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OPPORTUNITIES OF TELEWORK AND ITS IMPACT ON THE ECONOMY

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The transformation of the labour market towards more flexible work conditions took place long before the Covid-19 pandemic. In 2019, in the EU Member States, on average, 14.4% of the

total number of employees fully or partially (sometimes) worked remotely. One of the main factors explaining the different prevalence of teleworking in EU countries is the differences in the structure of economic sectors. In countries, where the share of employees in high-tech and science-intensive sectors is higher, teleworking is also more prevalent. Teleworking can increase workers' productivity, reduce costs (such as transport), but it can also increase income uncertainty and can lead to an uneven workload, as well as leading to changes in labor demand and supply across sectors, occupational groups, and regions. Too much teleworking can reduce employee efficiency and long-term productivity gains, therefore the challenge for the future is to find the optimal balance between teleworking and «traditional» work.

The article deals with the assessments of the trends in the development of remote work in the EU and Latvia, the factors contributing and limiting its spread, as well as the impact of teleworking on the economy. It was investigated the nature of teleworking, its varieties and dynamics during the last decade, the impact of teleworking on productivity (worker efficiency) etc. As a result of the analysis, the advantages and disadvantages of teleworking for employers, employees and the state were identified, as well as the most important problems of teleworking and policies to improve the situation were described. It has been concluded that one of the main policies should be to enhance digital knowledgeability and skills in society as a whole, with particular emphasis on certain target groups (e.g., the seniors, people with disabilities, etc.). The lack of social support infrastructure for employees, such as childcare facilities, is another challenge for increasing teleworking, especially among women.

Key words: telework, Covid-19 pandemic, Baltic States, labor market, productivity, structural transformation.

Tabl.: 2. Fig.: 4. Ref.: 14.

МОЖЛИВОСТІ ДИСТАНЦІЙНОЇ РОБОТИ І ЇЇ ВПЛИВ НА ЕКОНОМІКУ

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Трансформація ринку праці у напрямку формування більш гнучких умов праці відбулася задовго до пандемії Covid-19. У 2019 році в країнах ЄС у середньому 14,4% від загальної кількості працівників повністю або частково (іноді) працювали віддалено. Одними з основних факторів, що пояснюють різну поширеність дистанційної роботи в країнах ЄС, є відмінності у структурі секторів економіки. У країнах, де частка працівників у високотехнологічних і наукоємних галузях вища, також більш поширена дистанційна робота. Віддалена робота може підвищити продуктивність працівників, знизити витрати (наприклад, транспортні), але вона також може збільшити нестабільність доходів і

призвести до нерівномірного робочого навантаження та до змін у попиті й пропозиції робочої сили в секторах економіки, професійних групах і регіонах. Занадто велика частка дистанційної роботи може знизити ефективність співробітників та сповільнити підвищення продуктивності у довгостроковій перспективі, тому завдання на майбутнє полягає в тому, щоб знайти оптимальний баланс між дистанційною та «традиційною» формами роботи.

У статті розглядаються тенденції розвитку дистанційної роботи в ЄС і Латвії, фактори, що сприяють й обмежують її поширення, а також вплив дистанційної роботи на економіку. Досліджено природу дистанційної роботи, її різновиди й динаміку протягом останнього десятиліття, вплив дистанційної роботи на продуктивність (ефективність працівників) тощо. У результаті аналізу були визначені переваги й недоліки дистанційної роботи для роботодавців, працівників і держави, а також окреслено найважливіші проблеми дистанційної роботи й політику, спрямовану на покращення ситуації. Було зроблено висновок, що одним із основних напрямів має бути підвищення інформаційно-комунікаційної грамотності й навичок у суспільстві загалом, із особливим акцентом на певні цільові групи (наприклад, люди з обмеженими можливостями, літні люди тощо). Також відсутність соціальної інфраструктури підтримки працівників, наприклад, дитячих закладів, є ще однією проблемою у збільшенні частки дистанційної роботи, особливо серед жінок.

Ключові слова: дистанційна робота, пандемія Covid-19, країни Балтії, ринок праці, продуктивність, структурні перетворення.

Табл.: 2. Рис.: 4. Літ.: 14.

ВОЗМОЖНОСТИ УДАЛЕННОЙ РАБОТЫ И ЕЕ ВЛИЯНИЕ НА ЭКОНОМИКУ

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Трансформация рынка труда, в направлении формирования более гибких условий труда, произошла задолго до пандемии Covid-19. В 2019 году в странах ЕС в среднем 14,4% от общего количества работников полностью или частично (иногда) работали удаленно. Одним из основных факторов, объясняющих разную распространенность дистанционной работы в странах ЕС, являются отличия в структуре секторов экономики. В странах, где доля работников в высокотехнологичных и наукоемких отраслях выше, также более распространена дистанционная работа. Удаленная работа может повысить производительность работников, снизить затраты (например, транспортные), но также

может увеличить нестабильность доходов и может привести к неравномерной рабочей нагрузке, а также к изменениям в спросе и предложении рабочей силы в секторах экономики, профессиональных группах и регионах. Значительная доля дистанционной работы может снизить эффективность сотрудников и замедлить повышение производительности в долгосрочной перспективе, поэтому задача на будущее состоит в том, чтобы найти оптимальный баланс между дистанционной и «традиционной» формами работы.

В статье рассматриваются тенденции развития дистанционной работы в ЕС и Латвии, факторы, способствующие и ограничивающие ее распространение, а также влияние дистанционной работы на экономику. Исследована природа дистанционной работы, ее разновидности и динамика в течении последнего десятилетия, влияние дистанционной работы на производительность (эффективность работников) и т.д. В результате анализа были определены преимущества и недостатки дистанционной работы для работодателей, работников и государства, а также обозначены важнейшие проблемы дистанционной работы и политики, направленные на улучшение ситуации. Было сделано заключение, что одним из основных направлений должно быть повышение информационно-коммуникационной грамотности и навыков в обществе в целом, с особым акцентом на определенные целевые группы (например, пожилые люди, люди с ограниченными возможностями и т.п.). Также отсутствие социальной инфраструктуры поддержки работников, например, детских учреждений, является еще одной проблемой в увеличении доли дистанционной работы, особенно среди женщин.

Ключевые слова: дистанционная работа, пандемия Covid-19, страны Балтии, рынок труда, производительность, структурные преобразования.

Табл.: 2. Рис.: 4. Лит.: 14.

Formulation of the problem. During the Covid-19 pandemic, many companies and public authorities have switched to teleworking. The extensive transition to telework in Latvia was facilitated by the decent level of Internet infrastructure, the high level of digitalisation of Public administration services, as well as the ability to innovate by developing various platforms, etc. solutions to enable employees to carry out their work responsibilities from home. An important factor for remote work is also e-identification, which can be done both via Internet banking and using an e-signature.

In the long run, the persistence of teleworking could lead to significant and profound changes in the demand and supply of labor by economic sectors, individual occupational groups, and regions. It could potentially entail a number of contradictory consequences, the effects of which are difficult to quantify but cannot be ignored. It should also be noted that a number of challenges related to teleworking persist, i.e., providing employees with digital tools and skills, developing safe and high-quality digital services, digitizing various processes, etc. In addition, legislation on teleworking, in particular communication between public administrations and individuals, is not yet fully in place.

Analysis of the recent research and publications. Jo Meunier [11], Sal Guatieri [9] and others have analyzed various aspects related to teleworking and identified the advantages and disadvantages of teleworking from the point of view of the employer, the employee, and the state. Stanford University professor Nicholas Bloom points out that full-time work at home is problematic for three reasons: 1) it is difficult to be creative from a distance; 2) it is difficult to inspire and motivate oneself; 3) without social interaction, employee loyalty is stifled [2]. OECD research

notes that teleworking can both improve and hamper a company's performance, and its overall effect depends crucially on employee efficiency, motivation, the process of generating knowledge and reducing labor and capital costs, concurrently freeing up resources to boost productivity, fostering innovation and reorganization [13].

Formulation of the goals of the article. The aim of this article is to provide an assessment of the development trends of teleworking in the EU and Latvia, the factors promoting and limiting its transmission, as well as the impact of teleworking on the economy. As a result of the analysis, the advantages and disadvantages of teleworking have been identified from the point of view of the employer, the employee, and the state. Also, crucial challenges of teleworking and policies to improve the current situation have been described. Publicly available statistical data from the Central Statistical Bureau (CSB), the Statistical Office of the European Union (Eurostat), the European Commission (EC), the Organization for Economic Co-operation and Development (OECD), as well as scientific studies and surveys have been used for the analysis of the situation.

Presentation of the main research materials. The research includes three parts: investigation of the nature of teleworking and development trends in the EU Member States; determination of the advantages and disadvantages of teleworking; and description of the challenges and policies to promote teleworking

1. The nature of teleworking and development trends in the EU Member States.

Teleworking, virtual work, remote work, and working from home – they all define work that is not done inside a traditional office and is often used interchangeably [3]. Technological advances have allowed employees to become mobile and use wireless connectivity (WiFi) as well as a variety of portable devices (laptops, tablets and smartphones) to work from anywhere. Communication and collaboration usually take place via e-mail, video conferencing, online chat, and telephone. However, there is a significant difference between working from home and teleworking. Working from home is only a temporary situation that the company grants as a benefit to individual employees, allowing them to work a limited number of days at home per month. However, apart from the flexibility and time that this opportunity offers, the work remains the same. Teleworking is a completely different type of work and activity. The Labor Protection Law of the Republic of Latvia states that teleworking is a form of work an employee could perform within the employer's company that is constantly or regularly performed outside the company, including work performed using information and communication technologies (ICT) [14]. In the European Union, the teleworking regulation is still based on the European social partners' framework agreement on telework, signed on July 16, 2002 [5]. When working remotely, the employee is at the disposal of the employer, obeys the employer's orders and certain work procedures. Consequently, the remote work regime requires significant basic requirements of labor protection regulations, which must be observed by both the employee and the employer at work remotely. However, in statistics, teleworking is understood as the type of work performance, when the work that the employee could perform within the company is constantly or regularly performed outside the employer's company, using information and communication technologies [5]. Teleworking can be done by permanent staff,

contractors, freelancers or anyone who is able to perform their core tasks and responsibilities without visiting the office or working on site. Theoretically, teleworking allows people to work regardless of location, although the decision on an employee's base location may depend on other factors, such as an employer requiring an employee to work a certain time zone.

Several levels of teleworking can be distinguished, depending on the needs of the employer. FlexJobs categorizes types of remote jobs as follows [3]:

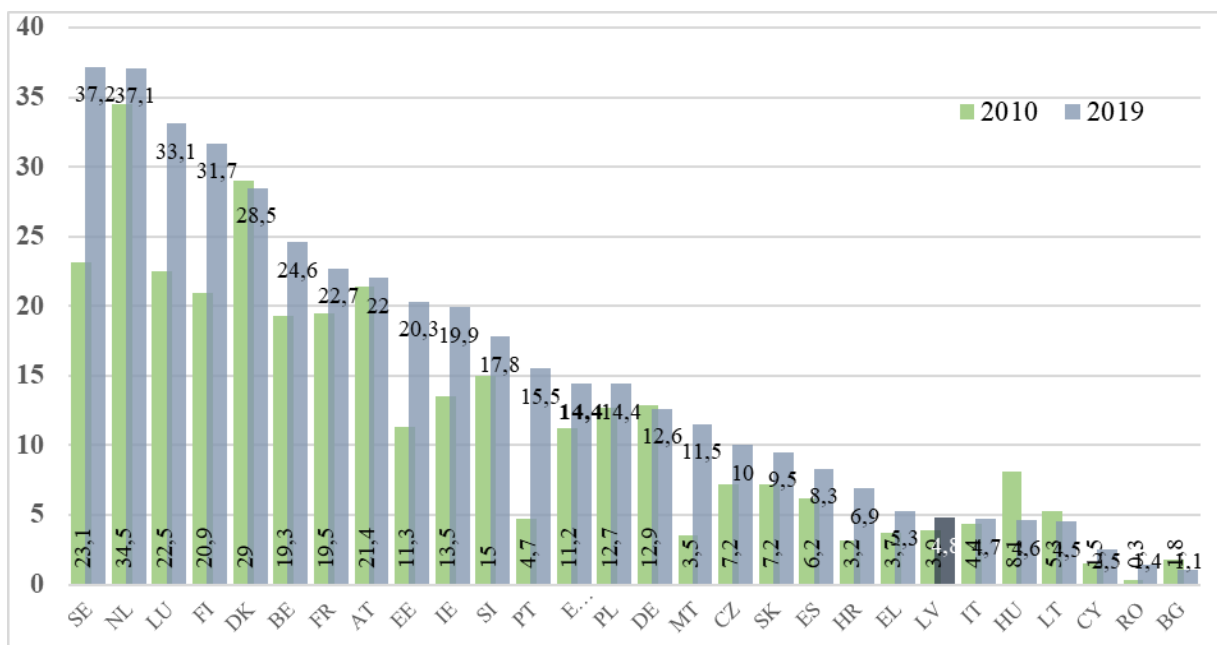
1. 100% teleworking: these positions are completely remote and allow you to work at home all the time, without working hours or traveling;

2. Teleworking during the pandemic: until the company decides that employees can return to the office;

3. Part-time teleworking: in addition to teleworking, some time will be spent in the company's office;

4. Teleworking opportunity: these jobs give employees the opportunity to work either at home or to go to the office, or both.

According to statistical data, in 2019 in the EU27 Member States on average 14.4% of the total number of employees (fully or partially) worked remotely (Fig. 1).



**Fig. 1. Teleworkers in the EU Member States,
% of the total number of employees aged 15 to 64**

Source: composed by authors on the base of [8]

The share of teleworkers in the total number of employees increased almost 1.3 times on average in the EU27 between 2010 and 2019. In 2019, the largest share of teleworkers in the EU Member States was in Sweden – 37.2% of all workers (i.e., almost 2.5 times higher than the EU27 average). The Netherlands, Luxembourg, and Finland also had a high proportion of teleworkers. In most EU Member States, the proportion of teleworkers has been on the rise over the last ten years. However, in some countries, such as Denmark, Germany and Hungary, the proportion of teleworkers has decreased. Among the Baltic States, the majority of teleworkers in

2019 were in Estonia (20.3%), which is approximately 4 times more than in Latvia (4.8%) and Lithuania (4.5%). It should be noted that the application of the remote work regime in Estonia has increased rapidly in recent years. However, in Latvia and Lithuania since 2010 the changes in this indicator have been quite moderate.

One of the main factors explaining the different prevalence of teleworking in EU countries is the differences in the structure of economic sectors. In Sweden, Luxembourg, Finland, the Netherlands, and Denmark, where the share of employees in high-tech and science-intensive sectors is higher, teleworking is also more prevalent [1]. The application of the remote work regime is also greatly influenced by the model and culture of business management and work organization. The leading positions among the EU Member States by the fully remote work regime in 2019 were the Netherlands and Finland, where 14.1% of the total number of employees worked in this regime. In contrast, the lowest proportions of full-time workers were in Bulgaria and Romania (Fig. 2).

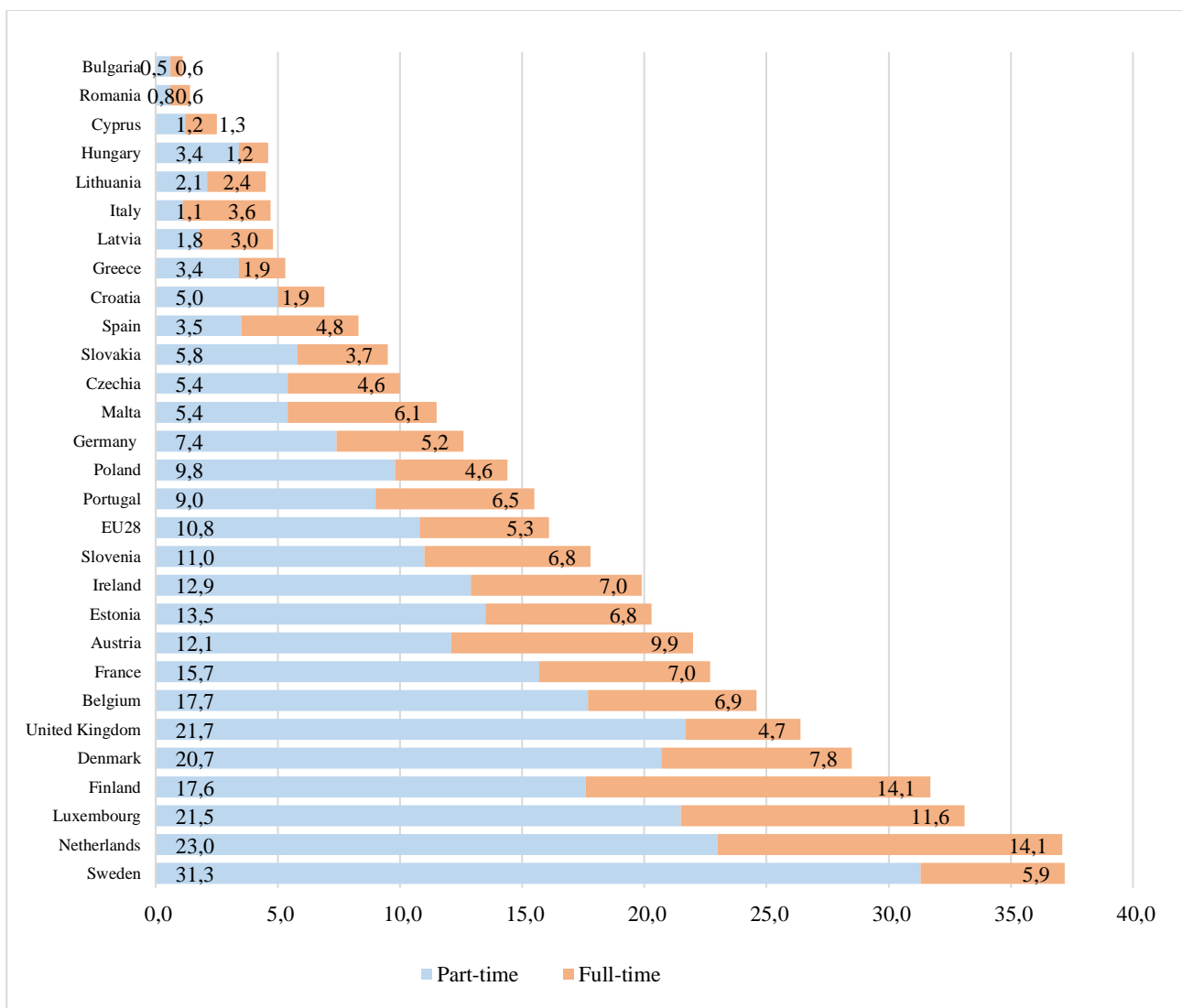
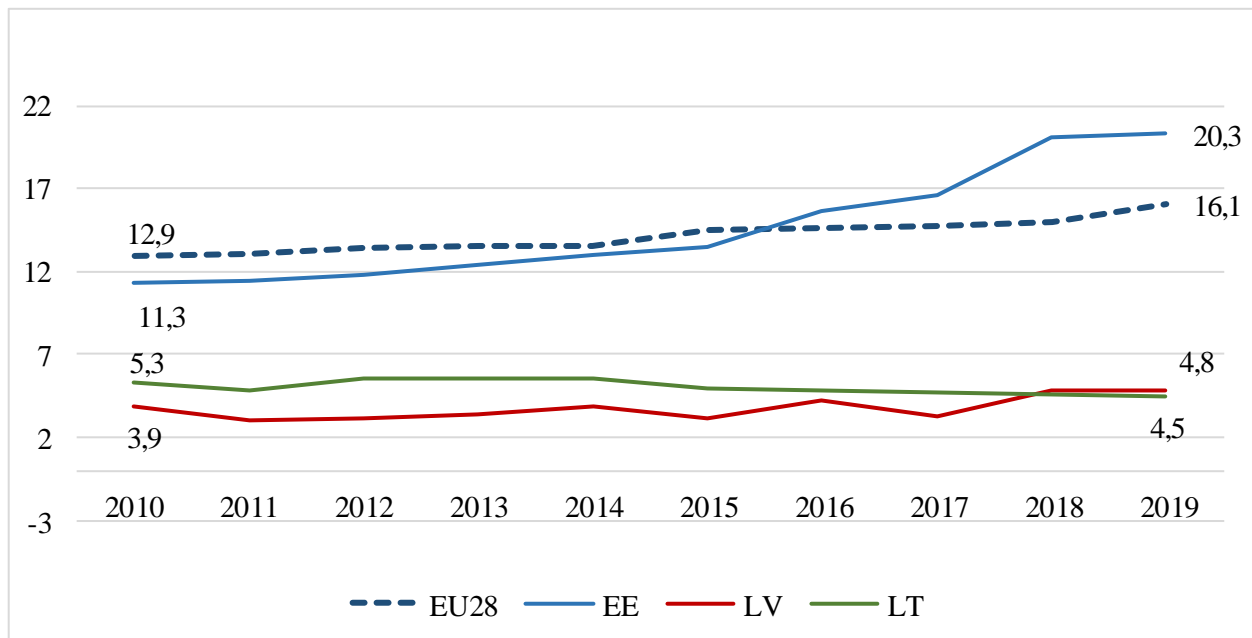


Fig. 2. Full-time and part-time employees in EU Member States in 2019, % of the total number of employees aged 15 to 64

Source: composed by authors on the base of [8]

In 2019, 3% of employees worked remotely in full-time mode in Latvia. However, 1.8% of all employees worked remotely part-time. The situation was similar in Lithuania, where 2.4% and 2.1% of employees worked remotely full-time and part-time, respectively. However, in Estonia the situation remains significantly different – in particular, 6.8% of employees worked remotely full-time, whereas 5% of employed worked remotely part-time. In addition, in Estonia, in contrast to other Baltic States, the application of the remote work regime has increased rapidly over the last ten years (Fig. 3), as Estonia, compared to Lithuania and Latvia, has more developed financial services and IT sectors with far greater opportunities for employees to conduct work remotely.



**Fig. 3. Dynamics of teleworking in the Baltic States and on the average in the EU,
% of the total number of employees aged 15 to 64**

Source: composed by authors on the base of [8]

It should be noted that measures to limit the spread of the Covid-19 pandemic have contributed to an increase in the use of teleworking. An e-survey conducted by Eurofound in June and July 2020 reveals that on average 44.6% of EU workers surveyed worked remotely during the pandemic, well above the EU average for teleworkers in 2019 [7]. The highest number of teleworkers was in Belgium and Denmark, 65.6% and 58.9% of the respondents, respectively. However, in Latvia the share of teleworkers was lower (37.5%) than the EU average, which illustrates the relatively inflexible working regime in Latvia.

On average in the EU almost 37% of the respondents indicated that they have started teleworking as a result of the introduction of pandemic restrictions. Also, in Latvia, the indicator is relatively high (31.1% of the number of respondents), which indicates a high potential for remote work opportunities. In 2020, during the

pandemic, 66% of employees in financial and insurance, 60% of employees in information and communication services, almost 28% of employees in public administration and defence, as well as scientific, administrative services, and real estate operations worked remotely in Latvia. The lowest share (9.3%) of teleworkers was observed in manufacturing [1].

A survey conducted by Swedbank in cooperation with Snapshots in 2020 reveals that [4]:

- half of teleworkers did not have such experience before the pandemic;
- nearly 40% of respondents did not notice any changes in productivity; however, a third of respondents experienced a decline in productivity due to weak cooperation with colleagues, disruption between work and home responsibilities (especially in families with children), and lack of necessary work equipment;
- only one fifth of the respondents have achieved an increase in work productivity. Factors promoting productivity include a better atmosphere at home, compared to the office, greater flexibility of work and more efficient use of time without the need to move between home and work, as well as the organization of virtual meetings. Overall, respondents from this group reported an increase in job satisfaction, creativity, and improved work-life balance.

Overall, it can be concluded that teleworking will remain prevalent in the future; however, several improvements must be made to ensure its successful provision.

2. Advantages and disadvantages of teleworking.

Teleworking, similar to any other type of work organization, has its strengths and weaknesses, which have been fiercely debated in recent years. According to the Eurofound and OECD studies, teleworking has been posing many challenges to employees during the pandemic, particularly in organizing working hours, and raised questions on how to better balance work and family life, wellbeing and a good working environment [5]. On the part of the employee, the most important advantage of teleworking is the flexibility in planning their work schedule and the additional free time that is gained due to the nonnecessity to commute to work. These extra hours a week can be spent with friends and family, enjoying hobbies, exercising or even doing side-by-side work, thus ensuring a better work-life balance. At the same time, teleworking can increase employees' motivation to work and boost their confidence in their professional skills. On the other hand, it is more difficult for employees to accept the fact that they do not have contact with colleagues, which is essential on a daily basis. Isolation and loneliness can lead to a lack of motivation and a tendency to lose focus. In addition, teleworking increases income uncertainty and can lead to an uneven workload, as the employee has to organize both the workplace and the amount of work planned. The main advantages and disadvantages of teleworking on the part of employees are summarized in Table 1.

Table 1

Advantages and disadvantages of teleworking for the employee

Advantages	Disadvantages
<ul style="list-style-type: none"> – Flexible work schedule, allowing to independently determine the balance between working time and personal life. – Reduces transport costs and time spent traveling to work. – The place of work is not territorially related to the place of residence, thus increasing the chances of finding work for people from other cities, remote regions, etc. – Independence from corporate rules (dress code, adherence to working hours, constant monitoring, etc.). – Opportunity to work in several places and earn additional income. – Teleworking can be the first step in building your business. 	<ul style="list-style-type: none"> – Wages can depend to a large extent on the results and quality of work. – Risk of lack of social protection. – Increased costs (e.g., increased electricity consumption). – Uncertainty of material stability (especially in case of additional income). – The necessity to organize your workplace independently. – Uneven workload. – Lack of career prospects. – The need for a high degree of self-discipline and responsibility (which directly affects productivity). – Diminished operational cooperation with the employer. – Lack of personal (formal and informal) communication with colleagues. – Possible health problems (lack of physical activity, impaired vision, eye strain, etc.). – Risk of fraud on the part of the employer.

Source: composed by authors

However, the main benefit for the employer from teleworking is cost savings, as well as the opportunity to attract qualified specialists (Table 2).

Table 2

Advantages and disadvantages of teleworking for the employer

Advantages	Disadvantages
<ul style="list-style-type: none"> – Lower staff costs (payment for work performed and its quality, reduction of social benefits and compensations). – Reduction of production costs (rent, work equipment, etc.). – Opportunity to attract the most qualified specialists regardless of their location. – Retaining qualified personnel during a crisis at a minimal cost. 	<ul style="list-style-type: none"> – The need to carefully adapt business processes to the organization of remote work (clear definition of tasks, implementation of monitoring and evaluation system, etc.). – Risk of lower operational cooperation with employees. – Risks of lower work performance quality and overdue deadlines. – Risks of breach of confidentiality and IT security.

Source: composed by authors

Assessing the disadvantages from the employer's point of view, it should be noted that teleworking can create a number of new technological challenges. The employer should invest additional resources to provide employees with the necessary hardware and software and consider training or technical support to ensure best safety practices. It is also critical to adapt business processes to the organization of remote work and to carry out systematic control and supervision of employees. Leaders must acquire the skills to lead and unite teams that are «invisible», make decisions in constantly changing circumstances, and be ready to react to change.

On the part of the state, the most important advantage is the increase in employment. Teleworking increases employment opportunities for vulnerable groups and creates opportunities to address work and social adaptation issues. Another advantage of teleworking is that it can reduce the negative impact of economic activities on the environment and tackle the problems of the transport system.

However, teleworking also has its drawbacks. Therefore, it is vital to improve legislation and develop additional programs to support the development of non-standard forms of work organization. In addition, it can lead to negative side effects, such as the risk of increasing inequality. Teleworking can affect structural changes in real estate and the labor market, to the benefit of suburban homeowners and labor force participation levels. Nevertheless, it would come to the detriment of office owners, city dwellers, and the finances of large cities. In addition, a number of professions where teleworking opportunities are very limited, such as agriculture, trade and construction, remain prevalent. Teleworking is also not widely used in manufacturing. The issue of the impact of telework on productivity (worker efficiency) is also debatable (Fig. 4).

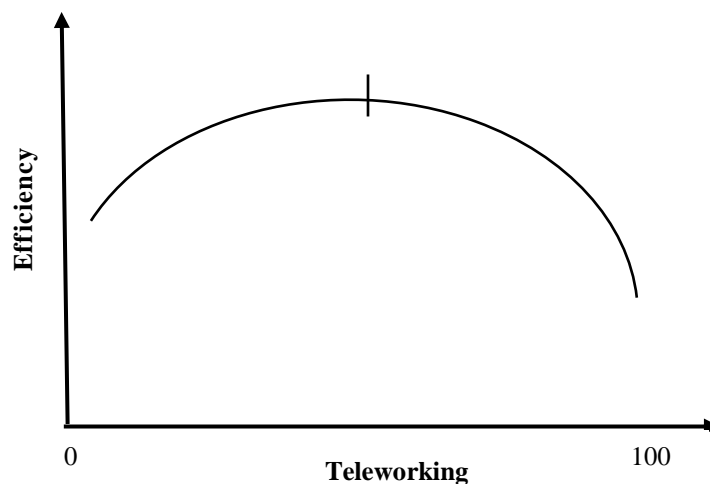


Fig. 4. The impact of telework on worker efficiency

Source: [13]

The challenge for the future is to find the optimal balance between teleworking and «traditional» work, as too much teleworking can reduce employee efficiency and long-term productivity growth. The International Labor Organization (ILO) has already developed guidelines on teleworking [10], which can be used to organize work more effectively for both employers and workers.

3. Challenges and policies to promote teleworking.

Several authors conclude that the Covid-19 pandemic has simply accelerated existing trends in the use of teleworking. Thus, Brent Neiman, a professor at the University of Chicago, emphasizes three factors that previously hindered the growth of teleworking [11]. The first concerns information. Employers naturally did not know whether clustering in the office was important. The limitations of the Covid-19 pandemic allowed them to find out. The second concerns coordination: it may have been difficult for one company to switch to homework unilaterally, possibly due to the way it would be perceived by the company's suppliers or customers. However, the pandemic forced all companies that were capable to switch to homework at the same time. The third factor is investment. The high fixed costs associated with moving from office to work at home may have deterred firms from attempting it. Survey data reveal that companies have spent a lot in recent months on equipment

such as computers to enable employees to work from home. Such investments are also made at the household level. However, it should be noted that teleworking during a pandemic cannot be equated with teleworking under normal circumstances. Many benefits of teleworking, such as flexible working hours (possibility to apply different work modes), are simply not applicable as people are isolated at home.

The wider introduction of teleworking can also have a significant additional impact on employee attraction and satisfaction, as teleworking can increase the number of employees, for example, by employing highly qualified employees who are attached to a specific place of residence for personal reasons. Teleworking can also have a positive effect on the cost of capital by reducing the office space and equipment needed by a company, as well as reducing traffic congestion, carbon and particulate emissions and lowering house prices in particularly densely populated cities. Larger companies are likely to continue to operate semi-remotely. The same will happen to those to whom teleworking has made a valuable contribution to the company and its employees. However, small companies will not be able to fully adapt to teleworking, as it is necessary to maintain a team spirit that motivates them to work.

To ensure effective use of the opportunities offered by teleworking and to promote employee satisfaction even after the end of the Covid-19 pandemic, policy makers need to both improve the legal framework and encourage investment in appropriate infrastructure and staff training. A number of issues that require a more precise legal framework, such as the rights and obligations of workers, whether companies can monitor teleworkers to assess their productivity, areas of responsibility for occupational safety, etc, arise. Social dialogue between all stakeholders is vitally important. Labor law needs to be improved by including the basic rules on teleworking in the social partners' collective agreements. Policymakers should promote measures that require employers to provide employees with a suitable work environment by working remotely, such as ICT equipment, and improve the regulation of covering workers' out-of-office costs. One of the main policies should be to increase digital skills in society as a whole, with a specific focus on certain target groups (e.g., seniors, people with disabilities, etc.). Another challenge for increasing teleworking is to provide social support infrastructure for employees, such as childcare facilities. Without such state or company support, the burden on workers will increase, especially for women.

Finally, it should be noted that research on teleworking is based mainly on the subjective views of respondents to the survey. Currently, virtually no studies based on statistical data have been conducted. The main challenge in researching the impact of teleworking is the lack of the necessary «specific» data to strengthen the research base. Thus, for example, it is necessary to improve the accounting of working time by including the hours of teleworking into the total statistics of hours worked. The availability of such data would increase the quality and objectivity of research.

Conclusions.

1. Teleworking is one aspect of labor market transformation and, along with the Covid-19 pandemic in the EU and in the world, its application has increased

rapidly. In Latvia, the extensive transition to teleworking was facilitated by the decent level of Internet infrastructure, the high level of digitalisation of public administration services, as well as the ability to innovate by developing various platforms and other solutions to enable employees to carry out their work responsibilities from home.

2. Teleworking has several forms. It can be organized completely remotely, which allows the employee to entirely work from home. Also, it can be organized part-time, when some time is spent in the company's office besides to working remotely. Between 2010-2019, the share of teleworkers in the total number of employees on average in the EU27 increased from 11.2 to 14.4% (i.e., almost 1.3 times).

3. In 2019, the largest share of teleworkers in the EU Member States was observed in Sweden (37.2%). However, the Netherlands and Finland were in the leading positions based on the full teleworking regime, where 14.1% of the total number of employees worked in this regime. Among the Baltic States, the majority of teleworkers were in Estonia (20.3%), which is four times more than in Latvia (4.8%) and Lithuania (4.5%).

4. In June 2020, with the spread of the Covid-19 pandemic, an average of 44.6% of the surveyed workers in the EU worked remotely. In Latvia, 66% of employees in financial and insurance activities, 60% of employees in information and communication services, almost 28% of employees in public administration and defence, as well as scientific, administrative services, and real estate operations worked remotely.

5. Teleworking can increase workers' productivity, reduce costs, and provide more free time. Nevertheless, it can also lead to isolation and stress as the line between work and home blurs. Teleworking also increases income uncertainty and can lead to an uneven workload, as the employee has to organize both the workplace and the amount of work planned.

6. In the long run, teleworking can have an impact on structural changes in real estate and the labor market, leading to changes in labor demand and supply across sectors, occupational groups, and regions. It can also increase labor force participation. However, a number of professions where teleworking opportunities are very limited, such as agriculture, trade, construction and industry, remain prevalent.

7. To ensure effective use of the opportunities offered by teleworking and to increase employee satisfaction after the end of the Covid-19 pandemic, policy makers need to both improve the legal framework and encourage investment in appropriate infrastructure and staff training, as well as digital literacy in society as a whole, in particular targeting certain groups with insufficient skill levels.

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**INFORMATION
SUPPORT FOR
MONITORING THE
STATE OF THE
GRAIN INDUSTRY
OF UKRAINE IN THE
CONDITIONS OF
EURO
INTEGRATION**

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The needs of information support for monitoring the state of the grain industry at different levels of management are investigated. For the purposes of European integration, economic and management processes must be brought to the EU requirements, in particular Directive 1306/2013 Financing, management and monitoring of agricultural policy. The analysis of the grain industry of