreneurs or ARCE out of ten believe that they saved time with these measures and nearly three out of ten took on less debt.

For one in ten entrepreneurs, creating or taking over a company would have been impossible without this aid. Finally, only one entrepreneur in three believes that the absence of aid would have made no difference to their project.



## Training, the gateway to returning to work

Training does indeed increase the chances of returning to work. 54.4% of job seekers registered with Pôle Emploi and who completed training in the fourth quarter of 2021 found a job within six months of the training. According to a Dares study\*, *“the likelihood of experiencing employment within two years of starting training is more than 9 points higher than that of untrained job seekers”*. The positive effect is amplified for those groups furthest from employment, particularly for job seekers who have been registered for more than a year.

Training has thus become a major lever for public policies in reducing unemployment. Unemployment insurance is fully playing its role, by financing return-to-work assistance allowance training (*“Allocation d’aide au retour à l’emploi-Formation”* – ARE-F), to the tune of €1.9 billion in 2022.

Launched in 2018 and allocated €15 billion over five years, the Skills Investment Plan (SIP) accelerated the movement. 18% of job seekers registered with Pôle Emploi in 2020 and who are unemployment insurance beneficiaries had access to training within eighteen months of their registration. According to the fourth report of the scientific committee for the assessment of the SIP, published in December 2023, the system has greatly boosted the entry into training of people seeking employment: there were a total of 1.6 million entries into training programmes in 2022, twice as many as in 2017.

\* “What are the chances of returning to work after training?”, August 2022, Dares.

## Soft skills: are French people and job seekers ahead of recruiters?

Although relational, human, and personal skills (“soft skills”, as opposed to technical skills) are often highlighted in managerial discourse, are they sufficiently taken into account by recruiters? This is not the opinion of French people in general and of job seekers. According to the Unédic Barometer of the perception of unemployment and employment produced by Elabe, published in December 2023, French people believe that recruiters pay priority attention to the technical skills developed during experiences (68%) and qualifications (51%), well before focusing on emotional, social skills and personal qualities (34%).

French people and job seekers regret this lack of consideration for such skills: 56% of French people and 59% of job seekers believe that recruiters do not attach enough importance to them.

# 56%

of French people and  
59% of job seekers  
think that recruiters  
do not attach enough  
importance to soft skills

# Who are the beneficiaries?

In order to better understand who the beneficiaries of Unemployment Insurance are and better manage the system, Unédic regularly monitors indicators such as age, gender, qualifications, duration of rights, the amount of compensation and the type of job lost.

In the third quarter of 2023, 3.7 million people received support (+ 2 % in one year). Half of the beneficiaries work.

## 6.1 million

job seekers registered with Pôle Emploi (now France Travail)



of which

## 3.7 million

job seekers supported (up 2% in one year)



Among them,

## 2.6 million

job seekers receiving benefits (up 5% in one year)



People not covered by unemployment insurance have not worked enough to open an entitlement or top it up, or work on a contract which has not been terminated or are outside the scope (part of the civil service, people who have resigned and self-employed people).

## 51%

of beneficiaries supported work part of the month while being registered with France Travail.

People who do not receive an allowance have generally worked and received a high salary in relation to their reference salary. They may also be covered by health insurance or deferred compensation at the start of their entitlement.

## An average allocation of just over €1,000

Net per month

**€1,033** → average allocation

**€1,111** → beneficiaries who do not work

**€887** → beneficiaries who combine remuneration (whether employed or not) and benefits

The **increase in wages**, driven by inflation, has contributed to mechanically increasing the allocation amounts for new entrants. Similarly, by **raising the condition of entitlement** to 6 months of work, the reform limits access to compensation for people whose pay is generally lower. Finally, several **reevaluations**, decided on by the Unédic Board of Directors, took place in 2022 and 2023.

Conversely, the **change in the method of calculating the allocation** provided for by the 2021 reform has had a downward impact. The affected beneficiaries received on average an allowance amount 16% lower than what they would have received under the previous compensation rules.

## 4 out of 10 beneficiaries are under 35

Under 25 years



25 to 34 years



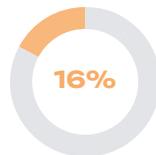
35 to 44 years



45 to 54 years



55 years and over



## Focus on the duration of rights

In recent years, successive changes in regulations have affected the average potential duration of the right to unemployment insurance.

While the unemployment insurance reform of 2021 had led to an **extension** of this duration of **3.5 months between 2019 and 2022**, the 2023 reform helped to shorten it in the same proportions (**a 3.4-month reduction between 2022 and 2023**).

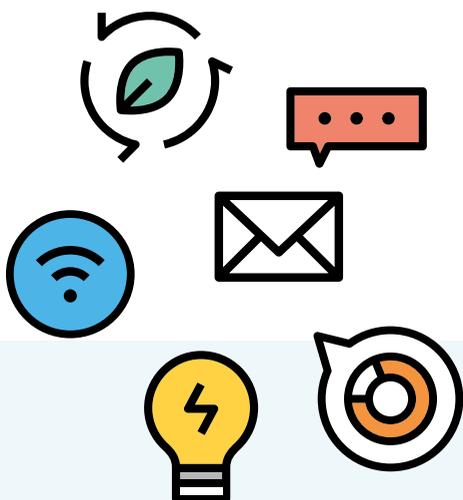
The average duration of rights was therefore generally stable between 2019 and the third quarter of 2023.

### Potential duration of the average opening right over the quarter



# Climate and digital technology: employers in a time of transition

For the second edition of Unédic’s “Work transitions” survey, Elabe asked business leaders or members of management committees to highlight their perceptions on the challenges of ecological and digital transitions, particularly in terms of employee training and employability.



Not all companies are equal in the face of contemporary upheavals. At a time when climate change and advances in artificial intelligence are increasingly shaping discourse about work, Unédic wanted to question business leaders on their perceptions of two simultaneous but different challenges: the ecological and digital transitions\*.

For this second edition of the “Work transitions” study, Elabe surveyed 402 business leaders with at least one employee in mainland France.

Overall, the majority of business leaders (55%) say they are impacted by at least one of the two transitions in question. Six out of ten say that their company is not ready to face at least one of the transitions and four out of ten say that their employees “do not at all” have the necessary skills and knowledge for the ecological transition or digital transition. These overall results, however, hide large disparities between companies. “French companies are very heterogeneous. The ecological and digital transitions have extremely different implications depending on the sectors and company

sizes, says Laurence Bedeau, partner at Elabe. *Very small companies are in the majority and are always less well equipped to deal with changes.*”

## THE DIGITAL TRANSITION SEEMS FURTHER AWAY THAN THE CLIMATE CHALLENGE

By examining ecological issues and digital transformation issues separately, a nuanced picture emerges. The ecological transition is already having a “significant” impact according to 42% of business leaders, a proportion which rises to 79% for companies with 250 or more employees. A result to be compared to the first edition of the “Work transitions” survey, which revealed in 2023 that workers anticipate a strong impact of the ecological transition on the organisation and arrangements of their work.

59% of business leaders believe that their company is “ready to face the consequences of the ecological transition”, a high proportion which, nevertheless, hides strong differences. In the construc-

## → BUSINESS LEADERS FACED WITH ECOLOGICAL AND DIGITAL TRANSITIONS

**55%**

believe **they have already been impacted** by at least one of these transitions

**60%**

say **their company is not prepared to deal with** at least one of these transitions

**42%**

believe that **their employees do not have the skills** to cope with at least one of these transitions at all

\* The term “ecological transition” was specified at the start of the interview for the survey in order to narrow down the subject as being “the evolution over the next five years towards an economic and social model which provides a comprehensive and lasting solution to the major environmental challenges”.

As regards the “digital transition”, it was presented to the respondents as follows: “The integration in the next five years of digital technology in the company such as artificial intelligence, robotisation, automation and data analysis”.

tion sector, the proportion falls to 49%, compared to the 71% which prevails in industry. In addition, companies with 250 or more employees appear better prepared (81% of their managers consider them to be “ready”).

The impact of the digital transition seems more diffuse: only 22% of business leaders currently consider it to be “strong”. This proportion is notably higher among managers of companies with 50 employees or more, as high as 58% for companies with 250 employees or more. Some sectors hardly consider themselves concerned by this subject: in industry (94%) and construction (95%), business leaders believe that the digital transition will have “little or no” impact.

Almost six in ten business leaders (56%) believe their company is “ready” to face the consequences of the digital transition. A downside in industry: 73% of business leaders deem that their company is “not ready”.

*“Whether we consider the digital transition or the ecological transition, the feeling of being faced with the consequences of transitions*

*increases with the size of the company. The same goes for the feeling of being ready to face them. It is notable that the ecological transition appears more concrete in its impact than the digital transition, particularly because, for many companies, the means of production are closely linked to energy consumption, an issue with which they have been strongly confronted in recent years”, according to Laurence Bedeau.*

**EMPLOYERS ARE EMBRACING THEIR ROLE IN EMPLOYEE SKILLS DEVELOPMENT**

Faced with transformations, the overwhelming majority of business leaders (91%, of which 56% “completely”) believe that their role is to develop the skills and knowledge of their employees. This sentiment prevails whatever the sector in question or the size of the company.

Listening to the business leaders interviewed by Elabe, the skills challenge appears to be considerable. Only 22% believe that the skills of their teams are “totally” adapted “to the needs and opportunities related to the ecological transition”. For

the digital transition, the proportion is lower still (18%). This mismatch of skills is most widely perceived in the construction sector. To respond to this challenge, business leaders are primarily focusing on training (45% say they have already offered it), skill level assessment (38%) and internal mentoring (30%).

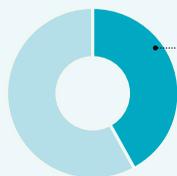
Several difficulties accompany these observations. Employers particularly point to insufficient staffing (54%), the cost of training being too high (52%) and the lack of information on transitions and their consequences (43%). *“While managers consider that developing employee skills is their responsibility, it feels like a missed opportunity, due to a lack of resources. For a company to be able to work on the employability of its employees, it needs human resources, an ability to analyse the market, to know and even anticipate standards and regulations... Assets that many small structures do not have”, notes Laurence Bedeau.* Thus, nearly 4 out of 10 business leaders (37%) say they have not implemented, for the time being, any skills development actions relating to ecological and digital transitions. ♦

→ **IMPACT AND CONSEQUENCES OF ECOLOGICAL AND DIGITAL TRANSITIONS ON COMPANIES**

**ECOLOGICAL TRANSITION**

**What impact does the ecological transition currently have on your company?**

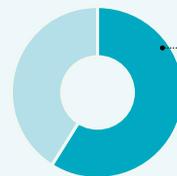
→ 79% of companies with 250 employees or more believe the impact to be “strong”, including 30% “very strong”



**42%** of business leaders believe the impact to be “strong”, including 12 % “very strong”

**Is your company ready to deal with the consequences of the ecological transition?**

→ 71% of industry leaders believe their company is ready, compared to only 49% in construction

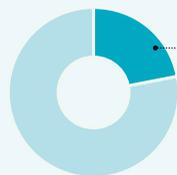


**59%** of business leaders believe their company is “ready”, including 17% “totally ready”

**DIGITAL TRANSITION**

**What impact does the digital transition currently have on your company?**

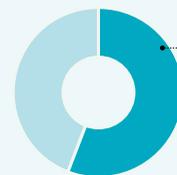
→ 95% of construction company managers consider the impact to be low or zero



**22%** of business leaders believe the impact to be “strong”, including 6% “very strong”

**Is your company ready to deal with the consequences of the digital transition?**

→ 73% of industry leaders believe their company is not ready



**56%** of business leaders believe their company is “ready”, including 15% “totally ready”



**“The ecological transition will have consequences on employment and unemployment, we must be prepared for it”**

After an initial study last year devoted to the impact of the ecological crisis on work, Unédic is continuing to work on this subject. **Émilie Daudey**, deputy director of the studies and analyses department at Unédic and **Adrien Gaboulaud**, data journalist, discuss the need to anticipate these changes in the service of managing the unemployment insurance system by social partner.

### Why should we be interested in the issue of ecological transition and its consequences on employment?

**ADRIEN GABOULAUD.** The world of work is going to be profoundly impacted by the consequences of climate change. To what extent and how? What types of upheaval can we expect, macro-economically, sectorally, geographically? As an unemployment insurance manager, Unédic cannot help but be interested in these questions.

**ÉMILIE DAUDEY.** Analysing these phenomena and determining how they will impact employment are part of the job of observing the labour market entrusted to us by the social partners. What will the consequences of the ecological transition be on the unemployment insurance system? For example, will it generate increasing recourse to furloughing scheme? Will it require the creation of a specific retraining allowance? There are many imaginable scenarios and Unédic aims to inform the social partners and enlighten the public debate on these questions.

### How did Unédic's teams tackle these subjects?

**A. G.** In 2022, we took part in a workshop on the Climate Fresk, a collective intelligence and training game. We also carried out an unprecedented opinion survey on the theme "the crisis and the ecological transition, what's their impact on work?". This revealed in particular the concern of employees with regard to climate change

(for 85% of them) and the fact that, henceforth, many take these aspects into account in their professional choices: for 6 out of 10 workers, the fact that a company actively contributes to the ecological transition "would encourage them to apply".

In March 2023, the Unédic teams proposed to the governance to embark on the creation of prospective Labs. And as the subject is of interest to the social partners, one of them is devoted to climate change and employment.

### What's the role of this Lab? What type of work have you undertaken?

**É. D.** This project brings together around ten employees from Unédic, from different professions: communication, studies and analyses, finance and accounting, legal affairs, etc. We meet once a week and our first production was a "literature review" offering a summary of the main work carried out to date on the issue of employment and decarbonisation of the economy, which we presented to the governance.

### What lessons can be learned from this work?

**A. G.** We reviewed several reports, including that of Jean Pisani-Ferry and Selma Mahfouz, those of Ademe, the work of the Economic Analysis Council, the Directorate General of the Treasury and charities such as the Shift Project, etc. All are part

of the same framework: the roadmap for carbon neutrality in 2050 to which the State is committed. Despite points of divergence, they all agree that there will be no big upheavals in overall employment volumes, except that we should expect a lot of movement between sectors and professions.

**É. D.** If the course is set towards decarbonisation, there will be losers and winners. Certain sectors, such as thermal automobiles or new construction, risk suffering job losses, while the building renovation, repair and soft mobility sectors will see more jobs created.

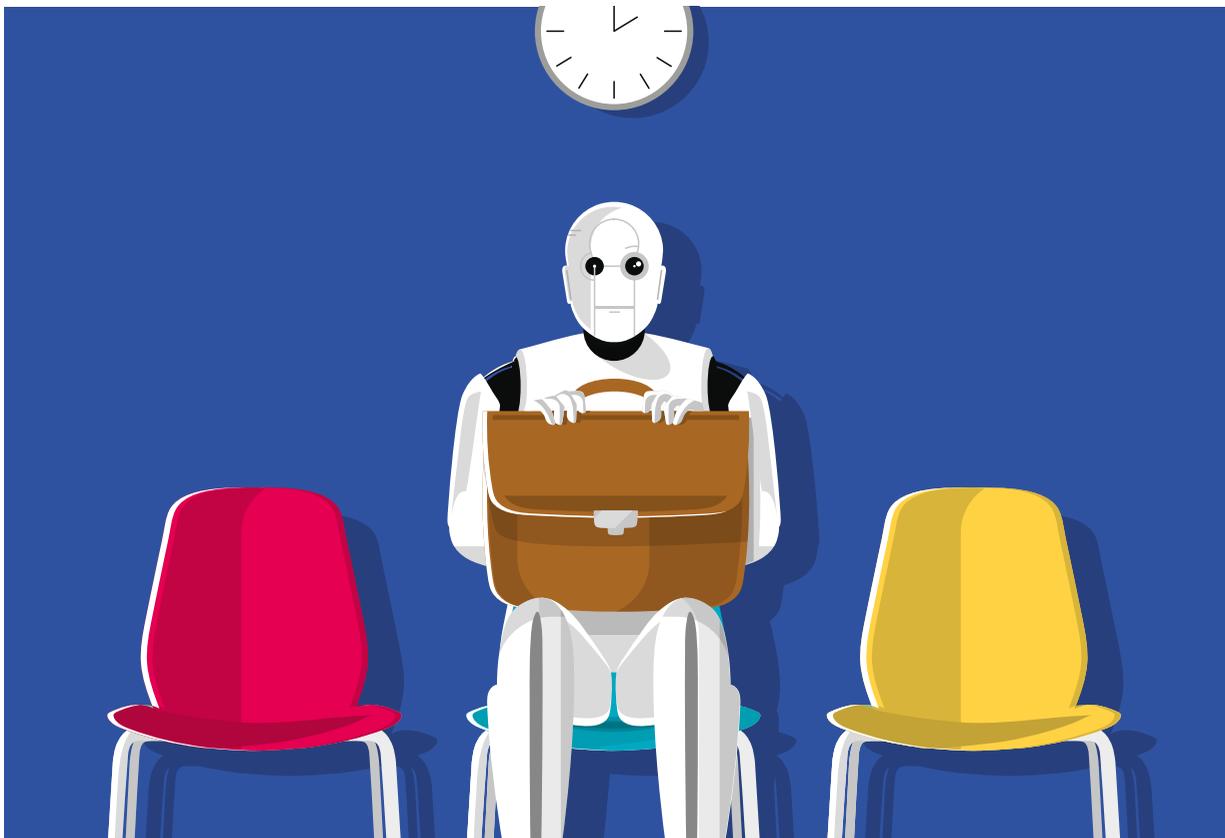
### Should we expect a boom in green jobs?

**É. D.** The media talk a lot about green jobs. But this isn't the main issue. You can't see the wood for the trees. First of all, it's very difficult to compile an exhaustive list of these jobs. Which professions can be considered as green jobs? Is a restaurant owner who uses local and organic produce in a green job?

In reality, the impact of the ecological transition on employment will not be limited to these jobs, but will affect a large number of sectors. Hence the need to support a large number of employees and job seekers through appropriate training. We always return to the same conclusion: reliable diagnoses must be made in order to properly anticipate the effects of the ecological transition on employment and unemployment... ♦

# AI: a threat to jobs or a vehicle for transformation?

How will artificial intelligence change the world of work?  
There has to be some middle ground between catastrophic  
and euphoric scenarios. This is what **Yann Ferguson, an AI specialist,**  
invites us to explore in a podcast produced by Unédic.



*“There’s a clear parallel between the fears aroused by AI and the myth of Frankenstein: like Doctor Frankenstein, we’re afraid that our monster, AI, will turn against us”, explains Yann Ferguson, doctor of sociology, AI specialist at the National Institute for Research in Digital Sciences and Technologies (“Institut national de recherche en sciences et technologies du numérique” – INRIA), associate researcher at the Work Organisation Power Study and Research Centre (“Centre d’étude et de recherche Travail Organisation Pouvoir” – Certop) and guest on the sixth season of the Unédic podcast, Suspension point(s) (“Point de suspension(s)”).*

Worries about AI have been greatly amplified by a study by Oxford economists which announced in 2013 a percentage of 47% of jobs at risk over the next twenty years. *“It will soon be the tenth anniversary of this prediction... We’re halfway there, and we’re very far from the figures announced”, Yann Ferguson reassures us.*

### Managers and engineers are even more impacted than repetitive jobs

Today, researchers have more hindsight than ten years ago to get an idea of the impacts of AI on work. Companies have started to deploy solutions and AI has changed enormously, which is not without consequences on the nature of this impact. *“To begin with, people thought that AI would eliminate repetitive tasks, in both manual and intellectual professions. However, AI has made more progress on non-repetitive, very high-level cognitive tasks”, says Yann Ferguson. What are the consequences of this? “The most affected professions will not be those that we were talking about in 2013, i.e. logistics, employees, administration, but more so managers, directors and engineers: the three positions most affected according to the OECD”. And to continue: “The revolution is not sectoral, it is hierarchical”.*



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PLATFORMS



### It is important to develop critical thinking

Another lesson: AI will probably not result in massive job losses, but in transformations in all sectors. Many employees will move towards “verification” tasks (for example, translators will have to look for errors or approximations caused by AI) and will have to develop their critical thinking skills when faced with the work of AI. This can potentially improve an individual’s performance, making them an “augmented worker”, provided that humans understand their choices and can challenge them, refuse decisions and identify bias. However, all business models, especially the most vertical, do not necessarily promote this skill of critical thinking. AI may be an opportunity to create “liberated” companies. In any case, this is one of the avenues envisaged by Yann Ferguson... ♦

## ANOTHER PERSPECTIVE ON THE ISSUE

### Cédric Villani & Laurence Devillers

*“You need to demystify the machine to be able to create with it”. Invited by Unédic to debate with Cédric Villani, mathematician, winner of the Fields medal (and author in 2018 of the report “Giving meaning to artificial intelligence), Laurence Devillers, professor at Sorbonne University and researcher at the interdisciplinary laboratory of digital sciences, gives a point of view which is consistent with Yann Ferguson’s analysis... “Most of the substitutions will take place at the level of tasks rather than at the level of professions”.*

For his part, Cédric Villani wants to put the importance often given to AI into perspective. *“The main problems facing humanity are questions of ecology, life, energy and biology”. So many issues concern physical flows and not artificial intelligence, which only brings added value “in terms of information, new strategies and new uses of speech”. And remember that “AI can help IPCC scientists just as it can help major car manufacturers make attractive adverts to sell a big SUV.”.*

→ FIND THEIR EXCHANGE ON [UNEDIC.ORG](https://unedic.org)

# Access to data, at the heart of Unédic's strategy



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As Jean-Eudes Tesson, Chairman of Unédic, reminded us at the start of the magazine, data control has become an essential issue. To talk about it, we brought together **Lara Muller**, director of studies and analysis and **Vincent Roberti**, director of digital services and data strategy.

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## What importance does data have for Unédic?

**LARA MULLER.** Measurement and evaluation are at the heart of controlling any activity and defining the strategy of each organisation. Measuring, quantifying, and evaluating are necessary to know how the organisation is changing, what are its results etc. With the current explosion of data and the exponential development of storage and processing capacities, the stakes are becoming enormous for everyone. Unédic is no exception.

**VINCENT ROBERTI.** I'd add that there's also an important issue regarding the quality of the data. To carry out studies and analyse career paths, we have to use quality, well-informed data, which will allow us to process it even in large volumes. It's not neutral, because behind this data, there are concrete realities that directly affect the lives of beneficiaries.

### More specifically, what data does Unédic need, for what use?

**L.M.** We need data for multiple uses. First of all, for the proper financial management of the system. We must plan how our expenditures and revenues will evolve, which requires detailed knowledge of the trajectories of job seekers and the dynamics of the labour market. They're also useful for informing the social partners in their decisions and in particular on the evolution of the rules, like during the last negotiations, with the help of lots of simulations and figures. Finally, the data is valuable for understanding the audiences covered and assessing the effects of the rules.

For all of these uses, we need individual and detailed data. This data alone allows us to carry out detailed analyses, but also pairings to identify employment paths over an entire professional life.

**V.R.** And very concretely, we also need to have access to data from the French career register (*"Répertoire de gestion des carrières uniques"* - RGCU) to finance the supplementary retirement points of unemployment insurance beneficiaries, as well as financial data from France Travail to monitor the operator's financing and the payment of unemployment allowances.

### What technological choices did Unédic make to process this data?

**V.R.** Unédic has a special place. We're not a state operator, nor a ministerial statistical service, we're a kind of anomaly, and what's more, a small anomaly, with only around a hundred employees! We're partly dependent on others for access to data. It is therefore crucial to be irreproachable when it comes to questions of reliability and security of our IT system (IS). So, we've made some very ambitious technological choices. First of all, we've internalised skills, to depend less on external service providers and thus have greater control and agility.

Since 2021, we've had a Big Data platform, which makes it possible to store and secure data. This technological leap has allowed us to divide the data processing time by the studies and analysis department by six or seven. We're also ISO 27001 certified, which testifies to the high level of IS compliance reinforcing the protection of our data. These technological choices, supported by general management and enthusiastically welcomed by our teams, are now recognised by other organisations in our ecosystem.

**L.M.** And they also allow us to be very responsive. During the latest negotiations on the unemployment insurance system, we produced ten times more analyses and simulations than for previous negotiations.

### In the last quarter of 2022, Unédic opened its data using open data. Why this decision and what is the impact of the [data.unedic.org](https://data.unedic.org) portal?

**V.R.** This platform provides open data standard datasets, in downloadable formats, which can easily be reused through an API (application programming interface). It's an issue of transparency, a democratic issue of allowing civil society to consult part of the data that we have. This is our vision, and it is also the vision of the social partners. Furthermore, data, by nature, is meant to be shared: the more data is used, the more value it gains.

In the past three months, this portal was consulted by 2,000 users and was the subject of 212,000 API calls. The most downloaded data are the unemployment insurance monitoring indicators.

### Is artificial intelligence an important issue for you? Do you have any plans in this area?

**V.R.** We're not starting from scratch. We already have a chatbot made available to our teams, governance, IPR representatives and France Travail advisors, which allows them to obtain answers relating to regulations. Unédic writes the rules of the unemployment insurance system, so it is best placed to provide a reliable answer, which takes into account the latest developments in the regulations. Today we're going further using generative AI technologies: the robot will be able to communicate and adapt to specific requests from the interlocutor. The idea is not to compete with ChatGPT, but on the contrary to offer more understandable answers to regulatory questions such as "What is the rate of contribution that a public employer should pay for its apprentices?".

**L.M.** AI also brings new potential in terms of analysis and programming, and we already use it at Unédic! For example, to optimise our simulation programs, or even in our career path analysis methods. Our professions are evolving and we must make sure that we stay at the cutting edge of useful tools in our field. ♦

# IT'S ALL GO FOR US!

## *A system managed by employee and employer representatives*

**To manage unemployment insurance, employee and employer representatives created Unédic in 1958. They negotiate unemployment insurance rules and manage the system in direct contact with the field. The social partners therefore take balanced decisions, in an informed manner, through constructive and responsible dialogue, taking into account the expectations and respective interests of each individual.**

Governance consists of a Board of Directors and an Office, whose members are elected for two years: each body is made up of half employee representatives (CFDT, CFTC, CFE-CGC, CGT, FO) and half employer representatives (Medef, CPME, U2P). The chairmanship and vice-chairmanship of these bodies are entrusted in turn to one of the two colleges. Since 31 January 2024, Jean-Eudes Tesson (Medef) has chaired Unédic and Patricia Ferrand (CFDT) has been the vice-chair.

The 50 members of the Board of Directors meet twice a year to define the main guidelines, validate the financial strategy, vote on the amount of unemployment allowances, approve the accounts, and elect the chairperson and the members of the Office.

The 10 members of the Office meet every month. Their mission is to ensure that the rules are properly applied, to ensure the proper functioning of Unédic and to appoint its managing director, but also to adopt financial forecasts to anticipate the system's needs, three times a year.

An economic and financial controller, a civil servant of the Ministry of the Economy, Finance and Industrial and Digital Sovereignty, participates in the Board of Directors and the Office. In this capacity, they monitor Unédic's performance and good risk management.

Led by Christophe Valentie, the Unédic services implement the Office's decisions.

## Members of the Unédic Office

On 31<sup>st</sup> January 2024, the Unédic Board of Directors appointed **Jean-Eudes Tesson (Medef) Chairman of Unédic. Patricia Ferrand, the Chair between January 2022 and January 2024, was appointed vice-chair. Three new members have joined the Unédic Office: Martial Galouzeau de Villepin (CFTC), Bertrand Mahé (CFE-CGC) and Christophe Sans (U2P).**

*“The future points to a rapidly changing world of work in which unemployment insurance will have to make professional transitions even more secure. This is a trend that will require special attention over the course of the next mandates to review the meaning of the system faced with these changes.”*

**Patricia Ferrand**

Members of the Unédic Office on 31 January 2024:

- **Chairman:** Jean-Eudes Tesson (Medef)
- **First Vice-Chair:** Patricia Ferrand (CFDT)
- **Second Vice-Chair:** Jean-Michel Pottier (CPME)
- **Third Vice-Chair:** Martial Galouzeau de Villepin (CFTC)
- **Treasurer:** Bertrand Mahé (CFE-CGC)
- **Deputy Treasurer:** Christophe Sans (U2P)
- **Assessors:** France Henry-Labordère (Medef), Hubert Mongon (Medef), Denis Gravouil (CGT), Michel Beaugas (FO)

*“The next couple of years will be filled with uncertainty, but we’ve got our roadmap. We’re going to have to defend our place and stay the course.”*

**Jean-Eudes Tesson**

**FROM LEFT TO RIGHT:** Christophe Sans, Hubert Mongon, France Henry-Labordère, Martial Galouzeau de Villepin, Jean-Eudes Tesson, Denis Gravouil, Patricia Ferrand, Jean-Michel Pottier, Bertrand Mahé, Michel Beaugas.



## A committee for ethics and professional conduct

The national inter-professional agreement (ANI) on paritarism, signed in 2022, provided that each joint organisation should set up a professional conduct function. Unédic has therefore established a professional conduct charter for agents, to avoid them finding themselves in a situation of conflict of interest within the framework of their missions at Unédic. Its implementation is entrusted to a new body, the ethics and professional conduct committee, made up of directors from each of the representative organisations. At the Board of Directors meeting of 31<sup>st</sup> January 2024, the ethics and professional conduct committee was renewed for 2024-2025.

It is composed of eight members: **Isabelle Bricard** (U2P), **Laure Doucin** (FO), **Martial Galouzeau de Villepin** (CFTC), **France Henry-Labordère** (Medef), **Bertrand Mahé** (CFE-CGC), **Emmanuelle Moissonnier** (CGT), **Jean-Michel Pottier** (CPME), **Chantal Richard** (CFDT). Two external qualified personalities complete the list of members, **Marie-Hélène Laimay** et **Nicolas Vandevyver**.

Marie Hélène Laimay was elected chair of the committee for the 2024-2025 term.

## Renewal of the audit and accounts preparation committee

On the occasion of the Board of Directors meeting of 31<sup>st</sup> January 2024, the directors of Unédic elected the new members of the audit and accounts preparation committee for the 2024-2025 term. It is made up of **France Henry-Labordère** (Medef), **Bertrand Mahé** (CFE-CGC), **Jean-Michel Pottier** (CPME), **Martial Galouzeau de Villepin** (CFTC), as well as two external qualified personalities, **Marie-Hélène Laimay** et **Nicolas Vandevyver**.

Martial Galouzeau de Villepin was elected chair of the committee for 2024-2025.

## New IPR representatives

The regional joint authorities (IPR), led by Unédic and France Travail, play a major role: they ensure that unemployment insurance rules are applied correctly and monitor their implementation in the territories. In certain situations, job seekers may contact these authorities, which who then decide in an exceptional manner on each individual case, with the aim of ensuring national consistency of decisions. The feedback that they transmit to governance also feeds into the regulatory monitoring of unemployment insurance.

One thousand mandated social partners, from both colleges, are mobilising within the IPRs in the territories.

## Employees who are committed, even beyond the company

**Unédic has set up various systems to enable each employee to take initiatives, have ideas and bring them to fruition. In 2023, it was they who created the event!**

*"Like every business or organisation, we aim to make Unédic a nice place to work. And we want to go further: ensure that energies circulate, and that everyone is a source of proposals. Because being an actor and having the feeling of being able to act within the company are the best levers for job satisfaction", explains Christophe Valentie, Managing Director of Unédic.*

To allow employees to be a source of proposals and actions, Unédic has created "Unékip Dynamique". A small group of about ten employees, with a budget, which organises events linked to solidarity, prevention and risks linked to health, as well as social and environmental responsibility.

Rugby World Cup predictions challenge



Food bank collection

2023 was full of initiatives, particularly in terms of solidarity and environmental aspects. As a continuation of the Climate Fresk, which was held in 2022, MyCO2 workshops were deployed, during which employees could calculate their carbon footprint. At the initiative of an employee, Unédic also sponsored a beekeeper in the Paris region. It "rented" two of the beekeeper's hives, with the reward being a pot of honey for every employee.

At the same time, employees took part in food bank collections and collected school supplies for a colleague who took part in a solidarity race in Senegal. The "conviviality" aspect was not left out, with a gourmet rally in Saint-Germain-des-Prés and a Rugby World Cup predictions challenge being organised.

2024, for its part, will be remembered for sport and the Olympics. Employees took part in a sporting challenge (counting the cumulative hours devoted to sport by each person) and finished in third place. They were then invited to discovery workshops about the different Olympic disciplines. Sports equipment that is not reused is donated to the charity Unis pour le sport...

# A lab to increase the effect of social and environmental responsibility

**Unédic has acquired a new tool to accelerate its consideration of environmental and societal issues.**

In October 2023, Unédic published its first ESG report. For what purpose? To take a snapshot of the existing situation, to know where it stands, and identify possible areas for improvement, on three subjects: environment (E), social (S) and governance (G).

This report is a valuable tool for Unédic's ESG approach, which is currently under construction. The objective is to involve stakeholders so that all feel involved and participate in building an ever more virtuous organisation. It provides a comprehensive overview of all key indicators, for example on the environmental issue: evolution of energy consumption since 2019 at Unédic's head office (4 rue Traversière), water consumption, volume of waste collected, reduction of carbon impact and energy sobriety policy, etc.

Although some progress has been made since 2019, Unédic wants to go even further. With this in mind, an ESG Lab was created in 2023, which joined previous Labs dedicated in particular to foresight, employment and climate change (see page 29). The ESG Lab is cross-disciplinary and brings together a group of employees from different Unédic professions. Its mission is to provide a diagnosis and build the roadmap for Unédic and the indicators to follow.



ESG Lab

**FIGURES FROM THE CSR REPORT**



**Energy consumption in kWh/employee**



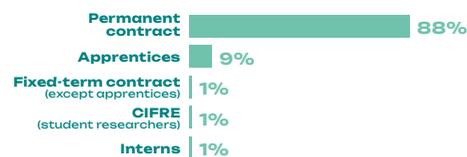
**Water consumption in m³/employee**



**HR as of 31/12/2022**

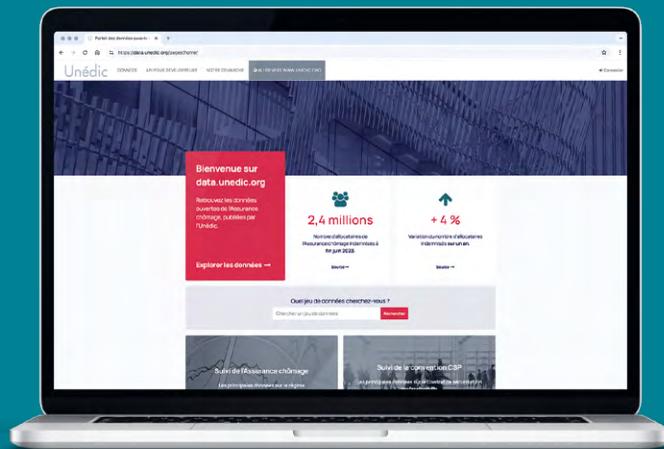


**Types of contracts as of 31/12/2022**





# FIND OPEN DATA ON UNEMPLOYMENT INSURANCE AT **DATA.UNEDIC.ORG**



True to its mission of enlightening social partners and the French public, Unédic provides a series of datasets linked to unemployment insurance in open data. Why publish in open data? To contribute to transparency regarding unemployment insurance, promote factual data in order to combat preconceived ideas and facilitate the reuse of unemployment insurance data.

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