

# Consolidated annual activity report 2024





# Consolidated annual activity report 2024



European Foundation  
for the Improvement of  
Living and Working  
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The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency established in 1975. Its role is to provide knowledge in the area of social, employment and work-related policies according to Regulation (EU) 2019/127.

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# Contents

	Management Board's assessment	1
	Executive summary	3
	Agency in brief	3
	Year in brief	3
1.	Contribution to policy achievements of the year	7
	1.1 General and institutional developments	7
	1.2 Programme results	8
	1.3 Progress against key performance indicators 2024	21
2.	Management	29
	2.1 Management Board	29
	2.2 Major developments	30
	2.3 Budgetary and financial management	32
	2.4 Delegation and sub-delegation of the powers of budget implementation	36
	2.5 Human resources management	37
	2.6 Strategy for efficiency gains	37
	2.7 Assessment of audit and evaluations	38
	2.8 Follow-up of recommendations and action plans for audits	39
	2.9 Follow-up of observations from the discharge authority	39
	2.10 Sustainability (including environmental management)	40
	2.11 Assessment by management	41
	2.12 External evaluations	42
3.	Internal control	43
	3.1 Effectiveness of the internal control framework	43
	3.2 Conclusions of assessment of internal control systems	45
	3.3 Statement of the Internal Control Coordinator	45
4.	Management assurance	47
	4.1 Review of the elements supporting assurance	47
	4.2 Reservations	47
5.	Declaration of assurance	49
	Declaration of the Authorising Officer	49
	Annexes	51
	Annex 1: Key performance indicators	51
	Annex 2: Financial management	56
	Annex 3: Organisational chart as at 31 December 2024	57
	Annex 4: Establishment plan and additional information on human resources management	58
	Annex 5: Human and financial resources by activity	61
	Annex 6: Contribution agreements and service-level agreements	62
	Annex 7: Annual accounts	63
	Annex 8: Delegated powers to Authorising Officers by Delegation	70
	Annex 9: List of Management Board members, events and publications	71



# Management Board's assessment

Eurofound in 2024 upheld its exemplary record in meeting its objective to produce scientifically sound evidence on working and living conditions and demonstrated its unique role in the development and implementation of social policies in the European Union. The Agency achieved 100% delivery of its 2024 work programme, continuing to provide the data and analysis that, for over five decades have underpinned initiatives and legislation aimed at improving the working and employment conditions and the quality of life of Europeans.

2024 marked the new term of the European Parliament and the Commission. The Board commends the Agency on its energetic outreach programme during this period and the success of addressing the priorities of the new political cycle. The Board greatly appreciates the Agency's efforts to support the drive to raise awareness of the European Parliament elections in June, and indeed the achievements of the EU, with its contribution to the Use Your Vote campaign – the 10 reasons to use your vote data story and a series of accompanying blog posts. 2024 also marked the end of the implementation of Eurofound's 2021–2024 work programme, the aim of which was to support EU policy development in the drive for a post-pandemic recovery and progress in the green and digital transitions. The outputs of the 2024 annual work programme addressed the challenges that have emerged with the recovery, such as the rising cost of living, increased demand for labour and the implications of artificial intelligence (AI) for the world of work. The topics covered spanned issues including labour shortages, adequate minimum wages, workplace automation, psychosocial risks at work, hybrid working and social cohesion. The Management Board welcomes the fact that advancing the implementation of the European Pillar of Social Rights continued to be a major driver of Eurofound's work, with the Agency publishing research in 2024 on housing, social protection, the situation of young people and inequalities in human capital. In addition, the Agency maintained a valuable spotlight on the plight of displaced Ukrainians, focusing on the issue of their integration into the labour market.

The Management Board commends Eurofound for its ongoing contribution to evidence-based policymaking, as indicated by the number of citations of its research in academic journals and the number of engagements with stakeholders, despite the lull in legislative work at EU level with the ending of the mandates of the Parliament, Commission and Council. While this changeover led to a dip in the output of EU-level policy documents and consequently uptake of Eurofound

research, the Board notes with appreciation that the Agency's findings continued to be cited in key Commission reports including the *Joint employment report 2024* and *Employment and social developments in Europe 2024*.

The Board notes that the use of digital products is enabling the Agency to better serve its existing audience and reach out to new audiences. Podcasts and webinars are offering alternative ways for stakeholders to consume its research and engage with its experts.

Social media such as LinkedIn, Instagram and Twitter/X are important tools for bringing Eurofound's findings to new audiences, as evidenced by the degree to which they are directing traffic to the website.

At the same time, the Board notes the development of the Brussels Briefings, a recent format innovation, and the subsequent addition of the Dublin Briefings, which provide a forum for targeted face-to-face conversations with stakeholders in small-scale settings. Topics discussed in 2024 included minimum wages, housing, self-employment, AI and algorithmic management, and independent living for people with disabilities.

The Board also recognises Eurofound's commitment to its strategy of cooperation with external partners, which has seen increased collaboration with other EU agencies on topics in the employment and social affairs policy fields. The coordination of work programmes and action plans with Cedefop, EU-OSHA, ETF, ELA, EIGE, FRA and EEA aim to avoid overlap, take advantage of synergies and broaden the scope of Eurofound's work. Highlights among these collaborations in 2024 include the Tripartite Exchange Seminar, organised jointly with Cedefop, the EEA and the ETF, which explored the role of social dialogue in a just green transition; a joint event with the ELA presenting the latest research on labour shortages; and a webinar with the EEA on the green transition.

The Board notes that many of the European Commission recommendations following the external evaluation of Eurofound and Cedefop, ETF and EU-OSHA, which covered the period 2017–2022 and were published in September, have already been addressed and is satisfied with the Agency's action plan to follow up on the recommendations in a collaborative approach with the other Agencies.

The Management Board at its meeting in November 2024 adopted a new anti-fraud strategy covering 2025–2027, which will see the Agency ongoing commitment to reduce the risk of fraud and improve its detection.

Eurofound's cybersecurity will be strengthened with the multiannual programme to establish a cybersecurity risk-management, governance and control framework in compliance with the requirements of Cybersecurity Regulation.

The Board welcomes the further progress made in building the Agency's environmental sustainability credentials with the award of the ISO 14001:2015 Certificate of Registration for its environmental management system in addition to its EU Eco-Management and Audit Scheme (EMAS) certification awarded in 2023.

The Board recognises that it is thanks to the responsiveness and resourcefulness of the management and staff that Eurofound surpassed its target for work programme delivery and achieved maximum budget implementation of 100% despite the pressure on its finances arising from the steep rise in the Irish coefficient and high inflation, which required an additional subsidy in December. The resilience of the staff is an asset that cannot be underestimated, and the Board endorses the actions taken to support this with a comprehensive well-being programme.

The European Court of Auditors' report on the annual accounts for the financial year 2023 confirms the reliability of the Agency's accounts as well as the regularity and legality of the underlying transactions in

all material aspects. All the previous years' observations were closed as confirmed by the court in its 2023 annual report for Eurofound.

The Board takes note of the declaration of assurance of the Executive Director and the information on the internal control system's assessment underpinning the declaration. It is confident that suitable controls are in place and work as intended, that no significant weakness has been identified, that risks are being appropriately assessed, monitored and mitigated, and that necessary improvements are implemented when required.

The Board values the fact that Eurofound's activities are continuously overseen by a tripartite governance structure that has served it well in navigating and responding to the needs of policymakers and ensures that the Agency is well placed to continue making a significant contribution as the new political cycle begins and decision-makers start to act on a new set of strategic priorities.

On behalf of the Board, I would like to commend Eurofound on accomplishing the objectives of its 2021–2024 work programme, which has now reached completion, to thank management and staff for their commitment and professionalism, and to wish Eurofound every success with the activities celebrating its 50th anniversary in the coming year.

Dublin, 26 June 2025

Signed: **Jerzy Ciechański**,  
Chair of the Management Board



# Executive summary

## Agency in brief

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite Agency of the European Union based in Dublin, Ireland, since 1975. Its Founding Regulation (Regulation (EU) 2019/127) states that the objective of the Agency is:

*to provide the Commission, other Union institutions, bodies and agencies, the Member States and the social partners with support for the purpose of shaping and implementing policies concerning the improvement of living and working conditions, devising employment policies, and promoting the dialogue between management and labour.*

*To that end, Eurofound shall enhance and disseminate knowledge, provide evidence and services for the purpose of policymaking, including research-based conclusions, and shall facilitate knowledge sharing among and between Union and national actors.*

Eurofound's mission is to provide knowledge to support the development of better informed social, employment and work-related policies.

Eurofound's vision is to be Europe's leading knowledge source for better life and work.

The Agency is governed by a Management Board of 85 members representing national governments and social partners from all Member States as well as 3 representatives of the European Commission. It also has one independent observer from the European Parliament and three observers representing governments and social partners from countries of the European Free Trade Association (EFTA) that are members of the European Economic Area (EEA).

2024 was the final year of Eurofound's four-year programme, covering the period 2021–2024, entitled *Towards recovery and resilience*. This programming period is shaped not only by a context of polycrisis but also by significant challenges and opportunities arising out of the demographic, digital and green transitions having transformational impacts on working and living conditions in Europe.

The programme's strategic objective is:

*to provide scientifically sound, unbiased, timely and policy relevant knowledge that contributes to better informed policies to improve living and working conditions and strengthen cohesion in a changing Europe.*

The Agency has implemented the 2024 programme with a budget of €24,965,993 and an establishment plan of 91 posts.

## Year in brief

2024 was a landmark year for Eurofound. It marked the end of the current four-year work programme and the start of activities to mark its 50-year anniversary as one of the two oldest agencies in the network of EU agencies and the only agency based in Ireland. It provided a moment also to take stock of Eurofound's five-decade contribution to the social policy agenda, reaching out to the newly established European Parliament and European Commission and consolidating links as they finalised priorities for the EU agenda over the coming five years.

Critically, the Agency wrapped up the four-year programme with a clean bill of health, with all the observations of the European Court of Auditors closed by the court in its 2023 annual report and Eurofound's new anti-fraud strategy adopted by the Management Board at its November meeting. The recommendations of the external evaluation of Eurofound and the three other agencies under the Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL), covering the period 2017–2022, were published in September. Many of these have already been addressed, and the joint recommendations will be followed up in regular exchanges, in memorandums of understanding and annual plans. Steps have been taken to address the ongoing issue of planned and unplanned carry-overs, and a comprehensive programme to address staff well-being, introduced by Eurofound during 2024, has been very well received.

Overall, programme delivery and budget implementation were at 100% in 2024, highlighting Eurofound's commitment to effective project management, staff motivation, flexibility, and intelligent adaptation to political changes and the emerging needs of stakeholders throughout the year. Significant improvements to the website, upgrades in data visualisation, and the development of new digital tools and channels of communication were introduced to ensure the widest dissemination and impact of Eurofound's work. A particular focus was, of course, on topics relevant to the European Pillar of Social Rights, including the directives on transparent and predictable working conditions, on work–life balance for parents and carers, on adequate minimum wages, on improving working conditions in platform work, and on pay transparency, as well as the European Child Guarantee.

The year's highlights include Eurofound's contribution to the [Use Your Vote](#) campaign during the European Parliament elections in June and the major week-long Future of Living and Working in Europe exhibition at the Parliament in Brussels, which provided an excellent platform for Eurofound to present its work directly to new MEPs. Background notes and briefings were provided for the incoming Commission cabinets. Eurofound further cemented its relations with the Council of the European Union, providing high-level expertise at events for the Belgian and Hungarian Presidencies on a range of topics including the Child Guarantee; the integration of young people; social protection; psychosocial risks in the workplace; labour shortages; the employment of people with disabilities; and digitalisation in the workplace. Indeed, Eurofound's engagement with stakeholders continued to grow, with requests for contributions to events and activities up year on year, in part due to the increasingly virtual dimension of many of these and the growth in tailored, face-to-face, small-scale events such as the **Brussels Briefings** and **Dublin Briefings**.

References to the Agency's research in key policy documents continued to underscore the relevance and timeliness of Eurofound's work, not least in the European Commission's *Joint employment report 2024* and *Employment and social developments in Europe 2024*, albeit numbers also reflecting the reduction in the legislative load during this final year of the previous mandate. And recognition of the scientific quality of Eurofound's research continued to increase, with 1,231 articles mentioning Eurofound in academic journals.

Eurofound's focus on **collaborative partnerships** to amplify reach and secure efficiencies continued to bear fruit in 2024. The Tripartite Exchange Seminar on boosting social partner and government capacity for social dialogue saw Eurofound join forces with the European Environment Agency (EEA), the European Centre for the Development of Vocational Training (Cedefop) and the European Training Foundation (ETF). A joint webinar with the EEA addressed the green transition, and a joint event with the European Labour Authority (ELA) looked at the challenges that labour shortages are posing for employers. The annual **Living**

**and Working in Europe lecture**, given by Ivan Krastev, Chair of Sofia's Centre for Liberal Strategies, took place in collaboration with the Irish Department of Foreign Affairs. Eight virtual visits took place in 2024, an ongoing programme of online meetings that reaches out to the national level and works closely with relevant stakeholders to respond to their information needs. Reaching out to the wider public, Eurofound held another successful **Open Day** and participated for the second year in **Open House Dublin** (part of the Open House Europe project) and collaborated with the European Commission and European Parliament offices in Dublin on a series of public-facing activities, including the award-winning sustainable garden exhibition, Bloom.

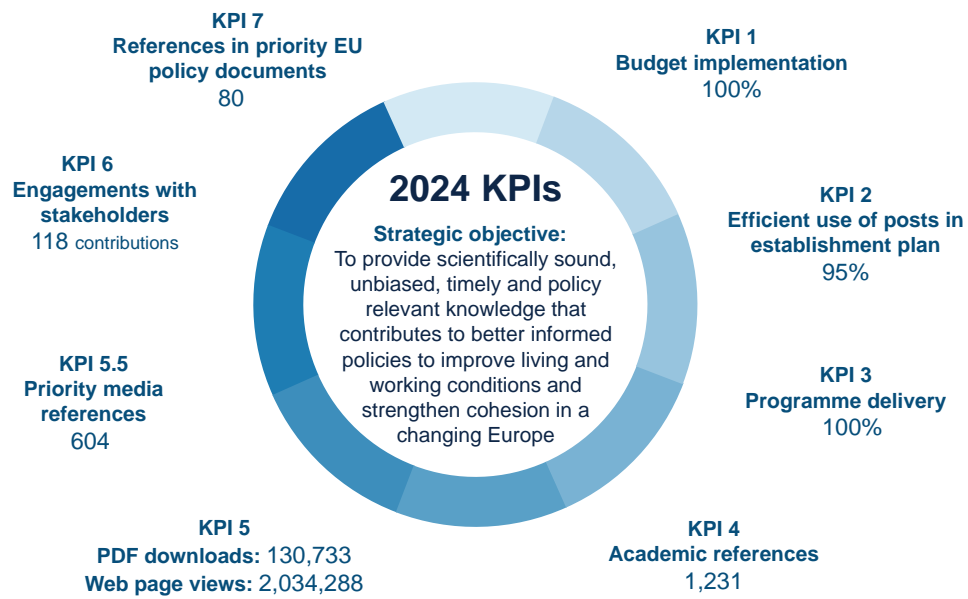
Intense work on Eurofound's flagship surveys continued during 2024, with fieldwork for the European Working Conditions Survey 2024 (EWCS 2024) completed and preparations ongoing for the European Quality of Life Survey 2026 (EQLS 2026). The annual Living and Working in the EU e-survey was fielded in the spring, and a factsheet published outlining trends between 2020 and 2024, with particular attention on the cost-of-living crisis, work-life balance and changes in remote working opportunities, trust and access to healthcare.

The challenges facing displaced Ukrainians remain an important aspect of the Agency's work, with research in 2024 focusing on their labour market inclusion, access to essential public services and mental health.

The Western Balkans and Türkiye were included in some of the activities with funding from the Commission's Instrument for Pre-Accession Assistance (IPA III).

Eurofound continued to enhance its sustainability credentials. A successful environmental verification audit in July establishing Eurofound as the only Irish-based organisation on the Eco-Management and Audit Scheme (EMAS) register was followed in October by the award of the ISO 14001:2015 Certificate of Registration for its environmental management system. In June 2024, Eurofound installed 130 solar panels, capable of generating around 60kWh of electricity, on the conference centre roof. The petrol-fuelled official car was replaced by a plugin hybrid electric vehicle. Marking National Tree Week in Ireland, Eurofound also planted 100 native Irish trees on its campus.

Figure 1: Performance at a glance





# 1 Contribution to policy achievements of the year

## 1.1 General and institutional developments

2024 was the last year of the mandates of the European Council, Commission and Parliament, as well as the year in which the European Parliament elections took place and a new European Commission college was formed. The year was characterised by a more uncertain economic outlook, the tail of the cost-of-living crisis and the start of a change in the strategic framing of the EU.

The European Pillar of Social Rights, the European Green Deal and the digital transition continued to frame many of the policy initiatives relevant to Eurofound's mandate.

Fundamental directives for a well-functioning labour market came into force during 2024. The directive on transparent and predictable working conditions; the directive on work-life balance for parents and carers; and the directive on adequate minimum wages contribute in different ways to providing greater transparency in the functioning of the labour market, taking into account the developments that have taken place.

2024 saw the adoption of the directive on improving working conditions in platform work, which aims to strike a balance between digital development and the preservation of the basic labour market rules, principles and rights for the workers engaged in this form of work.

Likewise, the Pay Transparency Directive, adopted in 2024, contributes to increasing transparency in wage-setting and is part of a broader package of measures and initiatives addressing the root causes of the gender pay gap and the economic empowerment of women, and feeds into the EU's broader Gender Equality Strategy.

Eurofound's mandate and activities are closely linked to a set of medium-term strategies and Council recommendations. Particularly salient are the implementation of the Council recommendations establishing a European Child Guarantee on early childhood education and care and on affordable, high-quality, long-term care, as well as the Council recommendation on strengthening social dialogue in the EU and on minimum income ensuring active inclusion. The implementation of EU strategies such as the EU Strategic Framework on Health and Safety at

Work 2021–2027, the European Care Strategy, the European Skills Agenda 2020–2025, the 2030 Digital Compass: the European way for the Digital Decade, the Gender Equality Strategy 2020–2025; the LGBTIQ Equality Strategy 2020–2025; a Roma strategic framework for equality, inclusion and participation; the Strategy for the rights of persons with disabilities 2021–2030; and Europe's Beating Cancer Plan have also been of vital importance for activities during 2024.

The European Year of Skills continued in 2024, highlighting the importance of skills in an ever-changing labour market landscape as well as the importance of skills in addressing persistent labour shortages. Eurofound's work emphasised the importance of working conditions and job quality including continuous training as well as work organisation for skills utilisation.

Eurofound will continue to engage with topics such as collective bargaining and social dialogue, an ageing workforce, long-term care, the state of housing in Europe, and the impact of the green and digital transitions on living and working conditions. These, as well as the above-mentioned initiatives, will continue to form the basis for the work programmes of the new European Commission and the European Parliament. They show the joint efforts between policymakers, social partners and civil society in preserving the social dimension of Europe while remaining globally competitive.

The political priorities of the EU institutions and the underlying developments are reflected comprehensively in Eurofound's multiannual work programme and the implementation of its research and communication activities in 2024, producing results relevant to policymaking as well as exploring new topics, so that the Agency remains committed to its mission.

Section 1.2 of this chapter presents the main results of Eurofound's work as set out in the 2024 work programme and how this work contributed to the EU's policymaking in priority areas. In its annual publication *Living and working in Europe*, Eurofound provides more in-depth findings of selected research completed in 2024.

Section 1.3 describes Eurofound's progress against its objectives, which is expressed in eight key performance indicators (KPIs).

## 1.2 Programme results

Eurofound's strategic objective for its multiannual work programme is 'to provide scientifically sound, unbiased, timely and policy relevant knowledge that contributes to better informed policies to improve living and working conditions and strengthen cohesion in a changing Europe'.

Eurofound's work programme activities for 2021–2024 are designed to contribute to six policy-relevant themes: Working conditions and sustainable work; Industrial relations and social dialogue; Employment

and labour markets; Living conditions and quality of life; Anticipating and managing the impact of change; and Promoting social cohesion and convergence. The work programme also includes two horizontal activities: Corporate communication, and Management and development.

This section gives an overview of the main results per activity in 2024. It starts, however, with an outline of the research findings that were published in 2024 as part of the special focus that emerged during the 2022–2024 programme on mapping and analysing the cost-of-living crisis and labour shortages respectively.

### Cost of living

2022 and 2023 saw high rates of inflation impacting the economy at large. Eurofound carried out a series of research projects to examine the consequences of and responses to the increases in the cost of living. The resulting publications investigated the impact on income, minimum wages, inequality and living conditions in a broad sense. The main findings were that while minimum wages have increased and are responding to price increases, partly driven by the directive on adequate minimum wages, a large proportion of EU citizens (30%) have difficulty making ends meet. This situation is compounding EU citizens' difficulties accessing affordable and adequate housing and is having a negative impact on their trust in institutions.

**Table 1: Publications, podcasts and webinars in 2024 on the impact of the rising cost of living**

Publications	Format
Minimum wages in 2024: Annual review	Report
Substantial rises in national minimum wages for 2025 – linked to the EU directive?	Article
Towards adequate minimum wages: Fairness and a decent standard of living	Article
Developments in income inequality and the middle class in the EU	Report
A snapshot of income inequality and middle class across the EU	Article
The political dimension of social cohesion in Europe	Report
Trust in crisis: Europe's social contract under threat	Article
Unaffordable and inadequate housing in Europe	Report
Podcasts and webinars	
Are minimum wages in Europe adequate and effective?	Podcast
Has Europe failed its youth?	Podcast
Is Europe's middle class disappearing?	Podcast
Can the EU help turn the tide on housing in Europe?	Podcast
Eurofound LIVE: Understanding the socioeconomic impact of the transition to a climate-neutral economy – How to make the Green Deal a reality?	Webinar
AskTheExpert: Facing the future – Exploring the key challenges for Europe in election year	Webinar

The results were presented on various occasions at events organised by the social partners and EU institutions, as well as at two Brussels Briefings: *Addressing unaffordable and inadequate housing in Europe – What can we do?* and *Minimum wages – Comparing and contrasting in the EU*.

## Labour shortages

While labour and skills shortages have been a feature of European Union labour markets for the past decade, the COVID pandemic, in conjunction with the triple-transition (Digital, Green and Demographic) in the European Union, amplified the scale and depth of this structural feature. Eurofound has produced a series of outputs to provide a diagnosis of the problems as well initiatives taken to address them. The publications address the three widespread reasons for labour and skills shortages: poor match between skills demand and supply, poor job quality and high share of underutilised labour.

Publications	Format
Keeping older workers engaged: Policies, practices and mechanisms	Working paper
Social impact of migration: Addressing the challenges of receiving and integrating Ukrainian refugees	Research report
Job quality side of climate change	Research report
Company practices to tackle labour shortages	Research report
Youth integration in the EU: Navigating digitalisation and labour shortages – Background paper	Customised report
Role of human capital inequalities in social cohesion and convergence	Research report
Decarbonisation of residential heating and cooling: The heat pump challenge	Eurofound research paper
Young people in the Western Balkans	Research report
Future of work: Are we ready for tomorrow?	Blog
Just transition? It's not that simple	Blog
Living longer, working longer: How to further activate an ageing workforce	Blog
Podcasts and webinars	Format
Is climate change making work more dangerous in Europe?	Podcast
Tackling the gender pay and employment gaps	Podcast
Is Europe's green transition in jeopardy? Jointly with European Environment Agency	Webinar
Facing the Future – Exploring the key challenges for Europe in election year	Webinar

The results from this work were widely disseminated and discussed with key stakeholders. To mention a few, Labour shortages was on the agenda of almost all the national *Virtual visits* Eurofound organised during the year, as well of several *Brussels Briefings*. Eurofound also provided input on Labour and skills shortages to the Belgian and Hungarian presidencies and co-organised a joint event with the European Labour Authority (ELA) on challenges facing employers in the form of labour shortages.

## Working conditions and sustainable work

In 2024, research carried out under the Working conditions and sustainable work activity focused on exploring the impact of mega-drivers of change on working conditions and job quality. Building on previous work on telework and the right to disconnect, Eurofound examined how workplaces are adapting to accommodate hybrid work models. Ten case studies conducted in Austria, Finland, Lithuania and Spain investigated how hybrid work is being managed in organisations. This research will be complemented by data from the European Working Conditions Survey (EWCS) 2024, looking at the job quality issues around hybrid work. A policy brief, [The hybrid workplace in the post-COVID-19 era](#), will be published in 2025. In a separate project, managers' perspectives on hybrid work and the specific challenges they face managing hybrid workers are being investigated. In 2024, a literature review [Understanding the management challenges in hybrid work](#) provided an overview of management challenges and identified research gaps, for example in relation to the well-being of managers who have the additional challenge of managing hybrid teams.

Technological change has had an impact on social relations at work, including the context for adverse social behaviour. Eurofound mapped national regulatory instruments aimed at counteracting antisocial behaviours at work, particularly bullying and harassment. This analysis sought to find out whether regulations and policies are still fit for purpose. In fact, in many Member States, online forms of abuse are viewed as extensions of the traditional form



of face-to-face bullying or harassment rather than as a distinct phenomenon requiring separate regulation. Only a few countries have amended their existing legislation to include cyberbullying and online harassment, as the report [Workplace bullying, harassment and cyberbullying: Are regulations and policies fit for purpose?](#) shows.

Workers will experience the effects of climate change in many ways: job insecurity, changes to their work tasks and responsibilities, and changes in their workplaces that may involve different work practices and the development of new activities and products. Eurofound examined these risks in the report [Job quality side of climate change](#). The report shows that while changes in work may increase the vulnerability of some workers, they also offer opportunities to improve some dimensions of job quality. Nearly half of workers in the EU will experience profound changes in their job tasks as economies adapt to climate change, and climate mitigation strategies are implemented.

Demographic change is another mega-driver that impacts on the world of work. Over the past 15 years, the employment rate of older workers has increased by 20 percentage points, accounting for a very large part of the increase in employment. Every year, however, millions of fit and healthy European baby-boomers retire, even though they perceive their work as meaningful and could remain in the labour force. In 2024, Eurofound released the report [Keeping older workers in the labour force](#), which identified the obstacles many older workers still face to remaining in employment until the statutory retirement age or beyond. The report provides good practice examples of what can be done to tackle age discrimination in workplaces and recruitment and to address the poor age management evident in many companies and the lack of coherent and systematic strategies addressing ageing. One of the key difficulties facing an ageing workforce are skills development and career advancement. Furthermore, although unemployment is lower among workers aged 55 and over than other age groups, once they are out of the labour market, it is hard for them to find a new job.

The report [Self-employment in the EU: Job quality and developments in social protection](#), finalised in 2023, was published in early 2024. It describes the trends in self-employment and examines the working conditions of different groups of self-employed, as well as measures taken at EU Member State level to better protect self-employed individuals against the risks of unemployment, workplace accidents and sickness.

Preparatory work was conducted in 2024 for the analysis of the new dataset resulting from conducting the EWCS in 35 countries from March to December. More than 27,000 workers in the EU were questioned in face-to-face interviews. The extensive data will be used to analyse trends in job quality, as well as new developments in the workplace, such as the use of artificial intelligence (AI) and algorithmic management.

**Table 2: Uptake of publications, podcasts and webinars from Working conditions and sustainable work in 2024**

Publications	No. of downloads
The rise in telework: Impact on working conditions and regulations	1,631
Working anytime, anywhere: The effects on the world of work	1,394
Right to disconnect: Implementation and impact at company level	1,240
Working conditions in the time of COVID-19: Implications for the future	1,057
Psychosocial risks to workers' well-being: Lessons from the COVID-19 pandemic	918

**Note:** Any publications published in 2024 are indicated in brackets after the publication title.

Podcasts and webinars	No. of streams
Tackling the gender pay and employment gaps	151
Is it a right to disconnect?	138
Is climate change making work more dangerous in Europe?	134
How can we effectively tackle cyberbullying at work?	92
AskTheExpert: Are robots revolutionising work in Europe?	387

Key EU documents that quoted findings from research in this activity include:

- Council of the European Union: *Council conclusions on strengthening women's and girls' mental health by promoting gender equality*
- European Commission: *Joint employment report 2024 – As adopted by the Council on 11 March 2024*
- European Commission: *First-phase consultation of social partners under Article 154 TFEU on possible EU action in the area of telework and workers' right to disconnect*



- European Commission: *Flexible working arrangements and gender equality in Europe*
- European Commission: *Labour market and wage developments in Europe – Annual review 2024*
- European Commission: *Study supporting the monitoring of the Posting of Workers Directive 2018/957/EU and of the Enforcement Directive 2014/67/EU: The situation of temporary cross-border mobile workers and workers in subcontracting chains*
- European Trade Union Institute (ETUI): *Conceptualising work-related psychosocial risks*
- ETUI: *Job quality and digitalisation*
- ETUI: *Social policy in the European Union: State of play 2023 – An ambitious implementation of the Social Pillar*

## Industrial relations and social dialogue

Eurofound continued to provide data and information on minimum wage setting in the EU. In January, a first update on minimum wage developments in the Member States was available, and a thorough analysis [Minimum wages in 2024: Annual review](#) was published in June. An interesting observation was highlighted in the article [Towards adequate minimum wages: Fairness and a decent standard of living](#), feeding into the debate about the adequacy of minimum wages. The Minimum Wage Directive establishes that adequacy is to be assessed on two dimensions, fairness and the provision of a decent standard of living. Eurofound's monitoring of developments in the Member States shows that there are more national initiatives addressing the fairness dimension, while initiatives to assess the provision of a decent standard of living remain rare. In October, Eurofound contributed its expertise on minimum wages to the European Commission's Expert Group on the Transposition of Directive 2022/2041 on adequate minimum wages.

Work on tripartite social dialogue and policy formation resulted in the publication in March of a report entitled [Social governance of the Recovery and Resilience Facility: Involvement of the national social partners](#). Although the Recovery and Resilience Facility (RRF) Regulation requires the social partners to be consulted in the preparation and implementation of the RRF reform and investment plans, the report finds that the quality of their involvement continues to be uneven across countries and depends on several factors, for example the time allocated for meaningful consultation.

In September, a topical update entitled [Workplace bullying, harassment and cyberbullying: Are regulations and policies fit for purpose?](#) was published (see more details under the Working conditions and sustainable work activity above). The information collected was also used to draft two articles. The article [After #MeToo: Changes in sexual harassment policy at work](#) reviews the various approaches to addressing sexual harassment in EU Member States and highlights recent policy changes. Another article, [Micromanagement in the digital age: A form of \(cyber\)bullying?](#), explores the impact of this management style, which is marked by excessive supervision and a lack of trust. It highlights the risk of creating a toxic environment, crossing the line to (cyber)bullying.

As part of the regular reporting on [developments in working life](#), 28 national country working papers, covering the Member States and Norway, were published in July. A recurring theme in these national reports was the ongoing cost-of-living crisis. A comparative article drawing on the information provided by Eurofound's national correspondents examined [labour disputes across Europe in 2023](#) in the context of the struggle for higher wages as the cost of living increased. Another article, also drawing on the national reports from the Member States, examined the question [of what can be done about the erosion of the real-term value of negotiated wages](#). As inflation and economic uncertainty continued to influence collective wage bargaining in 2023, any gains made in real terms since 2009 were eroded between 2020 and 2023.

In line with its mandate to provide forums for the exchange of experiences, Eurofound created a space for social learning among the social partners and government representatives with the [Tripartite Exchange Seminar](#), a joint initiative with three other EU agencies – Cedefop, the EEA and the ETF. Over the course of 2024, three interactive modules gave seminar participants – including those from the Western Balkans countries – the opportunity to discuss how the social partners and governments can engage more actively in ensuring that green initiatives and policies together with social dialogue lead to better economic, environmental and social outcomes. A data story, [Bolstering social dialogue to support a green just transition](#), presents the process and the results of this innovative exercise.

Eurofound published five representativeness studies in 2024 ([Postal and courier activities sector](#); [Road transport sector](#); [Extractive industries sector](#); [Construction sector](#); [Chemical sector](#)). Work continued on 13 other studies, 6 of which are scheduled for publication in 2025. Other ongoing research in this activity includes the EU PolicyWatch database, which continues to be updated. To date, more than 3,000 policy measures have been recorded. The latest updates added further policies aimed at supporting the just transition to the database, and a general review and

update of existing cases was undertaken to ensure that the database remains up to date. Based on information contained in the EU PolicyWatch database, an article was published summarising policy measures introduced to cushion the effects on workers, businesses and citizens of extreme weather events.

**Table 3: Uptake of publications, podcasts and webinars from Industrial relations and social dialogue in 2024**

Publications	No. of downloads
Minimum wages in 2024: Annual review (2024 publication)	1,370
Minimum wages in 2023: Annual review	1,092
Minimum wages for low-paid workers in collective agreements (2024 publication)	830
Telework in the EU: Regulatory frameworks and recent updates	829
Working time in 2021–2022	667

**Note:** Any publications published in 2024 are indicated in brackets after the publication title.

Podcasts and webinars	No. of streams
Are minimum wages in Europe adequate and effective?	212
Is Europe's middle class disappearing?	146

Key EU documents that quoted findings from research in this activity include:

- European Commission: *Study exploring issues and possible solutions in relation to the Recast Directive 2009/38/EC on European Works Council – Final report*
- European Commission: *Labour market and wage developments in Europe – Annual review 2024*
- European Parliamentary Research Service (EPRS): *Performance framework for the EU budget: Concepts and practices*
- European Economic and Social Committee (EESC): *Improving collective bargaining in Europe*
- ETUI: *Dawn of a new era? The impact of the European Directive on adequate minimum wages in 2024*

## Employment and labour markets

In 2024, Eurofound completed analyses of the regional dimension of labour market change in the aftermath of the COVID-19 pandemic and released the research report [Regional employment change and the geography of telework in Europe](#) in September and the related working papers [Remote work in rural and peripheral areas: Characteristics, challenges and initiatives to support it](#) in April and [Telework by region and the impact of COVID-19 pandemic: An occupational analysis](#) in May. The publications revealed a fast and successful recovery of employment across the EU, with almost 90% of regions exceeding their pre-pandemic employment levels by 2022. The urban and capital city areas retained a lot of their advantage in terms of higher employment levels and growth, benefiting from their occupational structure and digitalisation, which enabled higher rates of telework. On the other hand, the spread of remote work has opened opportunities for communities in the periphery to explore revitalising their areas – this, however, requires well-thought-out policy support.

The research report [Weathering the crisis: How job retention schemes preserved employment and incomes during the pandemic](#), published in September, presents the results of a thorough analysis of the significant impact that EU policy measures have made. The research estimates that 24.8 million jobs were saved in the EU in 2020 through the use of job retention schemes and that the schemes absorbed more than one-third of the income shock produced by the COVID-19 pandemic in 2020 and more than one-fifth of the income shock in 2021. The findings fed into the European Commission's [Ex-post evaluation of the European instrument for temporary support to mitigate unemployment risks in an emergency](#) (SURE).

Regular updates of the key monitoring tools in the area of employment and labour markets – the European Jobs Monitor (EJM) and the European Restructuring Monitor (ERM) – took place. The EJM is the basis of the Eurofound research paper [The changing structure of employment in the EU: Annual review 2023](#), published in March. The paper analyses the contraction as well as subsequent growth of employment in Europe over the period spanning the economic crisis and the COVID-19 crisis and the subsequent recoveries (2008–2023), as well as the differences in dynamics across the main sectors and occupational groups. It highlights that even in the backdrop of shrinking

working-age population, the number of jobs has reached unprecedented levels – largely due to the increasing labour market participation of women and older workers.

The [ERM](#) captures the announcements of large-scale restructuring in the EU and provides an indication of potential trends before official employment statistics become available. After job creation slowed down in 2023, 2024 was the year when jobs lost due to large restructuring exceeded the jobs created. Towards the second half of the year, concerns spread widely in media and among policymakers regarding the risks to the EU's automotive industry and potential factory closures. The ERM team provided support to policymakers by extracting the relevant data on automotive companies and countries affected. Overall, the requests for ERM data by academic and policy researchers increased by 30% in 2024 compared with 2023.

Despite some economic slowdown in 2023, labour shortages in the EU persisted, and throughout 2024, Eurofound stakeholders continued showing a high level of interest in the topic. In September, Eurofound published [Company practices to tackle labour shortages](#) – the third report in the series. It analysed the latest data on labour and skills shortages, as well as labour market slack, and suggested that many vacancies were likely filled by workers moving between jobs; increasing the pool of available labour could be further promoted to better meet persistent labour shortages. However, the report also pointed out that some sectors experiencing shortages tend to have considerable rates of poor-quality jobs and hence remain less attractive.

**Table 4: Uptake of publications, podcasts and webinars from Employment and labour markets in 2024**

Publications	No. of downloads
The changing structure of employment in the EU: Annual review 2023 (2024 publication)	694
Company practices to tackle labour shortages (2024 publication)	652
New forms of employment: 2020 update	593
Measures to tackle labour shortages: Lessons for future policy	484

**Note:** Any publications published in 2024 are indicated in brackets after the publication title.

Podcasts and webinars	No. of streams
Tackling the gender pay and employment gaps	151

Key EU documents that quoted findings from research in this activity include:

- European Commission: *Employment and social developments in Europe: Upward social convergence in the EU and the role of social investment – Annual review 2024*
- European Commission: *Joint employment report 2024 – As adopted by the Council on 11 March 2024*
- ETUI: *Gender equality in the EU: Why we need a renewed commitment to gender mainstreaming*
- European Commission: *Participatory conference on labour market developments and labour shortages in the transport sector in the European Union – Conference report*
- ETUI: *Labour shortages, job quality and workers' bargaining power – A European quantitative analysis*

## Living conditions and quality of life

In 2024, Eurofound delivered a comprehensive body of research on living conditions across Europe, focusing on the vulnerabilities faced by key demographic groups and the effectiveness of social policy responses.

Research on the European Child Guarantee yielded two working papers: [The European Child Guarantee workforce](#) and [Analysis of the European Child Guarantee monitoring frameworks](#). The publications were published in February and analyse the operational and evaluative aspects of the European Child Guarantee, highlighting the importance of adequate workforce capacity and robust monitoring systems. The first working paper defines and categorises the Child Guarantee workforce and maps data sources that could contribute to the process of Member States reporting on their national action plans in key areas such as early childhood education and care, education, healthcare, nutrition and housing. The second working paper analyses the monitoring frameworks developed by Member States, focusing on strengths, areas to improve and common issues in their targets and indicators, providing recommendations for improving the monitoring process.

Addressing the evolving landscape of social protection, the research report entitled [Social protection 2.0: Unemployment and minimum income benefits](#) was published in October. This report examines the access to and adequacy of unemployment and minimum income benefits for working-age individuals. It identifies the limited entitlements of those with short or no employment records, the self-employed, those with non-standard work, and the long-term unemployed. The report also focuses on the future of social protection, analysing the impact of digitalisation and changing labour markets on benefit systems. The work done for the report led to the background note entitled [Social protection for the unemployed](#), produced for the [informal meeting of employment and social affairs ministers \(EPSCO\)](#) organised under the Belgian European Council Presidency.

Our research on young people and their living conditions was enriched with two contributions. In May, the report [Becoming adults: Young people in a post-pandemic world](#) was published. The report documented the profound impact of the pandemic on young people's transition to adulthood, revealing increased vulnerabilities in mental health and employment. It described the obstacles encountered by young people in achieving independence, such as high living costs and housing challenges, and examined the aspirations and well-being of young people in the context of current labour and housing conditions, as well as the progress of the Youth Guarantee implementation. Eurofound also investigated the impact of digitalisation and labour shortages on the integration of young people into the labour market in the background note [Youth integration in the EU: Navigating digitalisation and labour shortages](#), published in September in time for the informal meeting of the Employment Committee (EMCO) under request of the Hungarian Presidency of the Council of the EU.

Finally, [Paths towards independent living and social inclusion in Europe](#) addressed the critical issue of independent living for vulnerable individuals. This report explored the shift from institutional care to family- and community-based settings, known as deinstitutionalisation, for people at risk of marginalisation and investigated the progress, shortcomings, benefits, and challenges of deinstitutionalisation strategies and practices across the EU.

**Table 5: Uptake of publications, podcasts and webinars from Living conditions and quality of life in 2024**

Publications	No. of downloads
Becoming adults: Young people in a post-pandemic world (2024 publication)	1,394
Unaffordable and inadequate housing in Europe	1,191
Bridging the rural–urban divide: Addressing inequalities and empowering communities	434
Social protection 2.0: Unemployment and minimum income benefits (2024 publication)	421
Intergenerational inequalities: How to close the gaps?	354

**Note:** Any publications published in 2024 are indicated in brackets after the publication title.

Podcasts and webinars	No. of streams
Can Europe deliver for its children?	104
Shaping the future of European democracy	139
Has Europe failed its youth?	142
Can the EU help turn the tide on housing in Europe?	148
AskTheExpert: Facing the future – Exploring the key challenges for Europe in election year	595

Key EU documents that quoted findings from research in this activity include:

- European Commission: *Quality in early childhood education and care (ECEC): State of play in the EU Member States based on the European Quality Framework: Analytical report*
- European Commission: *Addressing knowledge gaps in relation to the long-term care workforce*
- EESC: *Affordable sustainable housing in the EU*
- European Commission: *Benchmarking the socio-economic performance of the EU social economy – Improving the socio-economic knowledge of the proximity and social economy ecosystem*
- European Parliament: *European Parliament resolution of 18 January 2024 on the gender aspects of the rising cost of living and the impact of the energy crisis*
- European Parliament: *Social and youth housing in the EU*
- European Parliament: *The situation of young carers in Europe*

## Anticipating and managing the impact of change

The ongoing research on the impact of the green and digital transitions on employment, working conditions and living conditions took a more specific sectoral focus during 2024 with three studies on the construction, tourism and automotive sectors, integrating a set of company case studies, due for publication in 2025. An additional interim output, a research paper on the use case of specific technology that can leverage renewable energy sources to significantly reduce greenhouse gas emissions, was published in September: [Decarbonisation of residential heating and cooling: The heat pump challenge](#). The analysis revealed the uneven uptake of heat pumps between countries, including low prevalence in some Member States that otherwise have favourable preconditions (such as high rates of solar panel installation) to diversify their energy sources and support access to renewable energy for households.

Further research has been carried out on the transition to a low-carbon economy, looking into the roles of various actors involved and ways of addressing the potential impact of the transition on exposed regions. The policy brief [Creating a new social contract for the just transition: Is partnership working?](#) and an accompanying working paper [Just transition partnerships: Involvement, challenges and opportunities](#) were published in September. These publications examine the Territorial Just Transition Plans, collecting information from a variety of actors involved. They provide examples of how multistakeholder partnerships can ensure that the green transition is not only environmentally sound and economically viable but also socially just.

Eurofound also continued to develop a set of indicators for monitoring the social and employment dimension of the green transition, working towards creating a datahub and publishing a report in 2025.

With regard to digitalisation and automation, the research report [Human-robot interaction: What changes in the workplace?](#) was published in July 2024 and an accompanying [digital data story](#) in September. The publications provide an overview of the implementation and use of industrial and service robots, as well as presenting case studies highlighting the increasing use of advanced robotics. These new types of robots build on the progress in AI, machine learning and sensor technologies to achieve higher levels of sophistication and versatility. While overall the number of robots in the EU has increased recently, the number of companies using them has not expanded, suggesting there is a concentration of robot usage in certain companies. While there is a fear that robotisation will lead to job losses, the current actual impact of automation on employment is one of change in job profiles rather than cuts.

Responding to a high degree of interest among stakeholders in the rise of AI, Eurofound published two articles on the topics of [regulatory responses to algorithmic management](#) in May 2024 and [employee monitoring and regulations around it](#) in July.

Eurofound's web [repository on the platform economy](#) was reviewed in 2024 in order to improve the user-friendliness of this database, and information on legislation, court rulings, administrative actions, collective agreements and cooperatives related to platform work was further expanded. By improving the typology and resources on platform work, Eurofound continues to highlight that while research into on-location platform workers has been produced, there is a gap in the knowledge about the platform work that is being done and delivered online. Therefore, Eurofound and ELA have designed a survey of online platform workers, a project that will continue in 2025.

**Table 6: Uptake of publications, podcasts and webinars from Anticipating and managing the impact of change in 2024**

Publications	No. of downloads
Human-robot interaction: What changes in the workplace? (2024 publication)	833
The future of telework and hybrid work	774
Telework and ICT-based mobile work: Flexible working in the digital age	631
Fit for 55 climate package: Impact on EU employment by 2030	379
Ethical digitalisation at work: From theory to practice	281
Creating a new social contract for the just transition: Is partnership working? (2024 publication)	244

**Note:** Any publications published in 2024 are indicated in brackets after the publication title.

Podcasts and webinars	No. of streams
Is climate change making work more dangerous in Europe?	134
Eurofound LIVE: Understanding the socioeconomic impact of the EU's transition to a climate-neutral economy – How to make the Green Deal a reality?	295



Key EU documents that quoted findings from research in this activity include:

- European Commission: Just Transition Platform – Existing studies and databases in the context of the Just Transition Fund
- European Parliament: Addressing AI risks in the workplace: Workers and algorithms
- Council of the European Union: Green transition: Navigating social challenges for a sustainable future

## Promoting social cohesion and convergence

In 2024, Eurofound expanded its research on key societal challenges affecting social cohesion and convergence in the EU.

Addressing the urgent situation arising from the conflict in Ukraine and Ukrainian refugees, two reports were published in March. The first, [Social impact of migration: Addressing the challenges of receiving and integrating Ukrainian refugees](#), examines the challenges EU Member States and Norway face in integrating Ukrainian refugees, focusing on their labour market inclusion and access to essential public services. The study highlights the barriers they encounter to accessing the labour market and evaluates support measures and service provision, focusing on the interplay between employment, housing, healthcare, childcare and social assistance. Complementing this publication, [The Ukraine crisis: The mental health toll of the war](#) examined the mental health impact of the war in Ukraine, the needs of displaced Ukrainians, the support provided to them and access to such support. The study also looks at the psychological effects of war trauma on children and the factors that may help alleviate the psychological burden of war.

The broader dynamics of social cohesion in Europe were analysed in the report [The political dimension of social cohesion in Europe](#), published in April. The study examines the political aspects of social cohesion in Europe using 20 years' worth of data from the European Social Survey. It analyses trends and regional differences in political participation and the link to trust in institutions and discontent, with a special focus on political engagement during the COVID-19 pandemic.

Eurofound addressed the critical issue of income inequality with the report [Developments in income inequality and the middle class in the EU](#), published in July. This study examines income inequality trends within and between Member States from 2006 to 2021. It investigates whether the middle class has shrunk due to changes in household disposable income, and it provides a comprehensive overview of the evolving landscape of income distribution.

The research on upward convergence was enriched in 2024 with three contributions. In October, the report [Role of human capital inequalities in social cohesion and convergence](#) was published. The study examines the convergence of human capital within the EU, focusing on individuals with tertiary education. It analyses the creation, labour market utilisation and mobility of human capital and reveals that while Member States are effective in creating human capital through education, disparities exist in its utilisation and mobility, impacting economic convergence. The findings of this Eurofound research were used in the European Commission's [Joint employment report 2024](#) and [Employment and social developments in Europe 2024](#) report. Linked to the report on human capital inequalities, a working paper [Human capital and income convergence in the EU](#) was published in September. The paper analyses the role of highly educated individuals in the convergence of income levels across EU Member States and regions from 2008 to 2021, finding that the share of graduates played a significant role in accelerating income convergence among Member States.

Additionally, the policy brief [The EU and G20: A two-decade journey of socioeconomic, digital and green transformation](#) was published in December. It analyses how the EU's position within the G20 has evolved in various socioeconomic dimensions since the start of the 21st century. It examines trends in human development, labour market participation, digital adoption and environmental sustainability among G20 members, and analyses whether the performance of these countries are converging or diverging.

**Table 7: Uptake of publications from Promoting social cohesion and convergence in 2024**

Publications	No. of downloads
Social impact of migration: Addressing the challenges of receiving and integrating Ukrainian refugees (2024 publication)	1,107
Developments in income inequality and the middle class in the EU (2024 publication)	934
Economic and social inequalities in Europe in the aftermath of the COVID-19 pandemic	515
The political dimension of social cohesion in Europe (2024 publication)	353
Role of human capital inequalities in social cohesion and convergence (2024 publication)	241

**Note:** Any publications published in 2024 are indicated in brackets after the publication title.

Key EU documents that quoted findings from research in this activity include:

- European Commission: Employment and social developments in Europe: Upward social convergence in the EU and the role of social investment – Annual review 2024
- European Commission: Social Situation Monitor: Low-wage employment in central and eastern European Member States
- European Committee of the Regions: The state of regions and cities: EU annual report 2024

## Survey management and development

In 2024, fieldwork for the EWCS 2024 was completed, and preparations were made to field follow-up interview rounds with respondents in 2025. For the latter, the work consisted of tendering out services for the translation of the follow-up questionnaires and the management of incentives for respondents. Furthermore, a contract was put in place for the external quality assessment of the EWCS 2024, and work began on analysing the 2024 online component of the survey and its associated test elements, noting that this work will also be the subject of an independent external evaluation in 2025.

Work continued with the preparations for the EQLS 2026. Eurofound developed the conceptual framework and the questionnaire, drawing upon internal knowledge as well as academic expertise to assess the quality of the EQLS 2016 questionnaire and of the scales and indices built. Consultations with stakeholders took place to ensure that the EQLS is policy relevant and meets policymakers' key needs for insights. Further consultations took place on the survey methodology in preparation for producing the technical specifications of the procurement (published in the first quarter of 2025).

The annual edition of the e-survey was fielded between April and May, and the factsheet [Quality of life in the EU in 2024: Results from the Living and Working in the EU e-survey](#) was drafted. It outlines trends between 2020 and 2024, with particular attention on the cost-of-living crisis, work-life balance and changes in opportunities for working remotely, trust, and access to healthcare. The factsheet also included a more detailed section on the quality of life of people with disabilities. In parallel, a version of the dataset that includes clean and harmonised data from all seven rounds (2020 to 2024), including panel data, was prepared for release to the public via the UK data archive. Aggregate statistics from all waves will also appear on Eurofound's data explorer.

## Reacting to ad hoc information requests

In order to be able to react to changing information needs that could not be foreseen at the time of programme development as well as to ad hoc requests from policymakers, Eurofound has reserved capacity to provide background papers, customised reports and short studies when requested to do so by its stakeholders. The capacity reserved can also be used to research upcoming and unforeseen issues at the initiative of Eurofound.

During 2024 the ad hoc project on European Child Guarantee monitoring frameworks, which started in 2023, published two working papers (details are given above under the Living conditions and quality activity).

Eurofound received an ad hoc request for a research report on digitalisation in social protection, looking at the trends, risks and opportunities involved. This project started in autumn 2024 with the drafting of a questionnaire for the Network of Eurofound Correspondents (NEC) and its launch in mid-December. The publication is foreseen to be published in autumn 2025.

## Corporate communication

In 2024, Eurofound's communication programme based on four priority pillars continued to inform the Agency's work: a clear **policy focus** in all outputs; an agile and responsive **digital first approach**; inclusion of **the national level** in our work; and **collaborative partnerships** with a range of organisations.

Fundamental to the communication programme is the publication and promotion of the Agency's research resulting from the activities discussed above. Increasingly, this work is complemented by other communication outputs such as in-person and virtual events (including webinars), podcasts, blog posts, videos and social media. In 2024, Eurofound delivered the outputs indicated in Table 8, along with our landmark European Parliament exhibition to mark the launch of Eurofound 50, with its associated briefings, and a total of 302 contributions to the policy debate across the EU.

**Table 8: Type and number of communication outputs**

Type	Number
Reports	28
Articles	14
Blog posts	8
Eurofound research papers	2
Webinars	3
Annual lecture	1
Podcasts	10
Brussels Briefings	5
Dublin Briefings	3
Visits	19
Virtual visits	8

Eurofound continues to innovate in how it delivers its research findings and analysis. The **Eurofound Talks podcast series** continued to offer in-depth analyses. The 10 podcasts released in 2024 provided a deep dive into key topics: minimum wages, the gender pay and employment gaps, the right to disconnect, the European Child Guarantee, the future of European democracy, the issues facing young people, climate change and working conditions, housing, cyberbullying at work, and the changing fortunes of Europe's middle class.

**Webinars** take the in-depth conversational analysis of Eurofound's work a step further, with live Q&A sessions. In 2024, Eurofound webinars covered such issues as robotics in the workplace and the green transition. In 2024, an election year, a dedicated webinar looked at the key challenges for Europe. Other outputs focusing on election questions included blog posts dealing with the challenges and opportunities facing Europe and a podcast looking at the drivers of European voters' choices.

With the **European Commission being reconstituted and a new European Parliament** being formed, Eurofound 'introduced' itself to the new MEPs in October by means of a major exhibition in the European Parliament building in Brussels. Executive Director Ivailo Kalfin presented Eurofound's work to the Parliament and a number of panel debates and MEP briefings. The exhibition also launched our 50th anniversary celebrations.

Over 2024, Eurofound cemented its reputation as a reliable partner for the Member States hosting the Presidency of the Council of the European Union. Eurofound supplied its **expertise** at events for the Belgian and Hungarian presidencies, providing keynote speakers, presentations and background papers on a range of topics: the European Child Guarantee; the integration of young people; social protection; psychosocial risks in the workplace; labour shortages; the employment of people with disabilities; and digitalisation in the workplace (see reporting of these topics in the activities above).

**Collaborative partnerships** also form a core element of Eurofound's work (see also Section 2.2.1). A key part of this is cooperation with other EU agencies, which takes place through events, publications, promotional activities and visits. Eurofound together with the EEA, Cedefop and the ETF held the Tripartite Exchange Seminar, looking at how to boost social partner and government capacity for social dialogue. A joint webinar with the EEA addressed the green transition, and a joint event with the ELA looked at the challenges labour shortages are posing for employers. Eurofound also worked closely with European Institute for Gender Equality (EIGE), hosting a session at the annual EIGE Gender Equality Forum. In addition, Eurofound hosted visits from EU-OSHA to discuss the topic of climate change, from the ELA to discuss further collaboration and from Leena Ylä-Mononen, Executive Director of the EEA, to sign a joint action plan.

Also in 2024, Eurofound held another successful **Open Day** and participated for the second year in **Open House Dublin** (part of the Open House Europe project), both events bringing the Agency closer to its neighbours. The face-to-face, small-scale **Brussels Briefings** continued with five briefings in 2024, looking at minimum wages, the challenges of housing in Europe, AI and algorithmic management in the workplace, supporting employment and independent living for people with disabilities, and the gender gap in job quality. These briefings enabled a depth of conversation with participants from the European institutions, social partners and civil society. Complementing this series, in 2024 Eurofound launched its **Dublin Briefings**, adapting the same model of in-person access to Eurofound's research



expertise to the Irish dimension. The three first briefings, over the course of 2024, addressed the topics of minimum wages, social protection and self-employed workers, and housing. And the **virtual visits** programme, arranged in conjunction with our national-level stakeholders, continued and delivered Eurofound's expertise to national level across Europe – to Austria, Belgium, Croatia, Cyprus, Germany, Luxembourg, Portugal and Romania.

The only EU agency based in Ireland, Eurofound has a long-established relationship with the Irish government. The Agency presented its findings on two occasions during the year to parliamentary committees. And our second annual **Living and Working in Europe lecture** took place in collaboration with the Irish Department of Foreign Affairs. Given by Ivan Krastev, Chair of Sofia's Centre for Liberal Strategies, the event was opened by Jennifer Carroll MacNeill TD, Minister of State with responsibility for European Affairs and Defence.

Technological and personal innovations have seen returns in user engagement. Following a review of social media activities carried out via a social media audit, over 2024 we significantly **expanded our video content** to better serve our audiences, bringing EU research to life in new ways. Short videos, presenting more dynamic content, are ideal for presentation on **social media**, and this is translating into boosted engagement – for instance, in 2024, views of videos on LinkedIn rose by over 52% and almost 37% on X. On LinkedIn, the number of followers increased by 26% over the year, and traffic to the Eurofound website from social media increased by 24%. The success of this approach, and insights gained from the audit, resulted in Eurofound relaunching on Instagram in December 2024 and rolling out a Bluesky account in January 2025.

On the **website**, a range of new content was put online, including new sections on the European Child Guarantee monitor in Eurofound's EU convergence monitoring hub and to host Eurofound's work with the European Council presidencies. Preparatory work began on a new web solution to reduce external dependency, accelerate development cycles, improve the user experience and achieve more cost efficiency overall; migration to the new site will be completed in 2025. This will simultaneously improve user experience and navigation, while allowing greater flexibility for communication of Eurofound's work. In the same vein, **data visualisation** was taken a step further with Power BI-based survey dashboards, improving the user experience and performance, cementing our commitment to a digital first approach.

Finally, as part of the user feedback programme, Eurofound ran a user survey in late 2024; in early 2025, this will be feeding insights into the communication programme and informing the communication strategy to ensure that Eurofound continues to respond to and anticipate the needs of its audiences.

## Management and development

This activity covers ongoing tasks and projects supporting organisational compliance and development. During the final year of the programming period 2021–2024, the three multiannual priorities drove management and organisational development.

1. **Developing and engaging people and strengthening capabilities to implement a high-performing organisation**  
(See also Section 2.5.)
  - a. Following the organisation of an inter-agency workshop, Human Resources (HR) staff developed a new framework for supporting career development. The new concept received positive feedback from management and staff representatives for development during 2025. The implementation of the new career framework is foreseen in 2026.
  - b. The implementation of the learning and development strategy 2023–2026 focused on initiatives for informal learning in parallel with formal training.
  - c. During the year, several important activities to support the well-being of staff were rolled out, for example:
    - the launch of an online platform, Kara Connect, which provides Eurofound staff with easy access to several well-being service providers for private advice according to individual needs (within a budgetary ceiling)
    - awareness-raising by the confidential counsellors of their role and ways to support staff and make suggestions to management.
2. **Providing the information and intelligence to make well-informed decisions about the use of scarce resources**
  - a. The 2024 implementation of the simplification of systems and processes yielded positive results in project- and activity- based management.
  - b. The data collection and reporting system for the KPIs was reviewed to improve the reliability of the data for management reporting to be introduced for the 2025–2028 programming period.

- c. In line with our commitment to exploring and integrating AI technologies in a strategic, ethical and collaborative manner, two initiatives started mid-2024: the Eurofound AI Steering Group and the Eurofound AI Community of Practice (CoP). The AI Steering Group provides strategic oversight and reports at regular intervals to the Executive Director and management. The AI CoP serves as a platform for knowledge sharing, skill development and cross-departmental collaboration, fostering a culture of innovation and continuous learning. It collects cases on the use of AI to exchange experience and ideas for potential broader application. A staff survey was launched in November to shape 2025 priorities, including the implementation of AI use cases and roll-out of AI training initiatives.

### 3. Supporting results-based operations in line with regulatory compliance and governance principles for EU agencies

- a. The financial circuit was reviewed and adapted to ensure clarity of roles and responsibilities and robust, efficient controls aligned with Eurofound's Financial Regulation.
- b. As part of Eurofound's commitment to environmental management and sustainable development, the Agency is now registered with the ISO 14001: 2015 environmental management standard, complementing the existing EMAS registration.
- c. The Cybersecurity Regulation (EU) 2023/2841 of 13 December 2023 obliges Eurofound, along with all other EU institutions and agencies, to establish its own cybersecurity risk-management, governance and control framework. Without the possibility of recruiting additional staff, this multiannual project is a challenging undertaking. Stocktaking and assessment activities resulted in a clear understanding of the Agency's current cybersecurity strength level and commitment by year end. The Executive Director approved the Eurofound Cybersecurity Framework at the end of the first quarter of 2025. The Agency is committed to take the next steps in further strengthening measures.

## Service-level agreements and contribution agreements

### Pilot project on working time reduction

A service-level agreement for a pilot project on working time reduction was signed with the European Commission in 2023. A first work package, comprising a literature review, was completed in 2024. A second work package, consisting of a mapping exercise to capture the situation in the 27 Member States, followed by a more in-depth investigation of recent initiatives around reducing working time and/or implementing a four-day working week in 10 Member States, was carried out during 2024. An overview report summarising the results of the mapping was available at the end of 2024.

A new service-level agreement was signed with the Commission in December 2024. It will run over three years.

### Social dialogue network

A service-level agreement was signed with the Commission in December 2024 for the establishment of a network for the analysis and promotion of EU social dialogue. The objectives are to analyse and promote the outcomes of European social dialogue; to improve the visibility of European social dialogue; and to provide analytical support to existing and new social dialogue-related initiatives at EU level, including through ad hoc requests from the Commission. It will run over three years and contains the following work packages:

- establishment of a social dialogue expert network to support the provision of high-quality deliverables
- desk research on the outcomes of EU cross-sectoral and sectoral social dialogue based on material provided by the Commission (relevant data on the joint outcomes and other relevant details, i.e. contact information for the social partners that are party to the agreement) and follow-up interviews with social partners, as required
- analysis of contributions of national industrial relations/social dialogue experts on the promotion and implementation of joint agreements
- desk research on outcomes of Commission-funded projects, based on information provided by DG EMPL
- developing and implementing an online presence linked to European social dialogue by producing newsletters, news items and social media posts on new outcomes of EU social dialogue, social partner hearings and results of funded projects

### Database on lower pay rates set in collective agreements for low-paid jobs

A service-level agreement was signed with the Commission in December 2024, the objective of which is to provide updated data on wage floors specified in the collective agreements contained in Eurofound's database on collectively agreed minimum wages beyond 2022. The agreement runs until the end of 2027 in order to include pay rates for 2023–2026.

### Provision of knowledge to support better informed social, employment and work-related policies in the Western Balkans and Türkiye

In the context of the Instrument for Pre-Accession Assistance (IPA III), Eurofound and the Commission's Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) signed a contribution agreement in May 2023 covering a period of 36 months up to 2026. The agreement covers three main tasks, with the aim of highlighting developments in and challenges to the quality of work and life of different population groups based on age and gender and for different economic sectors and occupations in the context of major global developments. In 2024, the following tasks were delivered.

- In terms of data collection, the Western Balkans are included in the EWCS 2024. In the summer, a survey based on telephone interviews was launched on the social situation in the Western Balkans and Türkiye. The questionnaire was developed in collaboration with the ETF. The specifics of the analysis of the data for these countries will be discussed with national experts and the ETF in the first half of 2025, and a publication is expected at the end of the year.
- The report [Young people in the Western Balkans](#), based on findings from Eurofound surveys and on feedback from experts at national level, was published. The key messages were that youth unemployment remains a pressing challenge in the Western Balkans, where recent progress is being overshadowed by the potential effects of rising labour market inactivity and emigration; that Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia (the WB6) have surpassed the EU in certain aspects of job quality, where young workers often receive better social support at work and are significantly more engaged in their work; and that young women in the Western Balkans and especially in Türkiye face higher unemployment and limited access to education and training.
- Social partner and government representatives from the EU and the Western Balkans actively participated in both the online and residential modules of the Tripartite Exchange Seminar.

## 1.3 Progress against key performance indicators 2024

### 1.3.1 Key performance indicators

Eurofound is using various instruments to monitor, analyse and report on its performance towards achieving expected results. The Agency monitors its performance in aspects that are specifically relevant for achieving its corporate strategic objective using eight KPIs. These are grouped into three types: four results indicators, one indicator of scientifically sound delivery, and three input and output indicators.

#### Results indicators

Policy relevance (and timeliness) of contributions to policy development and debate through:

- uptake of Eurofound's expertise in key European-level policy documents (KPI 7)

- Eurofound's engagement with stakeholders in meetings and events (KPI 6)
- uptake of Eurofound knowledge in priority media (KPI 5.5)
- uptake of and engagement with Eurofound's knowledge through its website (KPI 5)

#### Indicator of scientifically sound delivery

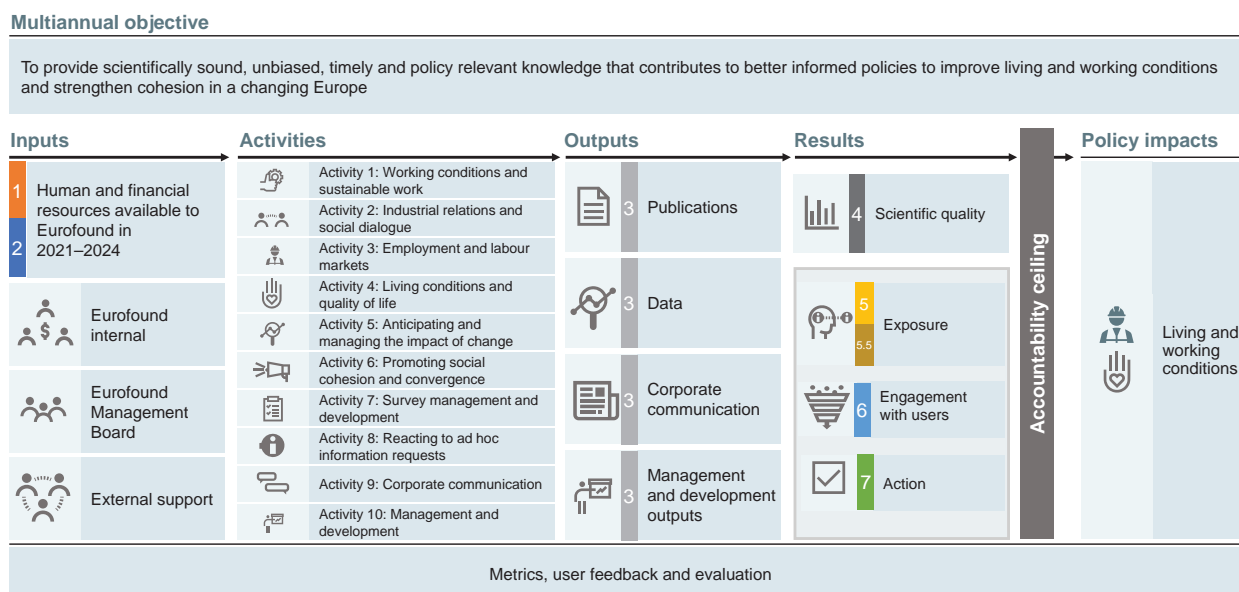
- recognition of the scientific quality of Eurofound's research (KPI 4)

#### Input and output indicators

Effective and efficient use of human and financial resources indicated by:

- budget implementation (KPI 1)
- efficient use of posts available in the establishment plan (KPI 2)
- programme delivery (KPI 3)

Figure 2 demonstrates how these KPIs are organised to cover the whole of the Agency's programme logic.

**Figure 2: Eurofound's strategic objective and KPIs mapped against its programme logic**

Key:

<b>1</b> KPI 1	<b>3</b> KPI 3	<b>5</b> KPI 5	<b>6</b> KPI 6
<b>2</b> KPI 2	<b>4</b> KPI 4	<b>5.5</b> KPI 5.5	<b>7</b> KPI 7

### 1.3.2. Results indicators

#### Uptake of Eurofound's expertise in key European-level policy documents (KPI 7)

**Table 9: Summary of performance, 2021–2024**

Indicator	2024	2023	2022	2021
Uptake of Eurofound's expertise in key European-level policy documents (out of total registered European-level policy documents)	80 out of 97 (82%)	166 out of 202 (82%)	163 out of 198 (82%)	152 out of 206 (74%)

Key European-level policy documents are those that initiate policy processes, are of a consultative or advisory nature, or are reports with comprehensive uptake of Eurofound's knowledge. Eurofound was referenced in 97 EU policy documents in 2024, of which 80 were key European-level policy documents, as shown in Table 9.

The apparent reduction in uptake in key European-level policy documents is due to the sharp decline in the publication of those documents in the second half of 2024 as the Parliament and Commission were working on the priorities for the new mandate following the European elections in June. A change in data collection method was also introduced during the year in the context of improving the cost effectiveness of Eurofound's corporate performance monitoring and measurement system.

**Table 10: Number of key European-level policy documents citing Eurofound research, by source, 2024**

EU institutions and social partners	Number
European Parliament	16
European Commission	37
EU social partners	14
European Economic and Social Committee	6
Council of the European Union	5
Committee of the Regions	1
European Court of Auditors	1

**Table 11: Top outputs cited in key European-level policy documents, 2024**

Title	No. of citations
1. Working conditions in the time of COVID-19: Implications for the future (6) + EWCTS data (5)	11
2. The rise in telework: Impact on working conditions and regulations	7
3. Working conditions and sustainable work: An analysis using the job quality framework	5
4. Challenges and solutions: Case studies on European Works Councils	4
5. European Company Survey 2019: Workplace practices unlocking employee potential	4
6. Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty	4
7. Living, working and COVID-19	4
8. Minimum wages: Non-compliance and enforcement across EU Member States – Comparative report	4
9. Role of human capital inequalities in social cohesion and convergence	4
10. Living, working and COVID-19 in the European Union and 10 EU neighbouring countries	3

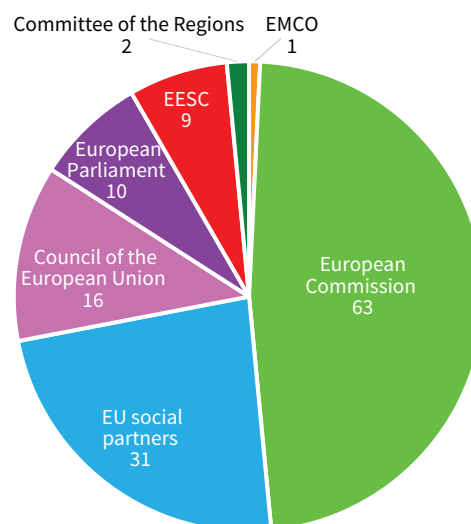
See Annex 1 for the full listing.

### Eurofound's engagement with stakeholders in meetings and events (KPI 6)

**Table 12: Summary of performance, 2021–2024**

Indicator	2024	2023	2022	2021
Eurofound's engagement with stakeholders in meetings and events (out of contributions to events in total)	118 out of 302 (39%)	114 out of 289 (40%)	109 out of 250 (44%)	172 out of 360 (48%)

This KPI measures the number of requests for Eurofound's expertise from stakeholders. Engagement is defined as Eurofound's contribution of the expertise of its research staff through its various communication channels and formats during various stages of the policy development process. The success of these engagements is a sign of trust in the quality of Eurofound's research and in the relationships that are built and maintained over time. Eurofound continued to make a strong contribution to high-level policy debate. Overall, Eurofound recorded 302 contributions by Eurofound staff in different engagements – policy-relevant events and meetings throughout 2024 – with 118 of these (39%) at the request of stakeholders in the organisations mentioned in Figure 3.

**Figure 3: Number of engagements with stakeholders, 2024**

## Uptake of Eurofound knowledge in priority media (KPI 5.5)

**Table 13: Summary of performance, 2021–2024**

Indicator	2024	2023	2022	2021
Uptake of Eurofound knowledge in priority media	604	719	572	1,083

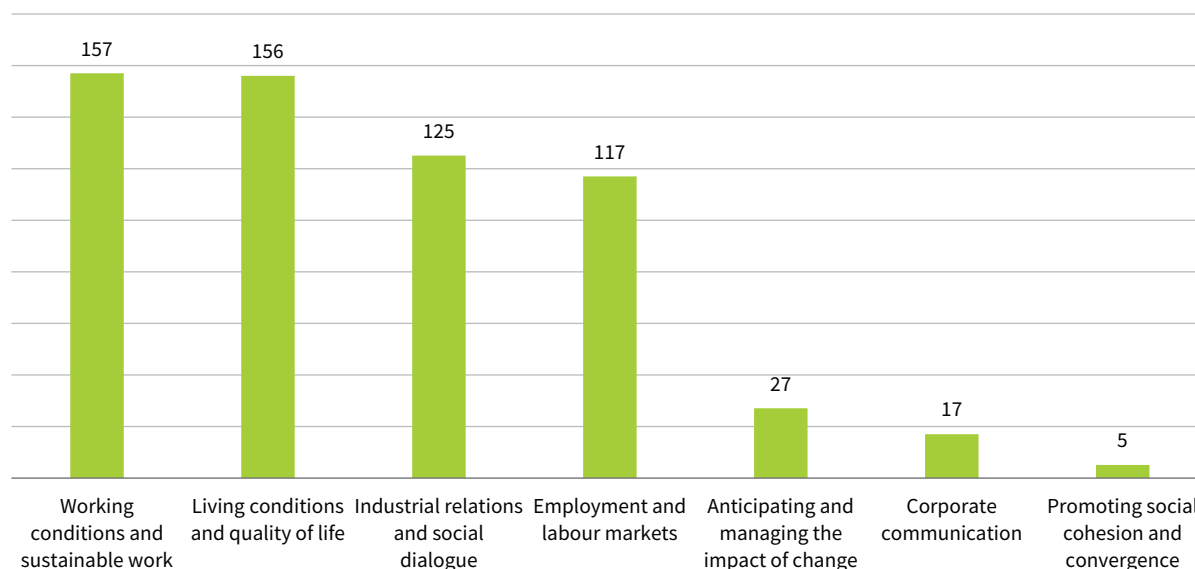
Facilitating the uptake of Eurofound expertise in the media is an important way to reach stakeholders at EU and national levels. This KPI measures the uptake of Eurofound expertise in articles referring to Eurofound's research data and analysis in recognised local, national and international media, distributed via print and online sources defined as priority media outlets.

Overall, priority news coverage in 2024 was down somewhat compared with the previous year, with 604 articles recorded in 2024, fewer than the 719 recorded in

2023. This reflects a reduced volume of output – and the fact that no results of Eurofound's major pan-European surveys were published in 2024. The publication of the EWCS results in 2025 is expected to address this. News uptake showed a particular interest in working conditions, minimum wages, telework and the influence of AI.

Eurofound was most covered in Greece (106 articles), Ireland (64 articles), Spain (56 articles), Italy (52 articles) and France (44 articles).

**Figure 4: Number of media articles by activity, 2024**



There were 10,384 views of press material on Eurofound's online newsroom (MyNewsDesk). This was relatively strong performance, although down on 2023 (13,684 views) due to a reduction in high-profile media outputs as mentioned above.

Social media have also become central to the communication mix. Reaching out and engaging with stakeholders and target audiences via social media is an integral part of the updated communication strategy and approach. Together with targeted and timely email marketing, press work and media partnerships and placements, use of social media can positively influence

uptake of Eurofound's research findings via the web, in the media and in requests for expertise at meetings and events. Overall, Eurofound's social media following increased across all channels in 2024, with a notably strong increase of 26% on LinkedIn. This growth was reflected in the user survey finding that LinkedIn is the most widely used social media platform among respondents. Eurofound also relaunched its presence on Instagram in 2024 and focused more on video content – resulting in a 52.5% increase in video views on LinkedIn and 36.9% increase on Twitter/X compared with 2023. See also 'Corporate communication' in Section 1.2.

## Uptake of and engagement with Eurofound's knowledge through its website (KPI 5)

**Table 14: Summary of performance, 2020–2023**

Indicator		2024	2023	2022 <sup>1</sup>	2021
Uptake of and engagement with Eurofound's knowledge through its website	HTML page views	2,034,288	2,346,205	2,190,593	2,998,125
	PDF downloads	130,733	150,445	133,868	174,878

The website continues to be Eurofound's central tool for broadcast communication. The stronger engagement through social media is responsible for directing more users to our website: there was a 24% increase in website traffic from social media in 2024 (75,162 journeys, as against 60,414 in 2023). While the capability for detailed analysis of the data is limited, it is of note

that in 2024 the top 10 referrers to the website include for the first time ChatGPT and Perplexity AI. These tools can reduce the need or requirement to download the relevant documents while still providing the essential information. The required use of cookies for data protection purposes continues to have an impact on web user activity.

**Table 15: Top 10 downloaded outputs, 2024**

No.	Title	No. of downloads
1	Sixth European Working Conditions Survey – Overview report (2017 update)	1,711
2	The rise in telework: Impact on working conditions and regulations	1,631
3	Working anytime, anywhere: The effects on the world of work	1,388
4	Minimum wages in 2024: Annual review	1,370
5	Living, working and COVID-19	1,366
6	Becoming adults: Young people in a post-pandemic world	1,346
7	Right to disconnect: Implementation and impact at company level	1,239
8	Self-employment in the EU: Job quality and developments in social protection	1,225
9	Unaffordable and inadequate housing in Europe	1,189
10	Social impact of migration: Addressing the challenges of receiving and integrating Ukrainian refugees	1,105

### 1.3.3 Indicator of scientifically sound delivery

#### Recognition of the scientific quality of Eurofound's research (KPI 4)

**Table 16: Summary of performance, 2021–2024**

Indicator	2024	2023	2022	2021
Recognition of the scientific quality of Eurofound's research (articles mentioning Eurofound in academic journals)	1,231	1,162	1,143	1,220

This KPI measures by proxy the recognition of the scientific quality and credibility of Eurofound's work in the academic community. At least 1,231 articles

published in peer-reviewed academic journals during 2024 mentioned Eurofound.

<sup>1</sup> Due to data protection legal requirements, users of Eurofound's website must give their consent to be tracked via cookies. This change, introduced in 2022, decreases the measurable number of page views and downloads. Cookie consent statistics indicate that the share of users who decline to be tracked is 30%, indicating that the measured numbers likely reflect only 70% of the entire population of website users.



### 1.3.4 Input and output indicators

#### Programme delivery (KPI 3)

**Table 17: Summary of performance, 2021–2024**

Indicator	2024	2023	2022	2021
Programme delivery (percentage of key outputs delivered within the programming year)	100%	95%	97%	93%

Eurofound's effectiveness in delivering its work programme is measured by the number of outputs delivered in 2024 as per the plan. A total of 36 outputs out of the 36 in scope were delivered in 2024, hence the final achievement is 100%, far in excess of the target of 80%.



Outputs are defined as final deliverables from a project in any of the activities listed in the annual work programme. These outputs – planned for delivery in the work programme year – constitute the measurement

baseline and count positively against the target when delivered within the year.

Efforts to ensure a more even spread of outputs available over all quarters of the year continue as they begin with the planning of the underlying research. The communication strategy for the programming period 2025–2028 allows for the results of Eurofound research to be presented in different formats that suit the information needs per user profile in terms of timeliness and depth of information. For a list of all publications published in 2024, see Annex 9.

This timeliness of the information we provide also proved to be valued by respondents in the latest round of our user satisfaction survey, which took place in late 2024. The survey findings also reaffirmed the value of Eurofound's publications to our stakeholders, with 97% of respondents deeming our publications to be of high quality and 93% affirming their reliability. Overall, 77% either 'strongly agree' (33%) or 'agree' (44%) that Eurofound responds rapidly to external developments (such as COVID-19 and the cost-of-living crisis). A further 14% 'neither agree nor disagree' with the statement, and 6% 'don't know'.

#### Efficient use of posts available in the establishment plan (KPI 2)

**Table 18: Summary of performance, 2021–2024**

Indicator	Target	2024	2023	2022	2021
Efficient use of posts available in the establishment plan	97%	95% Posts as per establishment plan: 91	95% Posts as per establishment plan: 91	92% Posts as per establishment plan: 91	89% Posts as per establishment plan: 91



Eurofound's establishment plan is stable, amounting to 91 posts. By 31 December 2024, 86 posts were filled, with three recruitment procedures (for temporary agent administrator positions) in progress. Some job openings are challenging to fill due to the specificity of the profile and/or strong competition in the field. Two recruitments (for Internal Control and Risk Management Officer and ICT Systems Specialist) had to be relaunched with the aim of filling both in 2025.



In 2024, seven colleagues left Eurofound. Five staff members retired following over 20 years of service to the Agency (established in 1975). Two staff members took up positions in another EU agency. According to the definition of turnover of the EU Agencies Network (EUAN), Eurofound has a 2% voluntary turnover (resignations only) and a 7.3% total turnover (including end of contract, resignations and terminations of a contract).

The Agency makes every effort to manage the relatively high turnover due to retirements by (1) organising generic recruitment procedures and creating reserve lists that can be used for multiple positions and (2) by

planning in advance recruitment for strategic positions (such as the Head of ICT sector). Voluntary turnover is by nature unforeseen.

Further reflection on increased efficiency and effectiveness of recruitment is a priority as the number of posts are not likely to increase while demands on Eurofound continue to grow. Regular validation of job specifications (annually as part of the staff development and promotion assessment process) and prioritising recruitments on the basis of competencies for job categories may help and might joint recruitment drives with other Agencies.

For more information, see Section 2.5 and Annex 4.

## Budget implementation (KPI 1)

**Table 19: Summary of performance, 2021–2024**

Indicator	Target	2024	2023	2022	2021
Budget implementation	98%	100% Amending budget: €24,965,993	100% Amending budget: €25,369,931	100% Amending budget: €22,438,000	100% Amending budget: €22,757,000

Overall, in respect of C1 appropriations, i.e. the subsidy granted within the EU general budget and other general revenue, Eurofound achieved a maximum budget implementation rate of 100%. None of the C1 appropriations was cancelled.

See Section 2.3 for further details of performance in budget implementation.



## 2 Management

### 2.1 Management Board

The Management Board is tripartite, composed of representatives of the social partners and national governments of all EU Member States, the European Commission and an independent expert appointed by the European Parliament. It is assisted by an Executive Board of eight members who prepare decisions to be adopted by the Board, monitor and follow up on findings and recommendations stemming from internal or external audit reports and evaluations, and advise the Executive Director on the implementation of Board decisions with a view to reinforcing the supervision of administrative and budgetary management.

The mandate of the Management Board was renewed by a Council decision in March 2023, appointing members and alternate members from 1 April 2023 until 31 March 2027. In September 2023, the European Parliament appointed an independent expert to the Management Board.

During 2024, three Executive Board meetings were held in January, March and September. The 8th Management Board meeting took place on 21 and 22 November onsite in Dublin and online, with a good level of attendance. During the meeting, Mr Ciechański (Governments) was elected as Chair for one year.

Three Deputy Chairs were elected as follows: Ms Rossi (Employers), Mr Marra (Workers) and Ms Kauffmann (Commission).

See Annex 9 for a full list of Management Board and Advisory Committee members as of 31 December 2024.

EU agencies addressing issues interconnected with living and working conditions (EU-OSHA, Cedefop, ETF, the European Union Fundamental Rights Agency (FRA), ELGE and ELA) participate in Eurofound Board meetings as observers. Such participation is in line with the reinforced cooperation foreseen in the Commission's 2019 staff working document on the evaluation of the EU agencies working in the employment and social affairs policy field. Social partners representing the European Free Trade Area (EFTA) and European Economic Area (EEA) countries also participate as observers, based on an agreement concluded in 1995.

In 2024, the Management Board's Committee on Staff Matters adopted two decisions: to opt out of the Commission Decision on working time and hybrid working; and to opt out of the Commission Decision on prevention of and fight against psychological and sexual harassment. The opt-out decisions were made with a view to adapting these to the specific needs of the Agency and its staff.

**Table 20: Overview of decisions taken by the Management Board in 2024**

No.	Description	Date
79	Adoption of the <i>Programming document 2025</i> for submission to the EU institutions	30 January
80	Appointment of an alternate member of the Committee on Staff Matters	14 June
81	Appointment of a member of the reporting panel for appraisal of the Executive Director	14 June
82	Adoption of the minutes of the seventh Management Board meeting, 17 November 2023	14 June
83	Adoption of an opinion on the final accounts for the year 2023	28 June
84	Adoption of the <i>Consolidated annual activity report 2023 (CAAR)</i>	28 June
85	Adoption of Eurofound's final <i>Programming document 2025</i>	22 November
86	Election of Chair and Deputy Chairs of the Management Board	22 November
87	Adoption of the schedule of Board meetings 2025	22 November
88	Adoption of an anti-fraud strategy 2025-2027	22 November
89	Decision on establishment of Advisory Committees for 2025-2028	22 November
90	Adoption of an amending budget 2024	20 December
91	Adoption of the final budget 2025	20 December

## 2.2. Major developments

In this last year of the 2020–2024 programming period, the organisation demonstrated its agility in delivering not only on its planned outputs but in responding to emerging policy needs. The budgetary environment remained unstable in 2024, with large fluctuations of the country coefficient for Ireland and high inflation. The regulatory in-built mechanism to reflect these changes led to much uncertainty and the need to reconsider projects during the year. Despite these difficulties, Eurofound reacted adequately and reported full delivery of the work programme and full use of the budget.

The regular evaluation of Eurofound for the period 2017–2022, performed by DG EMPL was positive and confirmed that the Agency is agile and policy relevant. It concluded that Eurofound ‘has successfully maintained its relevance over time. [...] It has also adapted exceedingly well to situations such as the COVID-19 pandemic, demonstrating the continued, yet evolving, relevance of its research’. The Agency has submitted an action plan to respond to the recommendations for further improvements.

The Management Board approved the first annual work programme in the context of the 2025–2028 multiannual research programme, as well as the communication plan and the strategy for cooperation and partnerships. The new projects are designed with a holistic approach, combining the four areas of competence of Eurofound (working conditions, employment, living conditions and industrial relations) with the four mega-drivers identified in the multiannual programme (climate change, digitalisation, demography and the international environment/reglobalisation).

Organisationally, the research units will continue to work in a horizontal manner, closely coordinating the research topics. The essential support of services such as information and communication technology (ICT), finance, procurement and facilities management are now together in one unit (Resources). For 2025–2028, these services, together with organisational development support, will drive further initiatives to maintain efficient and effective performance.

Eurofound’s mission remains to provide reliable, timely and accessible knowledge in its area of competence. The communication strategy for 2025–2028 prioritises a user-centric communication approach.

Visibility and impact remain key to Eurofound’s objectives, as demonstrated in the concerted efforts to (re)connect with officials and elected members of, respectively, the new European Commission and European Parliament and to respond to the new priorities of the decision-makers at the start of the new political cycle.

Ongoing work continues to harvest the benefits of greater collaboration with other stakeholders and organisations, as outlined in Section 2.2.1.

### 2.2.1 Collaboration: A strategic component of Eurofound’s work

Eurofound continued a close working relationship with other EU agencies as part of its broader strategy of cooperation with external partners, approved by Eurofound’s Management Board Decision No. 74 (Board meeting 17 November 2023). Memorandums of understanding and coordination of work programmes with EU-OSHA, Cedefop, ETF, ELA, EIGE, FRA and EEA (since October 2024) allow for comments on planned activities before the work programme is adopted, with a view to avoiding overlaps and ensuring synergies. On an annual basis, action plans are mutually agreed for shared activities (such as exchange of information and joint publications). The agreements with EU-OSHA, Cedefop, ETF, ELA, EIGE, FRA and EEA foresee early consultation during work programme development, with continuous exchange of information, including regular exchanges between directors and designated contact persons.

- The 2024 action plans included many joint activities, demonstrating a further deepening of collaboration with other agencies. Several strategic meetings took place to strengthen the cooperation between the agencies.
- In September 2024, a virtual meeting was organised between the new senior management team of EU-OSHA and the senior management of Eurofound. The meeting aimed to present the strategic outlook for both agencies with regard to the core business and to engage in a discussion on the potential for exchange on matters relating to the back office.
- In October 2024, the ELA’s Analysis team visited Eurofound to deepen both agencies’ understanding of how they could cooperate and complement each other’s work on a set of subjects, such as labour shortages and platform work, as well learning from each other about project management and procurement.
- During 2024, the EEA visited Eurofound on two occasions. In April, two senior researchers visited Eurofound to discuss transition monitoring frameworks and the greening of jobs. This visit was followed up in October, where Eurofound hosted the Executive Director and senior experts on sustainable transitions from the EEA. The meeting gave rise to the signing of a memorandum of understanding between the two agencies as well as a better understanding of where the two agencies could cooperate and complement each other’s work. Both meetings resulted in the planning of joint events on subjects that the agencies could join forces on and provide a more comprehensive approach by doing it together.

- A notable example of cooperation in 2024 is the joint organisation by Eurofound and Cedefop, together with the EEA and ETF, of the second Tripartite Exchange Seminar, with a thematic focus on shaping a just green transition. The seminar hosted national-level social partners and government representatives over two online seminars and one onsite seminar organised by the EESC in May in Brussels.
- Furthermore, in view of the strong focus on the care sector by many agencies, Eurofound and EIGE co-organised a meeting on the care sector, inviting ELA, ETF, EU-OSHA and FRA. The initiative was welcomed by all participants and will be continued.
- Eurofound and the ELA carried out various activities together, including the preparation of a joint survey on platform workers (a dedicated service-level agreement has been drafted to that end) and two joint events on labour shortages and surpluses.
- Eurofound and Cedefop started joint work on the project 'Digital transition, job quality and workplace practices, including workers' involvement, in SMEs'. An interview schedule was established, and Cedefop will carry out part of the interviews and case studies and contribute with a chapter.
- Another exemplary case of joint work in the area of surveys comes from the collaboration with the ETF to field a Europe-wide survey on living and working conditions. Covered by the IPA contribution agreement, the survey, *Living and Working in the EU and Neighbouring Countries*, was available in 33 languages and built upon other online surveys carried out by Eurofound over the past three years. The ETF provided expert advice on training and traineeships, peer reviewed the report on youth in the Western Balkans and provided Eurofound with contacts for researchers in the region.
- Significant exchanges also took place with EU-OSHA in relation to survey activities, notably the EU-OSHA Workers' Exposure Survey, as well as planning the implementation of the EWCS and the European Survey of Enterprises on New and Emerging Risks (ESENER) 2024. EU-OSHA provided input and relevant data from its OSH Pulse and ESENER surveys to Eurofound's research report on human-robot interaction, published in July 2024. Cooperation continued in the research areas of digitalisation, telework and hybrid work, care and psychosocial risks.
- Cooperation continued with EIGE across different research areas, including care and pay transparency, where both agencies exchange information on a continuous basis. EIGE drew on Eurofound's mapping of existing guidelines, gender-neutral pay structures and so on to draw up its own tender specifications. Eurofound hosted a session at the EIGE Gender Equality Forum.
- Cooperation with FRA continued on themes of common interest. The exchange is particularly fruitful with regard to surveys, digitalisation of the workplace and social services.
- In terms of other activities in 2024, Eurofound, together with Cedefop, the ETF and EU-OSHA continued working on further exchanges of their KPI methodologies, as well as internal control and risk management practices. Ongoing exchange on good practices in internal control and risk assessment is also taking place. The collaboration between the Brussels liaison offices was strengthened. Additionally, Eurofound staff took part in a selection procedure at ELA for senior management posts.

See also the details on collaboration included in the overview of corporate communication in Section 1.2.

EU-OSHA, Cedefop, ELA, ETF, EIGE and FRA are observers at Eurofound's Management Board meetings, under Decision No. 55 of the Board. Eurofound has observer status at these agencies' Board meetings.

Continued reinforced cooperation, building on the positive results of the past five years, is also central to the recommendations in the Commission's staff working document on the external evaluation of Eurofound, EU-OSHA, Cedefop and the ETF.<sup>2</sup>

Action plans for 2025 were discussed and signed at year end.

### 2.2.2 EU Agencies Network

Eurofound continued to be an active member of the EUAN during the reporting year.

Next to various meetings of subnetworks, the Heads of Agencies (as well as the Heads of Resources) met twice during the year for hybrid plenary meetings. Under the recent network chairmanships of the European Insurance and Occupational Pensions Authority (EIOPA) and the European Institute of Innovation and Technology (EIT)/European Union Agency for Law Enforcement Training (Cepol), a new governance model was developed and implemented in October 2024. Eurofound followed the process closely to ensure that

the Agency's requirements in relation to the network will be met in future. Repeated topics in the high-level meetings of the Heads of Agencies were exchanges with the institutions, pressing questions on resources, HR management, sharing of services between the agencies, exchanges with the agencies' staff representatives, as well as joint actions and positions representing more than 16,000 staff members working in the EU's agencies and joint undertakings.

## 2.3. Budgetary and financial management

### 2.3.1. Budgetary and financial performance

Eurofound delivered its work programme without any significant changes regardless of the budgetary pressure, which was mainly caused by further increases in basic salaries in 2024, as well as the rising costs of building maintenance and upkeep of the current IT infrastructure. It conducted three formal forecast reviews during which all project plans and changes in the operating context were discussed and a new budget scenario was drawn up each time. Eurofound achieved a maximum budget implementation rate of 100%, repeating the results of previous years.

#### Budget outturn

The provisional budget outturn account for 2024 (see Annex 2) was sent to the Commission in early January 2025. This account shows a zero balance, which means that no funds will need to be returned to the Commission. An overview of budgetary revenue and expenditure is shown in the annual accounts in Annex 7.

#### Rate and type of implementation of appropriations

The original final budget for 2024 amounting to €24,260,000 was adopted by the Management Board on 22 December 2023. The amendment of the 2024 budget was required to make adjustments to the existing expenditure and revenue appropriations in order to reflect changes in circumstances and priorities. It was prepared at the beginning of December and approved by the Management Board on 20 December 2024. The amended budget was €24,965,993.

Traditionally, Eurofound's subsidy includes a modest inflation-based indexation of around 2%. In 2024, Eurofound exceptionally received an additional EU subsidy of €276,000 in December. The increase was primarily used to cover the higher-than-expected rises in basic salaries and allowances. The appropriations were brought as close as possible to what was expected to be the final budget outturn for the year.

- Overall, general Title 1 appropriations were increased by €433,000. Deviations between the original Title 1 and the amendment arose from the statutory increases in basic salaries by 3% from

1 January 2024 and by 4.1% from 1 July 2024, as well as actuals paid for outsourced services. Some savings in other Title 1 budget lines were realised: for example, as a result of downward movements of the Irish country coefficient (first a decrease to 137.1 in the first half of 2024 followed by a further decrease to 130.7 in the second half of 2024) as well as in salaries for contract agents. The savings were initially used to fund the deviations; however, additional funds still had to be moved into Title 1 from Title 3.

- The increase in general Title 2 appropriations results from additional investments required in facilities management services and IT infrastructure. Overall, general Title 2 appropriations were increased by €395,000 and Title 3 decreased by €564,000

#### Transfers and amending budgets

Eighty-five credit transfers were executed to enable high budget execution and to meet the requirements for the final budget forecast (in 2023, 56 credit transfers were made). Most of the budget transfers were carried out in the context of salary adjustments, the decrease of the Irish salary country coefficient from 139.6 to 130.7 and budget surplus reallocation decisions. The Management Board and its Executive Board were regularly informed of the credit transfers in the Executive Director's progress reports.

#### Level of appropriations carried forward to the following financial year and implementation of appropriations carried forward from the previous financial year

The final execution of payments is 84.9%. The remaining payments (15.1%) in carry-forward commitments (RAL) are to be made in 2025. None of the C1 appropriations was cancelled as non-committed.

Actual cumulative total carry-forward appropriations of €3,700,070 were €445,377 higher than the original expectation of €3,254,693 (in 2023, €3,994,943, or 16.8%, of C1 appropriations were carried forward). The main increase of carry-forward appropriations resulted from budget reallocations in Title 2 at the year end. Around €300,000 was allocated to fund maintenance and upgrades of the current IT infrastructure and cloud-hosting service expenditure planned for 2025, and €50,000 was assigned to the upfront payment of the new financial system (SUMMA) onboarding fee. Additional funds of €146,000 were allocated to building maintenance services' facilities management, for which a large number of orders were not placed until close to year end. In Title 3, overall, there was only a small increase of €24,000 in carry-forward appropriations. It was related to the funding reallocations decision at year end, leading to late commitments as well as minor delays in the implementation of some projects or service/order deliveries, which resulted in postponing payments to 2025.



The overall cancellation rate of appropriations carried forward from the previous financial year was at 2.4% (in 2023, it was 1.7%). The cancellations related to

orders and services which suppliers or contractors did not deliver.

## Overview of procurement procedures for contracts above €15,000

**Table 21: Summary of procurement procedures**

Type of procedure applied	No. of procedures resulting in contracts	Value (€)	Proportion of the value (%)
Open (Article 167(5)(a), Financial Regulation)	2	€680,000	41
Negotiated – medium value (Point 14.2, Annex 1, Financial Regulation)	1	€62,496	4
Negotiated – low value (Point 14.3, Annex 1, Financial Regulation)	8	€435,575	26
Negotiated without prior publication of a contract notice (Points 11.1(a) and 11.1(h), Annex 1, Financial Regulation)	3	€500,000	30

**Note:** This overview does not include (a) specific contracts/orders awarded under framework contracts; (b) interinstitutional contracts organised by other contracting authorities; or (c) contract amendments under Articles 175(2) and 175(3) of the Financial Regulation.

Data from the metrics on procurement performance 2024 confirm the challenge of attracting economic operators, albeit the picture is more nuanced than in 2023. While the number of directly negotiated procedures resulting from lack of tenders increased slightly from one in 2023 to three in 2024, the average number of tenders in other procedures increased from 2.2 to 4.5 per procedure. Eurofound's ongoing efforts to promote its procurements among economic operators is likely to be a contributing factor. The number of contracts awarded to small and medium-sized enterprises (SMEs) reached 57% in 2024, strengthening the positive trend recorded for the last few years. Internal efficiency improved slightly, measured by the average length of a procedure from the deadline for receiving tenders to the date of the contract award decision (43 in 2024 versus 48 in 2023).

### Information on interest charged by suppliers due to late payments of more than 30 days

This did not occur during 2024.

### Activity-based budget – 2024 implementation

The programming period 2021–2024 distinguishes between eight operational activities and two horizontal activities. The consumption of resources (human and financial) amounted to 100% in 2024, demonstrating the organisational capacity to adapt and redirect resources in line with the necessary changes in the work programme in response to information needs emerging throughout the year, as well as anticipating and managing change in Europe.

It should be noted that up until the end of 2023, actual time recording on project work was enforced at Eurofound. This meant that employees were required to log the exact time they spent on specific projects or activities. Since 2024, time recording for project-related work has been discontinued, and by default, all planned

days have been accounted for as consumed in activity-based budget implementation. An exception applies to consumption of planned days for Activity 8, Reacting to ad hoc information requests, for which a proportion of 43% of days has been included as consumed. The proportion represents the share of Title 3 budget consumption of Activity 8. A comparison of the initial cost allocation per activity with its final execution is shown in Annex 5.

While considerable savings were realised in Title 3 (overall €564,000, or 6%), the costs of human resources increased by €828,000, or 5%, mainly due to the adjustments in the basic salaries and related allowances, increased costs of outsourced work in Title 1, and further investments in ICT infrastructure and building maintenance (Title 2).

### Contribution agreements and service-level agreements

See Section 1.2 and Annex 6 for an overview of the service-level agreements and contribution agreements.

### 2.3.2. Controls and control results

The budget implementation as reported on in Section 2.3.1. reflects the activities and tasks outlined in the annual work programme 2024, which served as the financing decision. This section reports on the controls to support the provision of reasonable assurance of the legality and regularity of the underlying transactions. They are assessed with a view to the achievement of the internal control objectives as per Article 30.2 of Eurofound's Financial Regulation: (1) effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities; and (5) adequate management of the risks.

## Effectiveness, efficiency and economy of operations

### *Ex ante controls*

- Eurofound's procurement follows documented guidelines based on Directive 2014/24/EU and the applicable financial regulations. All procedures with a value of €15,000 are subject to a review by a procurement specialist before the launch of the call for tenders right through the contract award phase. Every step is logged, as it is encouraged to use this information for the 'lessons learned' at the closing phase of the project. The effectiveness of this form of ex ante control demonstrates itself in the various phases of the procurement process, from market analysis and the articulation of selection and award criteria right through to the advice at the time of tender evaluation and contract award.
- Likewise, the same specialists are advising on contract management working in tandem with staff in Operations. The main issues relate to contract amendments. During 2024, advice on acceptance and non-acceptance of deliverables for a variety of reasons proved to be effective in ensuring value for money in contract delivery.

Controls based on the four-eye principle of initiation and authorisation are in place, based on a documented validation path for each commitment, payment, decommitment and recovery and applied at operational and financial levels. The financial circuit was reviewed to assess the effectiveness of the verification, resulting in an expansion of the lean two-step process for commitments.

- To minimise the risk of irregularities, payments, except for those classified as ongoing, are subject to verification by a staff member independently from the Authorising Officer (by delegation). The rejection of a transaction is very rare (fewer than 10 transactions in 2024). Most issues concern omissions of documents and can be regularised during the transaction. New checklists for all actors and a mandatory 'certified correct' template were introduced to mitigate those omissions, which should improve workflow efficiency. This separate verification was also in place for most commitments. A review of the financial circuit model concluded the separate financial verification was not cost effective, given the high quality of the controls at the initiation.
- Legal entities are flagged in the Early Detection and Exclusion System, which is checked in advance of an award decision and at commitment and payment stages. No red flags were raised.

### *Efficiency of payments*

- Eurofound processed 1,040 budgetary payments in 2024 (commercial invoices and internal documents such as debit notes). Most Eurofound payments were efficiently processed and paid within 30 days, compliant with the time limits for payments specified in Article 77 of Eurofound's Financial Regulation. The average turnaround time for a payment was 12 calendar days. Only a small number of payments processed (21, or 2.0%) were slightly delayed (the average delay was four days).
- Eurofound monitors and reports on payment times regularly via the ABAC workflow. Application of payment time suspension was used only occasionally, in cases where the amount of the payment was not due (because of deliverables or service not completed) or when the contractor or service provider did not deliver the appropriate supporting documents.

### *Ex post controls*

- The ex post verification procedure was changed during 2024 to include a broader selection of types of transactions. The exercise covers the operational and financial aspects of commitments and payments. The sampling method was changed allowing the combination of random selection with a more strategic judgement-based approach, to include high-expenditure transactions and files to check follow up from audit recommendations.
- Out of the 1,355 payments that fell within the scope of the ex-post verification, 77 were checked. And of the 145 new commitments, 31 were included in the sample. No irregularities were detected. In six transactions, supporting documentation was incomplete. The recommendation to update or develop checklists for all actors in the financial circuit in combination with dedicated training sessions has been followed up with a rollout during 2024 and continuing in 2025.
- The qualitative assessment of the findings found that the use of checklists in combination with regular training would be effective mitigation against further repetition.
- A full-scale analysis of ABAC access rights was carried out in the second half of 2024. The objective was to establish that staff members' rights in ABAC are covered by decisions, and that all settings are associated with the authorised rights. No issues were detected and the report with findings was sent to the Directorate-General for Budget (DG BUDG).



### Exceptions register

- An essential building block of the internal control system is an appropriate arrangement to ensure that all instances of overriding of controls or deviations from established policies and procedures under exceptional circumstances are documented, justified and approved at an appropriate level before action is taken. In May 2024, a revised process and register for such a system was implemented. It separates deviations ex ante (exceptions) from ex post (non-compliance). The compliance with the register was very good.
- In total, 34 deviations were recorded, of which 12 approved exceptions and 22 non-compliance issues. The latter were each modest, with a relatively low risk exposure. The total value (exceptions and non-compliance) represents 1.17% of the 2024 amended budget (€25,369,931).
- Further analysis showed that the main deviation in 2023 no longer featured. This shows the corrective function of the register, including a change in compliance behaviour.
- The most common non-compliance related to purchases of services below €15,000 that were not reflecting the changes in submission dates although they were agreed between contractor and project manager. Remedial actions vary from a review of the training on the financial workflow (refresher modules) and automated reminders.

### Reliability of reporting

- Eurofound carries out financial reporting both internally and externally at regular intervals. The management committee has access to reports linked to the KPI for budget implementation. Three times a year, the Budget Officer meets with the Authorising Officers by delegation to assess the implementation and forecast. Changes in the forecast are discussed in the management committee, and the Authorising Officer takes a decision. The budget implementation reports are provided to the Management Board according to the schedule of meetings.

### Safeguarding of assets and information

- Eurofound uses ABAC Assets for the registration and control of all its fixed assets and inventory. All items are subject to an annual stock take. For the 2024 stock take, all 2,561 items were accounted for. No areas of concern were highlighted during the stock take.
- Information is a vital asset for the Agency to fulfil its mission. Work is ongoing to ensure a digital solution for storing and retrieving different data sources (such as raw statistics and relational databases) with an appropriate governance structure. A similar solution is under investigation

for the management information (corporate records) of the Agency to ensure efficient and effective use, with the appropriate safety measures to govern access.

- A governance framework and an information security strategy aligned with the Cybersecurity Regulation (EU) 2023/2841 was established through new security monitoring, mobile device management and multifactor authentication solutions, and ongoing training initiatives. Throughout 2024, Eurofound's staff were subjected to five phishing simulations, with one organised by CERT-EU. Testing the awareness and prevention of cybersecurity-related risks takes place on a regular basis, as outlined in the Business Continuity Plan (updated in February 2024). The results showed Eurofound's staff have a high level of awareness regarding this type of cyberattack. Based on the reports of the threats to the security of its IT infrastructure and services, there is no room for complacency.

### Fraud prevention, detection and correction

- The internal control system creates a framework for fraud prevention through, for example, the application of different measures to avoid conflict of interest in areas such as recruitment and procurement. Clarity of roles and responsibility and transparency about the channels to report suspicions of fraud are also essential.
- Awareness-raising amongst staff and contractors remains an important aspect of fraud prevention. The Management Board adopted an anti-fraud strategy in November 2024 for the period 2025–2027. Its action plan addresses awareness-raising, stronger controls and better integration with the risk identification and assessment activities.
- The European Anti-Fraud Office (OLAF) did not report any Eurofound-related cases of reported fraud-related suspicions or any ongoing investigations.

### Management of risk

- The design of projects in combination with the dedicated verification of payments renders the risk at payment very low. This is confirmed by the results of the ex post verification exercise in 2024.
- The main risk would relate to payment without deliverables in place, so-called pre-financing. This is only possible based on an approved exception request. During 2024, two such exceptions were granted.
- From the corporate risk action plan, all mitigating actions were implemented, with those related to critical projects, such as the implementation of the Cybersecurity Regulation and the next survey (as a high-expenditure project), requiring further monitoring as part of the risk action plan for 2025.

## 2.4 Delegation and sub-delegation of the powers of budget implementation

For the purposes of budget implementation, and in line with Article 41(1) of Eurofound's Financial Regulation, the Executive Director as the Authorising Officer of the Agency has delegated financial powers to a limited number of staff for areas limited to their responsibility, as outlined in Table 22.

No sub-delegation is possible. When the Authorising Officers by delegation are unavailable, the authority returns to the Executive Director. This ensures transparency of the delegation arrangements. All budgetary and legal commitments and payments above €80,000 require the authorisation of the Authorising Officer.

For the expenditure in 2024, the Authorising Officers by delegation signed a Declaration of Assurance to the Authorising Officer for their area of delegated responsibility. No reservations were raised by the Authorising Officers by delegation.

**Table 22: Delegation of financial and human resources powers**

Finance activities		Delegated to	
Authorisation for:			
Provisional budgetary commitment of appropriations of less than €80,000	All Heads of Units and one Activity Coordinator <sup>3</sup> (Authorising Officers by delegation)		Only for own area of responsibility; no cross-delegation, no sub-delegation
Individual budgetary commitment of appropriations of less than €80,000			
Legal commitments (as well as the preliminaries) of less than €80,000			
Payment orders (with individual payment requests of less than €80,000)			
Estimates of amounts receivable			
Recovery orders			
Waivers of recovery of amounts receivable of less than €5,000			
Cancellations of amounts receivable of less than €5,000			
HR activities		Delegated to	
Authorisation for:			
Filling vacant posts	Executive Director, Head of HR		
Recruitment	Executive Director, Head of Resources, Head of HR		
Career development	Executive Director, Deputy Director, Head of HR		
Termination of service	Executive Director, Director of PMO		
Rights and obligations	Executive Director, Deputy Director, Head of Resources, Head of HR		
Disciplinary matters	Deputy Director		
Working conditions	Executive Director, Head of Resources, Head of HR, Heads of Unit		
Pay and social security benefits	Executive Director, Head of Resources, Head of HR, Heads of Unit, Director of PMO		
Bodies provided for by SR	Executive Director, Head of HR		
Requests and appeals	Management Board Committee on Staff Matters, Executive Director, Deputy Director		

<sup>3</sup> In relation to transactions involving the NEC.

## 2.5 Human resources management

See Annex 4 for data on staff capacity and roles, including gender balance and geographical distribution of statutory staff.

### Learning and development

- The 2024 training plan was established and delivered based on an analysis of individual and organisational learning needs, with a small budget for ad hoc requirements.
- The analysis of learning needs for 2024 highlighted that most training needs are personal and related to the job profile and the specific requirements. Forty-five staff members submitted individual training requests to support professional development. The exception is on the topic of AI, which is to be continued as a general training programme in 2025.
- The research talks – an example of informal learning – continued in 2024 with nine sessions. They offer a space for researchers to discuss recent papers and reports, as well as exchange skills and methodologies. Their design promotes a culture of research at Eurofound while encouraging knowledge sharing and development through a capacity-building approach. They are open to all Eurofound staff, with presentations by colleagues (mostly from the research teams), contractors, academics, and colleagues from other research organisations and EU institutions.
- To support staff well-being, Eurofound launched a well-being hub in 2024. This platform provides staff with access to counselling, coaching, and other services aimed at improving their mental and emotional health. During Ethics Month, professional behaviour and the prevention of harassment was the central theme.
- Further progress was made on the implementation of the action plan following the 2023 internal staff survey in close cooperation with the Staff Committee, including conflict resolution training, a respect-at-the-workplace campaign and other measures.

### Regulatory issues

#### *Staff Regulations and Implementing Rules*

- Eurofound adopted the model decision on working time and hybrid working. This was implemented in March 2024 together with practical guidelines.
- While waiting for a model decision, Eurofound opted out of the Commission Decision on the prevention of and fight against psychological and sexual harassment.

#### *Administrative inquiries and disciplinary procedures*

The team of external investigators engaged to perform the administrative inquiry opened in January 2022 (following the judgement that was adopted by the General Court in September 2021 under the case T-52/19) delivered a report that was accepted by the Executive Director.

#### *Article 90*

Eurofound received one request submitted under Article 90, Paragraph 1, of the Staff Regulations in relation to an investigation of a data breach. The complainant was not satisfied with the response and, consequently, submitted a complaint under Article 90, Paragraph 2, of the Staff Regulations, whose decision is to be adopted only in 2025.

#### *Social dialogue*

- There is a constructive dialogue with the Staff Committee and Eurofound's trade union, including regular meetings on the further development of Eurofound's HR practices.
- A social dashboard was developed to give more insight into HR metrics.
- The implementation of the action plan as a follow-up to the 2023 staff engagement survey is a joint endeavour, as had been the development of the action plan itself. By the end of 2024, most of the actions were implemented.

## 2.6 Strategy for efficiency gains

Identification and introduction of efficiency gains focused on simplification of processes using process reviews and assessment of possibilities for automation. This led to the possibility of increasing the resources dedicated to the operational work as illustrated in Table 23.

Table 23: Job-screening exercise results, 2024

	Job screening Category																			
	Administrative Support and Coordination											Operational				Neutral				
	DOC	HR	IA	ICT	LOG	RES DIR/HoA	LEGAL	COMM	GEN COORD	POL COORD		TOP COORD	PGM M/IMPL	EVAL	GEN OPER		FIN/CONT	LING		
Totals 2024	1	3	1	7	7	1	1	0	1	0	21	7	63	0	12	83	11	0	11	
as percentage												18.25%					72.46%			9.30%
Totals 2023	1	4	1	7	7	1	1	0	2	0	23	7	61	2	10	80	9	0	9	
as percentage												20.43%					71.59%			7.97%
Totals 2022	1	3	0	8	7	1	1	0	3	0	23	6	59	1	10	77	10	0	10	
as percentage												20.90%					70.39%			8.71%
Totals 2021	1	2	0	6	5	2	2	0	2	0	20	6	61	1	11	80	13	0	13	
as percentage												17.53%					71.20%			11.27%

## Artificial intelligence

During 2024, the possibilities of generative AI tools became central to the strategy, using the suite of applications in use in the EU institutions and agencies. An internal community of practice has been set up to share use cases with a view to the potential for broader use in the functional areas of research, communication and administration. AI for multilingual services, writing and editing, literature review, and auto translation captures (in presentations) are some of the examples that were presented.

## Simplification of processes and procedures

- The lean approach introduced to the project management application was enhanced, with the aim of reducing the duplication of data input further.
- The financial circuit was reviewed to assess the effectiveness of the verification, resulting in the introduction of a lean (two-step) process for commitments. Simultaneously, the roles and responsibilities of all actors and their responsibilities for executing controls were clarified and supported with the introduction of checklists.
- The workflow for registering exceptions and non-compliance was optimised using FlowForma. The reporting facilities were improved for ease of analysis.
- The workflow for requesting approval to participate in third-party research was further automated
- The new policy streamlines the budgeting process by eliminating the need for detailed time tracking. It also allows for more straightforward planning and allocation of resources. The change may lead to more efficient use of time and resources, as employees and managers can focus more on project work rather than administrative tasks related to time recording.

## Efficiency through agility

- In 2024, preparatory work was done on the creation of a new website solution to reduce the dependency on external expertise. This allows for greater flexibility for communication of Eurofound's work and will simultaneously improve user experience and navigation. Migration will be completed in 2025.
- The assessment of the financial circuit concluded that the separate verification of commitments was no longer beneficial in light of the review by procurement specialists of all procurement greater than €15,000. This resulted in the implementation of a 'light' two-step workflow in ABAC for all commitments from 1 March 2024.

## 2.7 Assessment of audit during the reporting year

### 2.7.1. Internal Audit Service

The Internal Audit Service (IAS) of the European Commission is the internal auditor of Eurofound.

The multiannual strategic plan following a risk assessment in 2023 was issued at the start of 2024 with a list of audit topics up to 2026. For 2024, no audit was foreseen.

### 2.7.2. European Court of Auditors

The European Court of Auditors (ECA) acts as external auditor for Eurofound. In 2024, the accounts for the 2023 financial year were audited by Mazars Ireland, and their opinion was forwarded to the ECA. The involvement of the private audit firm (Mazars) does not change the role of the ECA as provider of a final opinion on the reliability of the accounts and on the legality and regularity of the transactions underlying the accounts. As in previous years, the court issued a statement of assurance that Eurofound's 'annual accounts present fairly, in all material respects, its financial position as at 31 December 2023 and the results of its operations and its cash flow for the year then ended, in accordance with

the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer'.

The court observed that in the case of a contract in relation to the quality assessment of survey data, payment was made after receipt of the actual service but without having collected a key supporting document. This oversight was rectified after the audit finding. The court again commented on the level of carry-overs, particularly in Titles 2 and 3. It claimed that this could undermine the budgetary principle of annuality. Eurofound does not consider this to be a structural problem since it continues to distinguish between planned and unplanned carry-overs and communicates the carry-over plan annually to the court. Only unplanned carry-overs may indicate shortcomings in the budgetary process and implementation cycle. Unplanned carry-over levels are below the court's thresholds. Planned carry-overs are a result of Eurofound's multiannual project work while operating with non-differentiated appropriations.

## 2.8 Follow-up of recommendations and action plans for audits

### 2.8.1. Internal Audit Service

Eurofound has completed the implementation of the 20 actions that were proposed in response to the 2022 IAS audit on procurement and contract management. The IAS identified three recommendations (all classified as important) related to:

1. procurement planning, monitoring and reporting
2. procurement procedures and control
3. fostering competition, synergies and efficiencies

During 2023, Recommendation 1, regarding procurement planning, monitoring and reporting, was followed up and closed by IAS. In the case of Recommendation 2 (procurement procedures and control) and Recommendation 3 (fostering competition, synergies and efficiencies), Eurofound implemented all actions linked with those recommendations by February 2024 and submitted this information to the IAS for assessment. The IAS confirmed formal closure of the action plan in early 2025.

### 2.8.2. European Court of Auditors

All observations of the ECA prior to the reporting year were closed as confirmed by the court in its 2023 annual report for Eurofound.

## 2.9 Follow-up of observations from the discharge authority

The discharge report for 2022 was adopted by the European Parliament on 11 April 2024. It grants the Executive Director discharge in respect of the implementation of the budget for the 2022 financial year and approves the closure of the accounts for 2022. The specific observations in relation to Eurofound are commented on and addressed in the following table insofar as action is required. Many observations noted satisfaction with the 2022 results, which is much appreciated by the Agency. Table 24 provides information about the status of the implementation of Eurofound's responses to the observations that required follow up by the end of 2024.

**Table 24: Observations from the discharge authority and Eurofound responses**

Observations for discharge 2022	Response and actions taken	Status
<b>Budget and financial management/performance</b>		
4. Notes that the Foundation uses eight key performance indicators (KPIs), included in its performance monitoring system; observes that the KPIs are grouped into three types related to results, scientifically sound delivery and input and output; notes in particular for a third year in a row an improved performance with regard to the uptake of the Foundation's expertise in key Union-level policy documents, from 74 % in 2021 to 82 % in 2022; regrets however a decrease in the performance of several KPIs, such as with regard to the uptake of the Foundation's knowledge in the media (with 572 press articles in 2022 compared to 1 083 in 2021), the Agency's engagement with stakeholders in meetings and events (44 % in 2022 compared to 48 % in 2021) and the number of articles mentioning the Agency in academic journals (1 143 in 2022 compared to 1 220 in 2021);	The results indicators <i>capture</i> the contribution of Eurofound through the uptake of Eurofound expertise and knowledge in key EU-level policy documents, through engagement with stakeholders (by request) and in priority media. The annual performance is made up of a combination of factors of which some are outside the Agency's control. A deeper analysis over a longer period of time shows that the results in 2021/2022 are rather unprecedented and therefore something of an outlier related to the increased visibility and profile of the Agency's work on COVID-19-related issues in particular.	Closed



Observations for discharge 2022	Response and actions taken	Status
<b>Procurement</b>		
19. Notes from the Court's report the observation that the Foundation used in a procurement procedure for networking services the professional and language skills of the team members as an award criteria instead of selection criteria, thus contravening Article 167 of the Financial Regulation; notes from the Foundation's reply that templates have been modified to underline the distinction between selection and award criteria more clearly;	ring s	Implemented
20. Commends the Foundation for having implemented the eProcurement roadmap and that it uses the Public Procurement Management Tool (PPMT) to processes all contracts with value above EUR 15 000; invites the Foundation to implement all PPMT modules once they become available;	The remaining module of the PPMT for contracts below €15,000 is not yet implemented (and for agencies, not compulsory either). It will be further assessed on its integration with workflows already in place.	Ongoing
<b>Internal control</b>		
24. Notes that all actions with regard to recommendations issued by the internal audit service (IAS) following an audit from 2020 on the Foundation's human resources management and ethics were implemented by the end of 2022; further notes that in 2022, the IAS completed an audit on procurement and contract management, with three recommendations classified as important which led the Foundation to set up a plan with 20 actions, of which 50 % were implemented by the end of 2022; invites the Foundation to implement all the outstanding actions, including with regard to the IAS recommendations on the appraisal and reclassification process, the recruitment process and the learning and development strategy of the Foundation;	All outstanding actions in the context of different IAS audits were implemented by early 2024 and accepted by the IAS. The action plan is since closed.	Implemented
26. Observes from the Court's report the observation on weaknesses regarding the Foundation's traineeship programme, firstly in relation to the publication of the rules governing the traineeship that have been published on the website without having been formally adopted, and secondly with regard to the trainees' remuneration; notes on the latter issue that the Foundation had failed to update the remuneration in line with the changes to the reference remuneration rates paid by the Commission and the Ireland correction coefficient, situation which led to an underpayment of EUR 3 330 for 16 affected trainees; welcomes the Foundation's reply regarding measures that it has taken to address the Court's observation, namely by paying adjustments to the trainees from October 2022 onwards and by adopting new rules as of 2023 that set an absolute amount for the traineeship grant instead of linking it to the Commission trainees;		Implemented
<b>Other comments</b>		
28. Refers, for other observations of a cross-cutting nature accompanying its decision on discharge, to its resolution of 11 April 2024 on the performance, financial management and control of EU agencies.	Eurofound has been actively contributing to the horizontal report prepared by the agencies' Shared Support Office.	Implemented

## 2.10 Sustainability (including environmental management)

### EMAS and ISO certification

A site audit to assess compliance with Eco-Management and Audit Scheme (EMAS) and International Organization for Standardization (ISO) standards in July 2024 was successful. Eurofound is currently the only Irish-based organisation on the EMAS register.

On 10 October 2024, Eurofound was awarded the ISO 14001:2015 Certificate of Registration for its environmental management system.

The audit highlighted opportunities for minor improvements within the organisation that would benefit and improve standards. Among the opportunities for improvement is the expansion of the EMAS team to include more members from other organisational units and especially from the core business, to avoid the risk of underrepresenting significant environmental aspects. Other opportunities

for improvement include the development of environmental measures with positive impacts and the measuring of water consumption at Eurofound.

The EMAS standard requires an annual management review to assess the progress of the system in the context of the organisation. This took place in October 2024 between senior management and the EMAS team.

A legal compliance review will take place during the next internal audit with the internal audit contractor (in the third quarter of 2025).

### Environmental Aspects and Impacts Register

It is part of the EMAS standard to operate and maintain an Aspects and Impacts Register. The register is a matrix to numerically calculate the organisation's impact (both positively and negatively) on the environment. Eurofound's negative number has reduced since adopting EMAS, while the positive impact number has remained the same.

### Electricity and natural gas usage

Solar panels were installed on the roof of the conference centre in the second half of 2024, generating 24.9 megawatts of clean electricity and reducing its annual consumption by 10% compared with the previous year. Due to a prolonged and colder winter, consumption of natural gas increased by 17% in 2024.

### Waste

The quantity of waste generated by Eurofound dropped by 50% in 2024 from 21.37 tonnes to 9.67 tonnes. Eurofound also increased its recycling rate of waste produced from 92% to 98%, meaning that only 2% of waste generated by Eurofound ended up in landfill. Contributing factors to the waste reduction is the removal of nearly all office bins and the installation of waste-segregation stations in key locations.

### Numbers of pages printed

In 2024, printing and photocopying in Eurofound decreased by 15% compared with 2023. The reduction coincided with the removal of five printers from the main building, reducing paper and electricity consumption.

### Infrastructure improvements

- The installation of circa 130 solar panels, capable of generating around 60kWh of electricity, on the conference centre roof. These solar panels were installed facing south and cover a combined area of 260 square meters.
- The petrol-fuelled official vehicle was replaced by a plugin hybrid electric vehicle in the first quarter of 2024.
- In spring 2024, Eurofound planted 100 native Irish trees on its campus to mark National Tree Week in Ireland.

- Continuous improvement of the site's infrastructure focused on replacing inefficient lighting with low-energy LED lighting. This task is close to completion.

## 2.11 Assessment by management

Taking into consideration all of the above, management has reasonable assurance of the legality and regularity of the underlying transactions through the achievement of the five internal control objectives:

- (a) effectiveness, efficiency and economy of operations
  - well-functioning governance and oversight by the Management Board in adopting and monitoring the 2024 annual work programme and in adopting the multiannual programme for 2025–2028
  - 100% programme delivery
  - achieving full budget implementation based on transparent decision-making
  - striving to achieve a fully filled establishment plan by ensuring efficient recruitment
  - continuous development in learning and staff well-being
  - initiatives to achieve efficiency and improving quality of operations (research and communication)
  - transactions executed in compliance with management's (delegated) authorisation
  - no critical audit findings
  - actions in response to findings from previous audits all implemented
- (b) reliability of reporting
  - a financial system and project-based management information system that are fit for purpose
  - regular reporting from the systems at all levels: team and unit, management committee and Management Board, complemented by regular budget review and forecast meetings and monitoring of key indicators and metrics on programme delivery and effective take-up
  - improvements to ensure a sound methodology for reporting on KPIs, metrics and evaluations, ensuring a coherent Eurofound performance monitoring system (EPMS).
- (c) safeguarding of assets and information
  - no issues in asset management
  - continuous investment in ICT cybersecurity
  - effective management of quality of delivery and outputs
  - managing office systems for transparency of information, corporate record keeping and ease of collaboration



- commitment to sustainability of infrastructure and environment
- (d) prevention, detection, correction and follow-up of fraud and irregularities
  - no cases reported
  - action plan in place for prevention and awareness of detection
- (e) adequate management of the risks
  - no critical risks and actions were implemented to reduce risk exposure
  - analysis of non-compliance register showed no weaknesses of material impact
  - no significant occurrence of errors in ex post verification findings

No significant weaknesses that may have a potential impact on the declaration of assurance of the authorising officer were identified and reported.

## 2.12 External evaluations

Action plans in response to previous evaluations

### Evaluation of the Network of Eurofound Correspondents

All tasks were completed.

### Cross-agency ex post evaluation 2024

The findings and recommendations of the external evaluation of Eurofound and the three other agencies under DG EMPL were published in a Commission staff working document in September.<sup>4</sup> As the evaluation

covered the period 2017–2022, many of the recommendations have been addressed already, for example by Eurofound’s enhanced digital content offering. Five recommendations were addressed specifically to Eurofound. Fourteen were addressed to all the evaluated agencies. These joint recommendations will be followed up in the regular exchanges between the agencies, in their memorandums of understanding and in annual plans. The action plans were submitted to the Commission in April 2025.

### Ex ante evaluation of the *Programming document 2025–2028*

The development of the 2025–2028 programme was tracked by the internal evaluation team. In the final report, which was presented to the Management Board in November (for its final adoption), a number of recommendations were made. These recommendations are as follows: that during the programming period, the Agency should further explore how to assess and prioritise the work, according budget and staff time equal value and importance in order to avoid staff overload; that the innovative ‘matrix’ approach in the programme should be monitored and reviewed in the mid-term to assess its achievements in relation to its objectives; and that the Agency should further strengthen its collaborative partnerships and engagement with stakeholders, including the Management Board. Actions in response to the recommendations will be combined with the actions from the cross-agency ex-post evaluation.

<sup>4</sup> [Evaluation of EU agencies: Eurofound, Cedefop, ETF and EU-OSHA, SWD\(2024\) 222.](#)

## 3 Internal control

### 3.1 Effectiveness of the internal control framework

Eurofound's internal control framework covers 5 components and includes 17 principles. The five components are: control environment; risk assessment, including risks of fraud; control activities; information and communication; and monitoring activities. Their effectiveness is assessed through a combination of ongoing monitoring appraisal using a broad range of information sources as mentioned in this report, notably in Chapter 2. The objective is to provide reasonable assurance that the internal control principles are functioning. Ongoing monitoring is built into business processes and performed on a real-time basis at all levels of the organisation. Weaknesses identified in the 2023 assessment were followed up to ensure the functioning of the internal control principles, together with any other actions identified as part of ongoing monitoring. This is outlined below.

#### Component 1: Control environment

##### Commitment to integrity and ethical values

Professional behaviour and culture were an important theme during 2024 and part of the action plan in response to the 2023 staff survey. The Ethics Month is an annual event for all staff, to strengthen their understanding of staff conduct. The 2024 workshop focused on preventing psychological and sexual harassment and clarified what conducts are considered (1) civil, (2) inappropriate, (3) harassment and (4) criminal. The objective was to equip staff with the knowledge to recognise and minimise situations that could lead to wrongdoing. Staff participation was 72%. Important messages from the workshops were published as guidelines available to Management Board, senior management, staff and visitors. Training on conflict management took also place as well as the presentation of the newly appointed confidential counsellors to all units and to the management.

##### Preventing conflict of interest

Staff and the Agency's Management Board members have an obligation to declare matters of personal interest that may give rise to a conflict of interest (either direct or indirect), for which they receive an annual reminder. During Ethics Month, staff were advised that such an obligation refers also to the professional activities of spouses or partners, as well as to any external activities (paid or unpaid) they undertake during active service. Compliance is high, including with declaring interests in selection committees for recruitment and evaluation committees for procurement. Similarly, the compliance

of Management Board members with regard to submitting their declarations increased to close to 100% following their new mandate (the compliance rate of alternates was lower).

#### Component 2: Risk assessment

##### Identification and analysis of risks

The implementation of the annual risk register is now supported by an online monitoring tool. Efforts to improve the clarity of the actions should continue to facilitate monitoring. A risk assessment and action plan for 2025–2028 was implemented. The peer review of risks with DG Employment and sister Agencies continues to be a useful reference point.

##### Fraud prevention

The new anti-fraud strategy covering 2025, 2026 and 2027 was adopted by the Management Board at its November meeting. The strategy identifies three strategic objectives for this period.

1. Establish a stronger anti-fraud culture in Eurofound through higher levels of knowledge and of readiness to act. While the levels of awareness vis-à-vis this topic have improved in recent years, in 2023, staff still reported not always feeling confident about what situations or behaviours qualify as fraudulent. Five actions in the next three years aim to create a fraud-proof organisation.
2. Improve the effectiveness of the controls supporting the prevention and detection of fraud. Previous audits and annual assessments of the overall control framework confirm that controls are present and functioning, with minor improvements to address. Still, not all staff are necessarily aware of the controls that target the prevention or detection of fraud. New actions will address this.
3. Integrate the fraud risk mitigation in the risk management process and actions. The actions aim to identify synergies and design better mitigation measures.

#### Component 3: Control activities

##### ICT security and technology

In 2024, the ICT sector initiated a comprehensive transformation by assessing existing systems and workflows, establishing an improvement roadmap, and documenting technical solutions to identify key intervention areas. The initiative focused on introducing structured processes, standardising operating procedures, implementing robust asset management, and migrating from outdated tools to more secure and reliable alternatives.

Additional improvements enhanced system stability and resilience, such as aligning account expiry dates with contract terms, transitioning to functional mailboxes and deploying effective monitoring systems.

The prevention and detection of cybersecurity incidents remained an important priority.

### Cost of controls

Eurofound's risk-based approach to the design and implementation of its controls is proportionate to their effectiveness. Using the same methodology and calculation as was used in 2021 for the first time, Eurofound carried out an exercise to quantify the cost of control around budget implementation.

Time spent by actors in the financial circuit, in preparing at planning the financing decision, preparing external audits and coordinating the internal control work plan added up to a total of 8.9 full-time equivalents (FTEs) cybersecurity and the preparation of new systems require more HR capacity while the staff levels remain the same. Using the 2024 rate for staff cost in Eurofound, the cost of control for 2024 came to 11.5% of the (amended) budget for 2024. While this is lower than in 2023, it is due to a different calculation of activity-based cost. The result was shared with DG EMPL and sister agencies.

It remains important to critically assess workflows with a view to further digitisation and improving effectiveness. The cost of the controls mainly corresponds to time of staff who are also assigned to operational tasks. The Agency therefore relies heavily on the work of the ECA and the European Commission's IAS to ensure a reasonable balance between the internal cost and the effectiveness of the control environment.

## Component 4: Information and communication

### Data protection

Regulation (EU) 2018/1725 (European Data Protection Regulation) established a comprehensive framework for data protection by aligning the data protection rules for the EU institutions and bodies with the rules set out in the General Data Protection Regulation (GDPR). It came into force on 11 December 2018.

The effort to increase and consolidate awareness of data protection among staff continued in 2024. To celebrate European Data Protection Day 2024, an information session focused on identifying and reporting personal data breaches was organised and delivered by the Data Protection Officer (DPO).

Aware of the growing interconnection between data protection and related areas (such as cybersecurity and AI), the DPO and Cybersecurity Officer joined efforts and designed an intensive Phishing Awareness Campaign, which took place between January and June 2024.

### Access to documents

Regulation (EC) 1049/2001 on public access to European Parliament, Council and Commission documents has applied in Eurofound since 2003. A register of public documents and a short guide on how to exercise the right of access to documents are available on Eurofound's website.

Eurofound received two requests for access to internal documents under Regulation (EC) 1049/2001.

The first request was for documents relating to OLAF investigations and internal disciplinary proceedings for 2015–2023. Access to the request was initially refused. A confirmatory application was received, and partial access was granted, with documents being released but redacted in line with exceptions in Article 4 of the regulation and the Data Protection Regulation (EU)2018/1725. The applicant subsequently appealed the decision to the European Ombudsman, who upheld the actions taken by the Agency.

A second request concerned access to documents on policies around historical archiving in the Agency, and access was granted to the Management Board decision on internal rules for application of the Archives Regulation (2017), which are published.

Minutes of the Management Board and Executive Board, as well as financial information and formal evaluation reports, are published on the website. Internal documents are routinely made available in response to requests in relation to the results of tender procedures or recruitment.

### Information management

A review of the document and records management policy and procedures will take place in 2025 following a review and future replacement of the system for records management.

### Historical archiving

Council Regulation (EU) 2015/496 of 17 March 2015<sup>5</sup> introduced an obligation for the decentralised EU agencies to deposit their historical archives (historical archives of the Union, preserved and made available to the public wherever possible after the expiry of a period of 30 years) at the Historical Archives of the European Union (HAEU) in Florence, in accordance with a

<sup>5</sup> Council Regulation (EU) 2015/496 amending Regulation (EEC, Euratom) No. 354/83 as regards the deposit of the historical archives of the institutions at the European University Institute in Florence.

framework agreement, on a per annum cost basis linked to the size of the depositing body.

There were no transfers to the Historical Archives in 2024.

### Component 5: Monitoring

Recommendations from the internal audits were followed up with actions within the agreed deadlines. Actions identified as part of the ongoing monitoring of processes and management information were reported to the Management Board at the meeting in November. The annual assessment exercise used guidelines from the working group in the Performance Development Network of the EUAN. Necessary changes to further development are awaiting the fulfilment of a new post for Internal Control and Risk Management Officer in September 2025.

## 3.2 Conclusions of assessment of internal control systems

Based on the information provided during the reporting year and the assessment thereof, the internal control system is present and functioning, but some improvements are needed. The concerted effort by senior management ('tone at the top') and staff representatives to invest in professional conduct and behaviour is strengthening the control environment. A new anti-fraud strategy for 2025–2027 was approved, and an action plan is in place. However, the follow-up of actions to mitigate risks requires better coordination in monitoring. Steps have been made to improve the ex ante and ex post control activities. Dedicated sessions on internal control were well attended and engagement was good. Internal reporting on the internal control framework is to be further strengthened. This includes the involvement of management and staff in the assessment of the internal control principles in (cost) effective ways.

## 3.3 Statement of the Internal Control Coordinator

*I, the undersigned,*

*In my capacity as Internal Control Coordinator, declare that in accordance with Eurofound's Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director.*

*I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.*

[signed]

**Mattanja de Boer**



## 4 Management assurance

### 4.1 Review of the elements supporting assurance

The Executive Director can rely on the following building blocks of assurance to be sure that the information contained in this report gives a true and fair view.

- Monitoring and reporting on programme implementation and financial management is based on Eurofound's performance monitoring system and project management system for reporting at Management Board meetings, and its Executive Board meetings and included in the reporting by Heads of Unit in unit and management meetings. Monitoring and reporting on financial management culminates in Eurofound's provisional accounts, which are drawn up by the Accounting Officer, and the certification of final accounts for 2023 by Eurofound's Accounting Officer.
- The existing measures to ensure the legality and regularity of the Agency's underlying transactions, including procurement metrics and time-to-pay data, ex ante and ex post controls, the segregation of duties in the financial circuit, and specific measures to prevent and detect fraud and conflict of interest, showing a low occurrence of errors and fast payments (Sections 2.3–2.6).
- The risk assessment of the IAS and the reports of the ECA for the years prior to the year of this declaration. The follow-up of previous audit findings and of the 2022 discharge report, as outlined in Sections 2.7–2.9.

- The assessment of results from evaluations and subsequent actions (Section 2.12).
- The declarations of assurance of the Authorising Officers by delegation.
- The findings about the effectiveness of the internal control framework (Chapter 3), including the statement of the Internal Control Coordinator (see Section 3.3).

The qualitative assessment of the controls acknowledged their effectiveness but also reinforced the commitment of the Agency to pursue further improvements in some of the areas covered. The cost of control is considered proportionate to their benefit in sound financial management. Improving the cost-effectiveness of controls will focus on a better differentiation of the frequency and/or the intensity of controls applying more stringent controls where needed and leaner controls where the risk at payment is considered low. No significant weaknesses that may have a potential impact on the declaration of assurance of the Authorising Officer were identified or reported in any of the relevant parts as set out in the present report.

### 4.2 Reservations

No reservations.





## 5 Declaration of assurance

### Declaration of the Authorising Officer

*I, the undersigned, Ivailo Kalfin, Executive Director of the European Foundation for the Improvement of Living and Working Conditions,*

*In my capacity as Authorising Officer,*

*Declare that the information contained in this report gives a true and fair view.*

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

*This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex post controls, the results of evaluations, the work of the Internal Audit Service and the lessons learnt from the reports of the European Court of Auditors for years prior to the year of this declaration, the statement of the Internal Control Coordinator and the declarations of the Authorising Officers by delegation.*

*Confirm that I am not aware of anything not reported here which could harm the interests of the Agency.*

[signed]

**Ivailo Kalfin**



# Annexes

## Annex 1: Key performance indicators

### Summary 2024

Key performance indicator (KPI)	2024 target	2024 performance	2023 performance	2022 performance	Source	Notes
1. Budget implementation	98%	100% Amending budget: €24,965,993	100% Amending budget: €25,369,931	100% Amending budget: €22,438,000	Budgetary outturn account (C1 commitments/ C1 appropriations)	Full amending budget amounts (general: C1 and assigned appropriations: R0)
2. Efficient use of posts available in the establishment plan	97%	95%	95%	92%	The establishment plan approved in the annual work programme and HR record of recruitments resulting in posts filled by 31 December of the reporting year	The establishment plan remains at 91 posts since 2018.
3. Programme delivery	80%	100% 36 out of 36 deliverables	95% 36 out of 38 deliverables	97% 30 out of 31 deliverables	Report from the Eurofound project management system based on outputs listed in the <i>Programming document 2023</i>	The data are captured through Eurofound's project management system.
4. Recognition of the scientific quality of Eurofound's research (references in peer-reviewed journals)	n/a	1,231	1,162	1,143	Articles in academic journals mentioning Eurofound, based on searches of the Dimensions scientific research database (this is the methodology since 2021)	References are calculated on the basis of the Total Mentions Score (TMS). It is the number (count) of academic journal articles mentioning Eurofound (or name variations) in any part of its full text. (In 2021, the Centre for Science and Technology Studies (CWTS), University of Leiden, reviewed the methodology.)
5. Uptake of and engagement with Eurofound's knowledge through its website	n/a	HTML page views: 2,034,288 PDF downloads: 130,733	HTML page views: 2,346,205 PDF downloads: 150,445	HTML page views: 2,190,593 PDF downloads: 133,868	Europa Analytics	Since 2022, Eurofound users must consent to cookie tracking for data protection legal reasons, meaning only around 70% of actual users are measured because around 30% opt out.
5.5 Uptake of Eurofound knowledge in priority media	n/a	604	719	572	Monitoring tools: Europe Media Monitor (EMM); Mynewsdesk; Mention	This indicator captures articles that refer to and use Eurofound's research data and analysis in priority media outlets. These priority outlets are newspapers of record, recognised as communication vehicles to reach our stakeholders and target audiences, and do not include television or radio outlets.

Key performance indicator (KPI)	2024 target	2024 performance	2023 performance	2022 performance	Source	Notes
6. Eurofound's engagement with stakeholders in meetings and events (out of contributions to events in total)	n/a	118 out of 302 (39%)	114 out of 289 (40%)	109 out of 250 (44%)	Eurofound Events Tracking Database	This indicator measures engagement defined as expert contributions at events organised by or with stakeholders. Since 2020, this includes meetings, in whatever format, in which staff provide stakeholders with their expertise, based on Eurofound's research and knowledge.
7. Uptake of Eurofound's expertise in key European-level policy documents (out of total European-level policy documents)	n/a	80 out of 97 (82%)	166 out of 202 (82%)	163 out of 198 (82%)	Eurofound EU Impact Database	Documents with mentions of Eurofound research are classified according to their relevance for the decision-making process. The classification used for data collection during 2024 was revised to allow for capturing data digitally combined with manual intervention and quality control. While a reduction in the total number was expected, as the legislative and policy cycles came to an end with the elections for the European Parliament early June, the significant drop is partly a consequence of an unexpected limited capacity for manual document searches.

## Outputs and uptake by activity, 2024

Activity	Outputs delivered within the programme period	References in priority media outlets	Engagements with priority organisations	References in key European-level policy documents
Working conditions and sustainable work	1	157	25	30
Industrial relations and social dialogue	12	156	23	25
Employment and labour markets	4	117	15	22
Living conditions and quality of life	4	125	28	26
Anticipating and managing the impact of change	3	27	7	16
Promoting social cohesion and convergence	6	5	6	11
Survey management and development	3	n/a	1	n/a
Corporate communication	2	17	13	11
Management and development	1	n/a	n/a	n/a

**Note:** Breakdown by activity is not available for academic references.

## KPI 7: Eurofound outputs with findings referenced in three or more key European-level policy documents in 2024

Title	No. of citations
Working conditions in the time of COVID-19: Implications for the future (6) + EWCTS data (5)	11
The rise in telework: Impact on working conditions and regulations	7
Working conditions and sustainable work: An analysis using the job quality framework	5
Challenges and solutions: Case studies on European Works Councils	4
European Company Survey 2019: Workplace practices unlocking employee potential	
Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty	
Living, working and COVID-19	
Minimum wages: Non-compliance and enforcement across EU Member States – Comparative report	3
Role of human capital inequalities in social cohesion and convergence	
Living, working and COVID-19 in the European Union and 10 EU neighbouring countries	
Energy scenario: Employment implications of the Paris Climate Agreement	
European Jobs Monitor 2021: Gender gaps and the employment structure	
Fraudulent contracting of work: Abusing traineeship status (Austria, Finland, Spain and UK)	
Long-term care workforce: Employment and working conditions	
Measures to tackle labour shortages: Lessons for future policy	
Monitoring convergence in the European Union: Looking backwards to move forward – Upward convergence through crises	
EU PolicyWatch	
Right to disconnect: Implementation and impact at company level	
Social governance of the Recovery and Resilience Facility: Involvement of the national social partners	
Telework and ICT-based mobile work: Flexible working in the digital age	
Unaffordable and inadequate housing in Europe	

## KPI 5.5: Uptake of Eurofound knowledge in the media

The following are a selection of coverage highlights from 2024.

Eurofound's research on human–robot interaction covered in Spain's *Farode Vigo* in August



Australia's decision to give employees the right to disconnect made international news in August. Eurofound's research on the situation in Europe was frequently referenced, as was the case in South Africa's *The Citizen* newspaper, shown here.



Spain's *Diario de Noticias* covered increased industrial action in Europe due to the cost of living crisis in September, quoting Eurofound's research.





Portuguese magazine *Visão* published a detailed report, *Fatigue: How to stop this tiredness that consumes us*, in September, looking at various aspects of working life in Europe. It quoted Eurofound in relation to demands on teleworkers.



Eurofound featured prominently in the May 2024 *Living and Working In ...* special report from *The Irish Times*, which looked at telework and rural-urban differences in working life.



Eurofound also featured prominently in *The Irish Times*'s June 2024 *Future of Work* special report, which looked at digitalisation and changes in the world of work.



Research from the *Becoming adults* report was featured in media throughout Europe in May and early June. It featured prominently in *The Guardian*, shown here.



In May, Spain's *El País* covered Eurofound research on the number of jobs that could be created from Europe's green transition.



Eurofound's research on Europe's rural-urban divide featured in this January article in Spain's *La Vanguardia* about growing discontent in rural areas during the winter.



Eurofound continues to be referenced regularly in the Spanish media in relation to telework. This February article in *El País* addresses the legal challenges to restrictions on telework in the country.



The launch of the fieldwork for the European Working Conditions Survey 2024 featured prominently in *The Times of Malta* in February.



Eurofound research quoted in this article in *La Voz* in February on the housing crisis in Europe.



Eurofound research quoted in this article in *El Mundo* in March on overwork and the negative aspects of the drive for increased productivity.



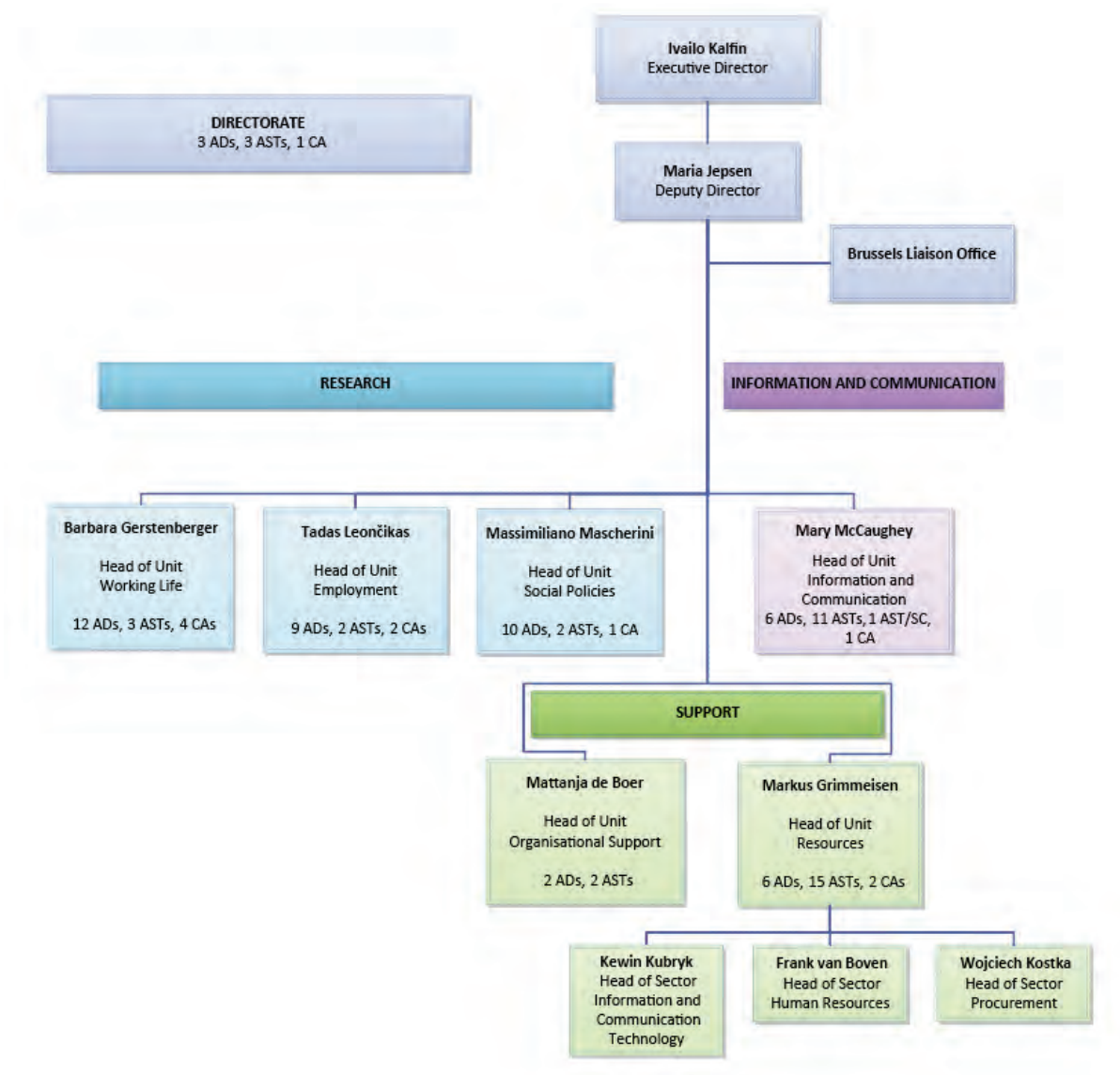
## Annex 2: Financial management

The provisional budget outturn account for 2024 was sent to the Commission in early January 2025. The balance of this account shows a euro zero balance. See Section 2.3.1 in the main report for comments.

	Title	2024 (€)	2023 (€)
Balancing Commission subsidy	1000	24,329,758	23,595,000
Other subsidy from Commission (IPA, delegation agreement, etc.)	1010		845,161
Miscellaneous revenue	5400	38,092	11,745
Miscellaneous revenue – internal assigned revenue	5400	21,500	951
Other revenue from administrative operations	5900	630	
Services rendered – general	6000	75,089	68,244
Services rendered – internal assigned revenue	6000	2,250	179,450
Services rendered – external assigned revenue	6000	401,457	592,756
Proceeds from lettings	6030		
<b>Total revenue (a)</b>		<b>24,868,866</b>	<b>25,293,316</b>
<b>Expenditure</b>			
<i>Staff</i>	1		
Payments		(16,883,114)	(16,115,651)
Appropriations carried over to the following year		(113,481)	(277,652)
<i>Administrative expenses</i>	2		
Payments		(1,516,534)	(1,478,812)
Appropriations carried over to the following year		(600,571)	(414,532)
<i>Operating expenses</i>	3		
Payments		(3,378,338)	(3,013,250)
Appropriations carried over to the following year		(3,991,260)	(4,899,473)
<b>Total expenditure (b)</b>		<b>(26,483,298)</b>	<b>(26,199,370)</b>
<b>Outturn for the financial year (a-b)</b>		<b>(1,614,432)</b>	<b>(906,054)</b>
Cancellation of unused payment appropriations carried over from year n-1		97,128	76,616
Adjustment for carry-over from previous year of appropriations available at 31.12 arising from assigned revenue		1,517,305	829,440
Exchange differences for the year (gain +/-loss -)			
<b>Balance of the outturn account for the financial year</b>		<b>0</b>	<b>0</b>
Balance year N-1		0	14,028
Positive balance from year N-1 reimbursed in year N to the Commission		-0	-14,028
Result used for determining amounts in general accounting		0	0
Commission subsidy – Agency registers accrued revenue / Commission accrued expense		24,868,866	23,594,998
<b>Pre-financing remaining open to be reimbursed by Agency to Commission in 2023</b>		<b>0</b>	<b>0</b>



## Annex 3: Organisational chart as of 31 December 2024



**Notes:** AD, administrator post; AST, assistant post; AST/SC, assistant/secretary post; CA, contract agent post.

## Annex 4: Establishment plan and additional information on human resources management

### Establishment plan

Staff population		Staff population in voted EU budget 2024	Staff population actually filled at 31 December 2024
Officials	AD	4	4
	AST	5	5
	AST/SC	0	0
Temporary agents	AD	47	44
	AST	34	32
	AST/SC	1	1
Total		91	86

### Other human resources

Category	Status at 31 December 2024
Contract agents (CAs)	12
Seconded national experts (SNEs)	0
Trainees	8
Temporary agency workers	3
Structural service providers	5
Total	28

### Vacancies filled in 2024

In 2024, 13 posts were filled.

Position	Grade	No. of posts filled
Research Officer	AD 5	4
Research Support Officer	CA FG IV	4
Procurement Specialist	AST 4	1
Digital Transformation Manager	AD 8	1
Head of Procurement	AD 6	1
Digital Communication Officer	FG III	1
Brussels Liaison Officer	CA FG IV	1

### Selection procedures completed in 2024

Five new selection procedures were launched.

Completed in 2024	
2024 Traineeships Programme	EF-TA-24-01
Research Support Officer	EF-CA-24-02
Procurement Specialist	EF-CA-24-03
Started	
Internal Control and Risk Management Officer	EF-TA-24-04
Digital Communication Officer	EF-TA-24-05

### Gender balance, including of senior and middle management team

The table shows the gender breakdown of staff, including officials, temporary agents and contract agents in 2024.

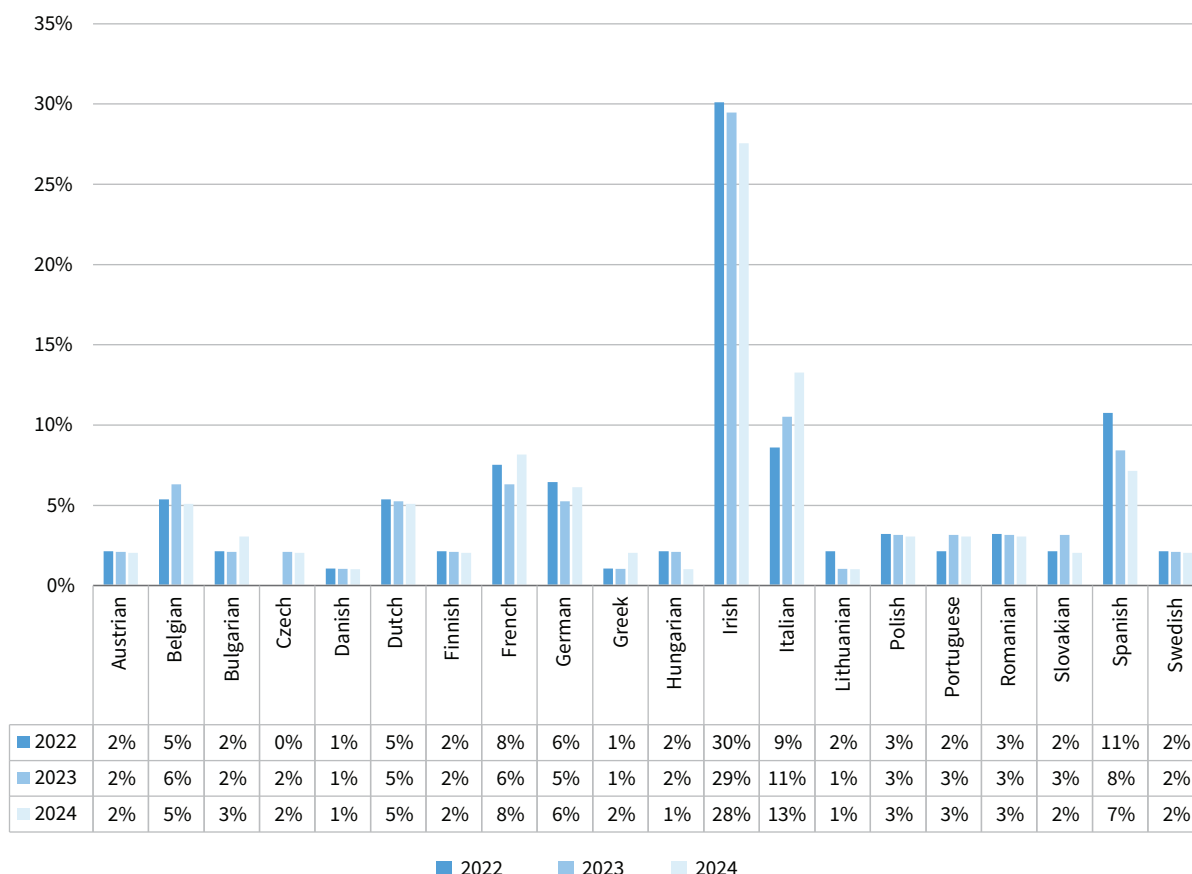
Gender	Number
Female officials	7
Male officials	2
Female temporary agents	40
Male temporary agents	37
Female contract agents	3
Male contract agents	6

The senior and middle management team (Executive Director, Deputy Director and Heads of Unit) is made up of four women and five men. This is unchanged from 2021 and 2022, making the gender balance in Eurofound very stable.

## Geographical balance

The figure shows the percentage breakdown of staff – including officials, temporary agents and contract agents – by Member State.

Looking at the composition of the staff by geographical location, the only noticeable differences in the past three years have been a slight reduction of Irish and Spanish staff and a slight increase in the Italian population. The differences are not significant, as a single person accounts for more than 1% of the total population.



## Promotion and reclassification of staff

In 2024, 16 staff members were promoted. Among the temporary agent staff members, 10 are in the administrator (AD) category and 6 are in the assistant (AST) category. Additionally, one contract agent was promoted. The averages in careers for temporary agents

are always aligned to, if not above, the recommendation of Decision C(2015) 9563, while for contract agents, the averages are within the brackets as foreseen in the recommendations according to Decision C(2015) 9561.



## Reclassification of temporary agents/promotion of officials: Average seniority in the grade (in years)

Grades	2020	2021	2022	2023	2024	Average over 5 years (According to Decision C(2015)9563)
AD5	3			2.7	3.3	2.8
AD6	5	3		3		2.8
AD7	3.2	2.8	3.3	2.9	3	2.8
AD8	2.7	5	3	3	3	3
AD9		4	3.5	3.8	4	4
AD10				4		4
AD11				6.2		4
AD12	8.5		8.2		6.5	6.5
AD13						6.7
AST1				11.1		3
AST2		3		3.1		3
AST3	3		3.5	3.1		3
AST4	6.5	3	2.3	3.6	2.8	3
AST5	5	4.2		4.3	3.9	4
AST6	4	3		3.8	4	4
AST7	5.5	3.5		4.1		4
AST8				4	4	4
AST9						n/a
AST10 (Senior assistant)	7.5					5

## Reclassification of contract staff

Function Group	Grade	Number of staff in activity on 1 January 2024	Number of staff members reclassified in 2024	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members (according to Decision C(2015)9561)
CA IV	17				6–10
	16				5–7
	15	2			4–6
	14	3	1	3.6	3–5
	13	1			3–5
CA III	11				6–10
	10	1			5–7
	9				4–6
	8				3–5
CA II	6	1	1	9	6–10
	5	2			5–7
	4				3–5
CA I	2				6–10
	1				3–5

## Annex 5: Human and financial resources by activity

The first three columns of Table A show the budgeted full activity costs and their shares of the total Eurofound budget. The full costs consist of Title 3 expenditure and staff costs by activities. The fourth and fifth columns of the table show executed full activity costs and their shares of the executed budget. Table B shows details of Title 3 expenditure by activities.

### A. Budgeted full costs and actual full costs

2024 activities	Budgeted full costs (Titles 1, 2 and 3 in €)	% PD budgets	Actual full costs in executed budget 2024 € (with executed person-day rates)	% executed budget
<b>Operational activities</b>				
1. Working conditions and sustainable work	1,822,000	8%	1,908,491	8%
2. Industrial relations and social dialogue	3,814,000	16%	3,564,789	15%
3. Employment and labour markets	1,822,000	8%	1,838,219	7%
4. Living conditions and quality of life	1,581,000	7%	1,631,499	7%
5. Anticipating and managing the impact of change	1,876,000	8%	1,897,836	8%
6. Promoting social cohesion and convergence	1,488,000	6%	1,496,031	6%
7. Survey management and development	3,662,000	15%	3,762,804	15%
8. Reacting to ad hoc information requests	849,000	3%	370,116	2%
<b>Horizontal activities</b>				
9. Corporate communication	5,632,000	23%	6,216,883	25%
10. Management and development	1,714,000	7%	1,837,437	7%
<b>TOTAL</b>	<b>24,260,000</b>	<b>100%</b>	<b>24,524,105</b>	<b>100%</b>

**Note:** Both budgeted and actual costs relate to expenditure on general budget appropriations (C1)

The total actual costs (€24,524,105) slightly exceed the budgeted costs (€24,260,000). The percentage distribution of actual costs is fairly close to the budgeted percentages, with some variations. Notably, Activity 9, Corporate communication, had a higher actual cost than budgeted, while Activity 8, Reacting to ad hoc information requests, had significantly lower actual costs than budgeted. In the case of Corporate communication, the increase was due to higher human resource costs. For Reacting to ad hoc information requests, the decrease was a result of both lower human resource costs and reduced spending in Title 3.

### B. Financial resources by activity

2024 activities	Title 3 – budget 2024 in € (operational)	Title 3 – actual commitments in 2024 in €	% of total Title 3 budget in 2024
<b>Operational activities</b>			
1. Working conditions and sustainable work	216,000	265,987	123%
2. Industrial relations and social dialogue	1,293,000	979,718	76%
3. Employment and labour markets	198,000	169,671	86%
4. Living conditions and quality of life	278,000	292,490	105%
5. Anticipating and managing the impact of change	324,000	311,540	96%
6. Promoting social cohesion and convergence	201,000	165,859	83%
7. Survey management and development	2,094,000	2,167,553	104%
8. Reacting to ad hoc information requests	325,000	140,168	43%
<b>Horizontal activities</b>			
9. Corporate communication	985,000	981,131	100%
10. Management and development	266,000	141,949	53%
<b>TOTAL</b>	<b>6,180,000</b>	<b>5,616,065</b>	<b>91%</b>

**Note:** Both budgeted and actual costs relate to expenditure on general budget appropriations

## Annex 6: Contribution agreements<sup>6</sup> and service-level agreements

Date of signature	Description	Counterpart	Duration	Amount 2023 € (in commitments)
<b>Contribution agreements</b>				
5 May 2023	Contribution agreement 700001546 for 'Provision of knowledge to support better informed social, employment and work-related policies in the Western Balkans and Türkiye'	Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) – European Commission	36 months from 5 May 2023	€336,794.51
<b>Service-level agreements on pilot project</b>				
27 July 2023	Pilot project on working time reduction	Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) – European Commission	18 months from 27 July 2023 (until 26 January 2025)	€ 34,590.61
<b>Service-level agreements<sup>7</sup></b>				
12 March 2020	20-2310-01 Provision of central treasury management services and use of ABAC	Directorate-General for Budget (DG BUDG) – European Commission	Duration valid until cancelled/ terminated by either party	€53,000.00
15 June 2022	22-2204-02 Provision of disaster recovery hosting services	European Union Intellectual Property Office (EUIPO)	Indefinite	€12,336.14
20 December 2018 (last amended 30 March 2023)	07-2204-10 Web development and DG DIGIT software and services (IT hosting of the ABAC system, IT Procurement, CMS, IT Assets – RACHEL service, ABAC Assets, e-prior, visualisation, cloud)	Directorate-General for Informatics (DIGIT) – European Commission	Duration valid until cancelled/ terminated by either party	€265,393.06
1 April 2016 (amended 1 January 2020)	16-2204-03 Provision of IT security services (CERT-EU 035)	Directorate-General for Informatics (DIGIT) – European Commission on behalf of the EU Computer Emergency Response Team (CERT-EU)	Duration valid until cancelled/ terminated by either party	€30,450
1 January 2023–31 December 2025	Provision of a 1GB internet link	HEAnet (Ireland's national education and research network)	3 years	€10,674
21 December 2017, amended 21 May 2018 for medical services and legal assistance, 21 January 2019 for legal assistance, 17 January 2021 for data protection, 30 March 2021 for reporting	18-1175-04 Provision of HR services (Appendixes A, B, D, DS, E, IDOC)	Directorate-General Human Resources and Security (HR) – European Commission	Duration valid until cancelled/terminated by either party	€56,969.32
20 December 2012	06-3041-06 Provision of interpretation	Directorate-General for Interpretation (SCIC) – European Commission	Duration valid until cancelled/terminated by either party	€0.00
13 May 2019	20-1120-02 Provision of training services between EPSO/EUSA and Eurofound	European Personnel Selection Office (EPSO) and European School of Administration (EUSA)	Indefinite from 1 April 2019	€585.00
11 October 2018	08-1175-01 PMO administrative services	Office for the Administration and Payment of Individual Entitlements (PMO)	Duration valid until cancelled/ terminated by either party	€124,416.70
19 December 2018	05-3012-02 Provision of publishing services (covers typesetting and printing, storage and dissemination, video and web graphic design)	Publications Office of the European Union (OPOCE)	Duration valid until cancelled/terminated by either party	€42,952.81
1 January 2012	06-3050-01 General provision of translation services	Translation Centre for the Bodies of the EU	Duration valid until cancelled/ terminated by either party	€261,310.50
1 March 2018	18-1175-05 EUAN Shared Support Office	European Food Safety Authority (EFSA)	indefinite	€5,175.80
17 January 2021	21-1175-01 Diplomatic passport for Directors of Agencies ( <i>laissez-passer</i> )	Directorate-General Human Resources and Security (HR) – European Commission	3 years	€0.00

<sup>6</sup> Articles 7.2 and 7.5 of the Financial Regulation.

<sup>7</sup> Article 43.2 of the Financial Regulation.

## Annex 7: Annual accounts

### 1. Balance sheet

#### 1.1 Balance sheet

	Note	31.12.2024 (€)	31.12.2023 (€)
<b>Non-current assets</b>			
<i>Intangible assets</i>	2.1	0	0
<i>Property, plant and equipment</i>	2.2	773,917	738,692
		<b>773,917</b>	<b>738,692</b>
<b>Current assets</b>			
<i>Exchange receivables and non-exchange recoverables</i>	2.3	5,172,814	5,977,748
<i>Accrued income</i>	2.4	10,784	15,752
<i>Cash and cash equivalents</i>	2.5	79,491	53,777
		<b>5,263,089</b>	<b>6,047,277</b>
<b>Total assets</b>		<b>6,037,006</b>	<b>6,785,969</b>
<b>Non-current liabilities</b>			
<i>Long-term payables</i>	2.6	(94,607)	(369,104)
		<b>(94,607)</b>	<b>(369,104)</b>
<b>Current liabilities</b>			
<i>Payables</i>	2.6	(321,386)	(493,396)
<i>Accrued charges and deferred income</i>	2.7	(1,361,014)	(2,082,576)
<i>Provisions</i>	2.8	0	0
		<b>(1,682,400)</b>	<b>(2,575,972)</b>
<b>Total liabilities</b>		<b>(1,777,007)</b>	<b>(2,945,076)</b>
<b>Net assets</b>		<b>4,259,999</b>	<b>3,840,893</b>
<i>Accumulated surplus</i>		3,840,893	4,416,195
<i>Economic result of the year</i>		419,106	(575,302)
<b>Net assets</b>		<b>4,259,999</b>	<b>3,840,893</b>

## 1.2 Statement of financial performance

	Note	2024 (€)	2023 (€)
<b>Revenue</b>			
<b>Revenue from non-exchange transactions</b>			
<i>Subsidy of the Commission</i>	3.1	24,722,586	24,176,960
<i>Miscellaneous income</i>	3.1	250	0
		<b>24,722,836</b>	<b>24,176,960</b>
<b>Revenue from exchange transactions</b>			
<i>Other sales and revenue</i>	3.2	465,136	702,694
<i>Income from sale of fixed assets</i>	3.2	21,500	0
<i>Miscellaneous revenue</i>	3.2	0	(17,278)
		<b>486,636</b>	<b>685,416</b>
<b>Total revenue</b>		<b>25,209,222</b>	<b>24,862,376</b>
<b>Expenses</b>			
<i>Operating costs</i>	3.3	(5,522,878)	(6,693,406)
<i>Staff costs</i>	3.4	(16,419,875)	(15,776,816)
<i>Other expenses</i>	3.5	(2,847,613)	(2,967,456)
<b>Total expenses</b>		<b>(24,790,366)</b>	<b>(25,437,678)</b>
<b>Economic result of the year</b>		<b>419,106</b>	<b>(575,302)</b>

## 1.3 Cashflow statement

<i>Economic result of the year</i>	419,106	(575,302)
<b>Operating activities</b>		
<i>Depreciation and amortization</i>	123,093	108,573
<i>Increase/decrease in provisions</i>	0	(20,000)
<i>Decrease in exchange receivables and non-exchange recoverables</i>	809,902	(268,418)
<i>Increase in payables</i>	7,014	(607)
<i>Decrease in accrued charges and deferred income</i>	(722,145)	439,324
<i>Decrease in liabilities related to consolidated EU entities</i>	(452,938)	339,011
<b>Investing activities</b>		
<i>Increase in intangible assets and property, plant and equipment</i>	(158,318)	(20,792)
<b>Net cashflow</b>	<b>25,714</b>	<b>1,788</b>
<b>Net increase in cash and cash equivalents</b>		
<i>Cash and cash equivalents at the beginning of the year</i>	53,777	51,989
<i>Cash and cash equivalents at year-end</i>	79,491	53,777

## 2. Notes to the balance sheet

### Assets

#### 2.1 Intangible assets

	Total (€)
<i>Gross carrying amount at 31.12.2023</i>	795
<i>Disposals</i>	0
<b>Gross carrying amount at 31.12.2024</b>	<b>795</b>
<i>Accumulated amortisation at 31.12.2023</i>	(795)
<i>Amortisation charge for the year</i>	0
<i>Disposals</i>	0
<b>Accumulated amortisation at 31.12.2024</b>	<b>(795)</b>
<b>Net carrying amount at 31.12.2024</b>	<b>0</b>
<i>Net carrying amount at 31.12.2023</i>	0

The amounts under this heading entirely comprise computer software with the annual amortisation rate of 25%.

#### 2.2 Property, plant and equipment

	Land and buildings (€)	Plant and equipment (€)	Furniture and vehicles (€)	Computer hardware (€)	Other fixtures (€)	Total
<i>Gross carrying amount at 31.12.2023</i>	8,405,144	70,456	670,385	624,420	815,320	10,585,725
<i>Additions</i>	99,000	-	59,318	-	-	158,318
<i>Disposals</i>	-	-	(45,267)	(60,906)	-	(106,173)
<b>Gross carrying amount at 31.12.2024</b>	<b>8,504,144</b>	<b>70,456</b>	<b>684,436</b>	<b>563,514</b>	<b>815,320</b>	<b>10,637,870</b>
<i>Accumulated depreciation at 31.12.2023</i>	(7,773,400)	(68,753)	(646,478)	(577,960)	(780,443)	(9,847,034)
<i>Depreciation charge for the year</i>	(61,736)	(817)	(18,141)	(15,951)	(26,447)	(123,092)
<i>Write-back of depreciation</i>	-	-	-	-	-	-
<i>Disposals</i>	-	-	45,267	60,906	-	106,173
<b>Accumulated depreciation at 31.12.2024</b>	<b>(7,835,136)</b>	<b>(69,570)</b>	<b>(619,352)</b>	<b>(533,005)</b>	<b>(806,890)</b>	<b>(9,863,953)</b>
<b>Net carrying amount at 31.12.2024</b>	<b>669,008</b>	<b>886</b>	<b>65,084</b>	<b>30,509</b>	<b>8,430</b>	<b>773,917</b>
<i>Net carrying amount at 31.12.2023</i>	631,745	1,703	23,907	46,460	34,877	738,692

#### 2.3 Exchange receivables and non-exchange receivables

	Note	31.12.2024 (€)	31.12.2023 (€)
<b>Current</b>			
<i>Receivables from exchange transactions</i>	2.3.1	5,172,302	5,977,248
<i>Recoverables from non-exchange transactions</i>	2.3.2	512	500
<b>Total</b>		<b>5,172,814</b>	<b>5,977,748</b>

## 2.4 Receivables from exchange transactions

	31.12.2024 (€)	31.12.2023 (€)
<b>Current</b>		
<i>Central Treasury liaison accounts</i>	4,745,260	5,735,492
<i>Deferred charges relating to exchange transactions</i>	354,159	233,127
<i>Staff</i>	72,873	8,393
<i>Other receivables</i>	10	11
<b>Total</b>	<b>5,172,302</b>	<b>5,977,248</b>

In 2021, Eurofound signed a service-level agreement with DG BUDG's Treasury Service to manage Eurofound's funds, both receipts and payments. The balance on the treasury liaison account is classified as receivables from exchange transactions (see notes 2.3 and 2.5).

The deferred charges consist of 2024 pro-rata costs for insurance policies, software licences and subscriptions to journals and publications. Part of the cost was expensed in 2024, and the remaining (deferred) charge sits in the balance sheet as a current asset.

Receivables from staff refers to amounts owed by staff for overpayment of salaries and allowances.

Other receivables consist of bank charges to be processed.

## 2.5 Recoverables from non-exchange transactions

	31.12.2024 €	31.12.2023 €
<b>Current</b>		
<i>Member States</i>	512	725
<b>Total</b>	<b>512</b>	<b>725</b>

Recoverables from Member States represent a small sum owed by the local authority, together with an amount of VAT to be recovered.

## 2.6 Accrued income

	31.12.2024 €	31.12.2023 €
<i>Accrued income</i>	10,784	15,752

Eurofound is due the amount of €7,202 for the reimbursement of legal costs. The remainder of the balance relates to a credit due from the insurance company, a reimbursement of electricity costs for the electric car chargers on site, reimbursement of mission costs and a small amount of compensation from the bank.

## 2.7 Cash and cash equivalents

	31.12.2024 €	31.12.2023 €
<i>Imprest accounts</i>	79,491	53,777
<b>Total</b>	<b>79,491</b>	<b>53,777</b>



In February 2021, Eurofound closed the two current accounts held with ING bank in Brussels and signed a service-level agreement with DG BUDG's Treasury Service. DG BUDG maintains a bank account and processes all treasury functions on behalf of Eurofound.

The balance on the treasury liaison account is classified as receivables from exchange transactions (see notes 2.3 and 2.5).

Eurofound continues to hold a local imprest account with AIB bank in Dublin. This account is used for small purchases made in cash or by cheque or credit card. In addition, it is used to enable three direct debit payments for electricity, mobile phone and fuel card.

## Liabilities

### 2.8 Payables

	31.12.2024 €	31.12.2023 €
<i>Pre-financing received from the European Commission – operating subsidy – short term</i>	315,206	493,647
<i>Pre-financing received from the European Commission – operating subsidy – long term</i>	94,607	369,104
<i>Pre-financing received from the European Commission – balancing subsidy</i>	0	0
<i>Other payables</i>	6,180	(251)
<b>Total</b>	<b>415,993</b>	<b>862,500</b>

The operating subsidy received from the Commission relates to projects funded outside of the ordinary budget of the Agency. The balancing subsidy is the ordinary budget of the Agency received from DG EMPL.

The ordinary budget was fully executed, and therefore no monies are to be returned to the Commission.

The pre-financing liability related to the operating subsidy comprises a balance of €378,429 from DG NEAR for the Instrument for Pre-Accession Assistance (IPA III). The agreement covers the period from 8 May 2023 to 7 May 2026, therefore the amount of open pre-financing is split pro-rata across the remainder of the period, with 12 months classified as a current liability (short term) and 4 months classified as a non-current liability (long term).

The short term pre-financing also includes €31,384 from DG EMPL for a pilot project on the minimum wage. Other payables consist of an invoice for €6,180 for software that was registered in the system but remained unpaid at the year end.

### 2.9 Accrued charges

	31.12.2024 €	31.12.2023 €
<i>Accrued charges</i>	1,360,213	2,082,358
<i>Other passive accruals and deferrals</i>	801	218
<b>Total</b>	<b>1,361,014</b>	<b>2,082,576</b>

Accrued charges are the amounts estimated by the Authorising Officer of costs incurred for services and goods delivered in 2024 but not yet invoiced or processed by the end of the year. The basis of the accruals calculation is the open amount of budgetary commitments at year end. The heading includes estimated operating expenses of €1,040,390 and staff expenses of €319,823 for untaken leave.

### 3. Notes to the statement of financial performance

#### Revenue

##### 3.1 Non-exchange revenue

	31.12.2024 €	31.12.2023 €
<i>Balancing subsidy of the Commission</i>	24,329,758	23,595,000
<i>Operating subsidy of the Commission</i>	392,828	581,960
<i>Miscellaneous income</i>	250	0
<b>Total</b>	<b>24,722,836</b>	<b>24,176,960</b>

The balancing subsidy of the Commission relates to the ordinary budget of the Agency received from DG EMPL and amounts to €24,329,758 in 2024.

The operating subsidy relates to projects funded outside of the ordinary budget of the Agency and comprises €79,236 from DG EMPL corresponding to the pilot project on the minimum wage; €46,090 from DG EMPL corresponding to the pilot project on working time reduction; and €267,502 from DG NEAR for the IPA III. Unused amounts are recorded as pre-financing liabilities under accounts payable (see note 2.6 above) and are to be reimbursed to the Commission. The corresponding accrued expenses will be recorded in the financial statements of the Commission.

##### 3.2 Exchange revenue

	31.12.2024 €	31.12.2023 €
<i>Other sales and revenue</i>	465,136	661,000
<i>Other income – fixed assets</i>	21,500	0
<i>Administrative revenue with other consolidated entities</i>	0	41,694
<i>Miscellaneous income</i>	0	(17,278)
<b>Total</b>	<b>486,636</b>	<b>685,416</b>

Other sales and revenue comprises €203,024 from Switzerland and €198,523 from Norway for inclusion in the European Working Conditions Survey 2024. Additionally, €63,589 was received from Norway for its contribution to the Network of Eurofound Correspondents. Other income – fixed assets is the amount Eurofound received for the sale of the official car.

##### 3.3 Operating costs

	31.12.2024 €	31.12.2023 €
<i>Operating costs</i>	5,522,878	6,693,406

Included under this heading are operating expenses incurred in relation to core tasks of the Agency and tasks delegated by the Commission carried out in 2024.

##### 3.4 Staff costs

	31.12.2024 €	31.12.2023 €
<i>Staff costs</i>	16,419,875	15,776,817

Included under this heading are salary expenses and other employment-related allowances and benefits. Calculations related to staff costs are, based on the service-level agreement, entrusted to the European Commission's Office for administration and payment of individual entitlements (also known as the Paymaster's Office (PMO)).

The pensions of Eurofound staff members are covered by the Pensions Scheme of European Officials. This pension scheme is a defined benefit plan, i.e. the amount of benefit an employee will receive on retirement depends on factors such as age and years of service. Both Eurofound staff and the Commission contribute to the pension scheme, and the contribution percentage is revised yearly to reflect the changes in the Staff Regulations. The cost to the Commission is not reflected in Eurofound's accounts. Similarly, the future benefits payable to Eurofound staff are accounted for in the liabilities of the Commission, as it is the Commission that will pay out these benefits. No provisions related to future pensions are made in these accounts.

### 3.5 Other expenses

	31.12.2024	31.12.2023
	€	€
<i>Fixed asset-related expenses</i>	123,093	108,573
<i>Rent of land and buildings</i>	27,417	27,050
<i>Maintenance and Security</i>	561,565	581,991
<i>Insurance – building</i>	32,699	35,631
<i>Taxes</i>	0	22,256
<i>Office supplies</i>	1,188	1,298
<i>Legal expenses</i>	13,752	(5,028)
<i>Communications</i>	24,083	16,570
<i>Insurance – others</i>	15,335	9,041
<i>Car and transport expenses</i>	895	1,142
<i>Recruitment costs</i>	0	(390)
<i>Training costs</i>	110,656	113,642
<i>Missions</i>	116,737	97,352
<i>IT costs</i>	669,577	816,245
<i>Other external service providers (non-IT)</i>	242,973	206,600
<i>Expenses with other consolidated entities</i>	907,197	955,026
<i>Provision for other liabilities and charges</i>	0	(20,000)
<i>Other financial expenses</i>	446	457
<b>Total</b>	<b>2,847,613</b>	<b>2,967,456</b>

Fixed asset-related expenses are mainly for the 2024 depreciation.

Expenses with other consolidated entities, such as the European Commission and other EU agencies, consist mainly of service-level agreements for translations, publications, ICT and HR-related services

## Annex 8: Delegated powers to Authorising Officers by delegation

Finance activities		Delegated to
<b>Authorisation for:</b>		
Provisional budgetary commitment of appropriations of less than €80,000	Heads of Units (AODs)	Only for own area of responsibility; no cross-delegation, no sub-delegation
Individual budgetary commitment of appropriations of less than €80,000	Heads of Units (AODs)	
Legal commitments (as well as the preliminaries) of less than €80,000	Heads of Units (AODs)	
Payment orders (with individual payment requests of less than €80,000)	Heads of Units (AODs)	
Estimates of amounts receivable	Heads of Units (AODs)	
Recovery orders	Heads of Units (AODs)	
Waivers of recovery of amounts receivable of less than €5,000	Heads of Units (AODs)	
Cancellations of amounts receivable of less than €5,000	Heads of Units (AODs)	
HR activities		Delegated to
<b>Authorisation for:</b>		
Filling vacant posts	Executive Director, Head of HR	
Recruitment	Executive Director, Head of Resources, Head of HR	
Career development	Executive Director, Deputy Director, Head of HR	
Termination of service	Executive Director, Director of PMO	
Rights and obligations	Executive Director, Deputy Director, Head of Resources, Head of HR	
Disciplinary matters	Deputy Director	
Working conditions	Executive Director, Head of Resources, Head of HR, Heads of Unit	
Pay and social security benefits	Executive Director, Head of Resources, Head of HR, Heads of Unit, Director of PMO	
Bodies provided for by SR	Executive Director, Head of HR	
Requests and appeals	Management Board Committee on Staff Matters, Executive Director, Deputy Director	

## Annex 9: List of Management Board members, events and publications

### Members of the Management Board – Status at 31 December 2024

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	<b>Laurin Cerha-Marcher</b> Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASGP)	<b>Petra Pencs</b> Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASGP)	<b>Tobias Sonnweber</b> Federation of Austrian Industries (IV)	<b>Josef Wirth</b> Austrian Association for Public and Social Economy (VÖWG)	<b>Dinah Djalinous-Glatz</b> Austrian Federation of Trade Unions (ÖGB)	<b>Adi Buxbaum</b> Austrian Federal Chamber of Labour
Belgium	<b>Yves Bolsee</b> Federal Public Service Ministry of Employment, Labour and Social Dialogue	<b>Alain Piette</b> Federal Public Service Ministry of Employment, Labour and Social Dialogue	<b>Kris De Meester</b> Federation of Enterprises in Belgium (FEB-VBO)	<b>Phillipe Van Wallegghem</b> Organisation for the Self-employed and SMEs (UNIZO)	<b>Stijn Gryp</b> Confederation of Christian Trade Unions (ACV/CSC)	<b>Caroline Verdoot</b> Belgian General Federation of Labour (FGTB/ABVV)
Bulgaria	<b>Nenko Salchev</b> Ministry of Labour and Social Policy	<b>Teodora Todorova</b> Ministry of Labour and Social Policy	<b>Dimitar Brankov</b> Bulgarian Industrial Capital Association (BICA)	<b>Theodor Dechev</b> Bulgarian Industrial Capital Association (BICA)	<b>Todor Kapitanov</b> Confederation of Independent Trade Unions in Bulgaria (CITUB)	<b>Vesselin Mitov</b> Confederation of Labour (Podkrepa)
Croatia	<b>Iva Musić Orešković</b> Ministry of Labour, Pension System, Family and Social Policy	<b>Inja Ogrizović Džamonja</b> Ministry of Labour, Pension System, Family and Social Policy	<b>Nusa Žunec</b> Croatian Employers' Association (CEA)	<b>Dario Čorić</b> Croatian Employers' Association (CEA)	<b>Marija Hanževački</b> Union of Autonomous Trade Unions of Croatia (SSSH)	<b>Dijana Šobota</b> Union of Autonomous Trade Unions of Croatia (SSSH)
Cyprus	<b>Orestis Messios</b> Ministry of Labour, Welfare and Social Insurance	<b>Panayiotis Savva</b> Ministry of Labour, Welfare and Social Insurance	<b>Polyvios Polyviou</b> Cyprus Employers and Industrialists Federation (OEB)	<b>Georges Hadjikallis</b> Cyprus Employers and Industrialists Federation (OEB)	<b>Panikos Argyrides</b> Cyprus Workers' Confederation (SEK)	<b>Evangelos Evangelou</b> Cyprus Workers Confederation (SEK)
Czechia	<b>Vlastimil Váňa</b> Ministry of Labour and Social Affairs	<b>Tomáš Hataj</b> Ministry of Labour and Social Affairs	<b>Vladimíra Drbalová</b> Confederation of Industry of Czechia (SPCR)	<b>Pavla Brecková</b> Association of Small and Medium-Sized Enterprises and Crafts of Czechia	<b>Jiří Vaňásek</b> Czech-Moravian Confederation of Trade Unions (CMKOS)	<b>Jana Maláčová</b> Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	<b>Laerke Thorø Borch Sloth</b> Ministry of Employment		<b>Christiane Mißbeck-Winberg</b> Confederation of Danish Employers (DA)	<b>Maria Kluger Dionigi</b> Confederation of Danish Employers (DA)	<b>Maria Bjerre</b> Danish Confederation of Trade Unions (LO)	<b>Käthe Munk Ryom</b> Akademikerne
Estonia	<b>Ingel Kadarik</b> Ministry of Social Affairs of Estonia	<b>Deisi Pohlak</b> Ministry of Social Affairs of Estonia	<b>Kristi Sõber</b> Estonian Employers' Confederation (ETTK)	<b>Meelis Kitsing</b> Estonian Business School	<b>Jaan-Hendrik Toomel</b> Estonian Trade Union Confederation (EAKL)	<b>Madis Iganõmm</b> Estonian Employees Union Confederation (TALO)
Finland	<b>Antti Närhinen</b> Ministry of Economic Affairs and Employment	<b>Maija Lyly-Yrjänäinen</b> Ministry of Economic Affairs and Employment	<b>Katja Miettinen</b> Confederation of Finnish Industries (EK)	<b>Suvi Lahti-Leeve</b> Confederation of Finnish Industries (EK)	<b>Juha Antila</b> Central Organisation of Finnish Trade Unions (SAK)	<b>Seppo Nevalainen</b> Finnish Confederation of Salaried Employees (STTK)
France	<b>Nathalie Vaysse</b> Ministry of Labour, Full Employment and Integration	<b>Lucile Castex-Chauve</b> Ministry of Labour, Full Employment and Integration	<b>Hugues Pollastro</b> Union des employeurs de l'économie social et solidaire	<b>Anne Vauchez</b> Movement of the Enterprises of France (MEDEF)	<b>Charles Parmentier</b> French Democratic Confederation of Labour (CFDT)	<b>Romain Lasserre</b> General Federation of Workers (FGTA-FO)
Germany	<b>Thomas Voigtländer</b> Federal Ministry of Labour and Social Affairs (BMAS)	<b>Merle Rottschaefer</b> Federal Ministry of Labour and Social Affairs (BMAS)	<b>Matthias Rohrmann</b> Employers and Business Association of Mobility and Transport Service Providers (AGV-MOVE)	<b>Sebastian Hopfner</b> Employers' Association of Insurance Companies in Germany (AGV)	<b>Tanja Bergrath</b> Confederation of German Trade Unions (DGB)	<b>Livia Hentschel</b> Confederation of German Trade Unions (DGB)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Greece	<b>Triantafyllia Totou</b> Ministry of Labour, Social Security and Social Solidarity	<b>Georgios Gourzoulidis</b> Ministry of Labour, Social Security and Social Solidarity	<b>Christos Ioannou</b> Hellenic Federation of Enterprises (SEV)	<b>Katerina Daskalaki</b> Hellenic Federation of Enterprises (SEV)	<b>Ioannis Poupkos</b> Greek General Confederation of Labour (GSEE)	
Hungary	<b>Krisztina Pelei</b> Ministry for Innovation and Technology	<b>Vera Judit Ács</b> Ministry of Interior	<b>Adrienn Balint</b> BusinessHungary (MGYOSZ)	<b>Andrea Magyar</b> BusinessHungary (MGYOSZ)	<b>Szabolcs Beothy-Feher</b> Hungarian Trade Union Confederation (MSZSZ)	<b>Viktória Szűcs</b> Forum for the Cooperation of Trade Unions (SZEK)
Ireland	<b>Diarmaid Smyth</b> Department of Enterprise, Trade and Employment	<b>Kieran Lea</b> Department of Social Protection	<b>Maeve McElwee</b> Irish Business and Employers Confederation (IBEC)	<b>Pauline O'Hare</b> Irish Business and Employers Confederation (IBEC)	<b>David Joyce</b> Irish Congress of Trade Unions (ICTU)	<b>Ger Gibbons</b> Irish Congress of Trade Unions (ICTU)
Italy	<b>Romolo de Camillis</b> Ministry of Labour and Social Policy	<b>Rosanna Margiotta</b> Ministry of Labour and Social Policy	<b>Stefania Rossi</b> General Confederation of Italian Industry (Confindustria)	<b>Giovanni Morleo</b> General Confederation of Italian Industry (Confindustria)	<b>Salvatore Marra</b> Italian General Confederation of Labour (CGIL)	<b>Rossella Benedetti</b> Italian Labour Union (UIL)
Latvia	<b>Ineta Tāre</b> Ministry of Welfare	<b>Ineta Vjake</b> Ministry of Welfare	<b>Kaspars Gorkšs</b> Employers' Confederation of Latvia (LDDK)	<b>Sintija Sejeja</b> Employers' Confederation of Latvia (LDDK)	<b>Linda Romele</b> Free Trade Union Confederation of Latvia (LBAS)	<b>Martins Svirskis</b> Free Trade Union Confederation of Latvia (LBAS)
Lithuania	<b>Donata Šlekutė</b> Ministry of Social Security and Labour	<b>Rita Skrebiškiene</b> Ministry of Social Security and Labour	<b>Ineta Rizgelė</b> Lithuanian Business Confederation (LVK)	<b>Monika Grigalauskienė</b> Lithuanian Investors' Forum	<b>Daiva Kvedaraitė</b> Lithuanian Trade Union 'Solidarumas' (LPS)	<b>Sigita Mykolaitytė</b> Lithuanian Trade Union Confederation (LPSK)
Luxembourg	<b>Tom Oswald</b> Ministry of Labour	<b>Bob Greis</b> Ministry of Labour	<b>Philippe Heck</b> FEDIL - The Voice of Luxembourg's Industry	<b>Marc Kieffer</b> FEDIL - The Voice of Luxembourg's Industry	<b>Veronique Eischen</b> Independent Luxembourg Trade Union Confederation (OGB-L)	<b>Patrick Dury</b> Luxembourg Confederation of Christian Trade Unions (LCGB)
Malta	<b>Diane Vella Muscat</b> Department for Industrial and Employment Relations (DIER)	<b>Christopher Galea</b> Department for Industrial and Employment Relations (DIER)	<b>Joe Farrugia</b> Malta Employers' Association (MEA)	<b>Kevin Mizzi</b> Malta Chamber of Commerce, Enterprise and Industry (MT)	<b>Joseph Bugeja</b> General Workers' Union (UGT)	<b>Paul Pace</b> Malta Union of Midwives and Nurses (MUMN)
Netherlands	<b>Wilm Geurts</b> Ministry of Social Affairs and Employment	<b>Iris De Graaff</b> Ministry of Social Affairs and Employment	<b>Guusje Dolsma</b> Confederation of Netherlands Industry and Employers (VNO-NCW)	<b>Nurcan Yilmaz</b> Association of Dutch Municipalities (VNG)	<b>Elmar Smid</b> Netherlands Trade Union Confederation (FNV)	
Poland	<b>Jerzy Ciechański</b> Ministry of Family, Labour and Social Policy	<b>Magdalena Zawadzka</b> Ministry of Family, Labour and Social Policy	<b>Andrzej Rudka</b> Polish Confederation of Private Employers (Lewiatan)	<b>Szymon Witkowski</b> Employers of Poland	<b>Katarzyna Bartkiewicz</b> Independent and Self-Governing Trade Union Solidarnosc (NSZZ)	<b>Katarzyna Pietrzak</b> All-Poland Alliance of Trade Unions (OPZZ)
Portugal	<b>Cristina Rodrigues</b> Ministry of Labour, Solidarity and Social Security		<b>Manuel Marcelino Peralta Da Pena Costa</b> Confederation of Trade and Services of Portugal (CCP)	<b>Luis Henrique</b> Confederation of Portuguese Industry (CIP)	<b>Vanda Pereira Da Cruz</b> General Workers' Union (UGT)	<b>Hugo Filipe Rodrigues Dionísio</b> General Confederation of Portuguese Workers (CGTP)
Romania	<b>Bianca Diana Mihăiță</b> Directorate of Employment Policies, Skills and Professional Mobility	<b>Ioana Dumitrescu</b> Ministry of Labour, Family and Social Protection and Elderly	<b>Adelina Dabu</b> Concordia Employers' Confederation	<b>Radu Burnete</b> Concordia Employers' Confederation	<b>Sabin Rusu</b> Democratic Trade Union Confederation of Romania (CSDR)	<b>Mihaela Dârle</b> National Trade Union Confederation - Cartel ALFA

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Slovakia	Silvia Gregorcová Ministry of Labour, Social Affairs and Family	Jan Gabura Ministry of Labour, Social Affairs and Family	Alexandra Šarinová National Union of Employers (RUZ)	Martin Hošťák National Union of Employers (RUZ)	Miroslav Hajnos Confederation of Trade Unions of the Slovak Republic (KOZ SR)	
Slovenia	Vladka Komel Ministry of Labour, Family, Social Affairs and Equal Opportunities	Andraž Bobovnik Ministry of Labour, Family, Social Affairs and Equal Opportunities	Miroslav Smrekar Association of Employers of Slovenia (ZDS)	Nataša Cvetek Association of Employers in Craft and Small Business of Slovenia (ZDOPS)	Maja Konjar Association of Free Trade Unions of Slovenia (ZSSS)	Matija Drmota Association of Free Trade Unions of Slovenia (ZSSS)
Spain	Marina Griñón Montes Ministry of Labour and Social Economy	Gloria Ortega Gonzalez Ministry of Labour and Social Economy	Celia Ferrero Romero Association of Self-employed Workers (ATA)	Miguel Canales Gutiérrez Spanish Confederation of SMEs	Antonio Miguel Luna Pavon General Union of Workers (UGT)	Fernando Rocha Sánchez Federation of Workers' Commissions (CCOO)
Sweden	Aurora Lewen Ministry of Employment	Håkan Nyman Ministry of Health and Social Affairs	Patrik Karlsson Confederation of Swedish Enterprises	Anna Bergsten Confederation of Swedish Enterprises	Håkan Gustavsson Swedish Confederation for Professional Employees (TCO)	Carola Löfstrand Swedish Trade Union Confederation (LO-S)
<b>EFTA-EEA</b>	<b>Observers</b>					
	Anna Skarberg Ministry of Labour and Inclusion, Norway	Kristin Stanwick Bårnås Ministry of Labour & Social Affairs (Norway)	Kristine Østrem Alsvik Confederation of Norwegian Enterprise (NHO)		Liv Sannes Norwegian Confederation of Trade Unions, (LO Norway)	
<b>Representatives of the Commission</b>						
	Barbara Kauffmann DG Employment, Social Affairs and Inclusion	Imad Kanjou Augé DG Employment, Social Affairs and Inclusion	Veronique Wasbauer DG Health and Food Safety	Stefan Schreck DG Health and Food Safety	Henriette van Eijl DG Research and Innovation	Maria Del Pilar Gonzalez Pantaleon DG Research and Innovation



## Members of the Executive Board, status at 31 December 2024

Governments Group	<b>Vice-Chair of the Management Board</b> <b>Jerzy Ciechański</b> Polish Ministry of Labour and Social Policy	
	<b>Coordinator</b> <b>Antti Närhinen</b> Ministry of Economic Affairs and Employment	
Employers Group	<b>Chair of the Management Board</b> <b>Stefania Rossi</b> General Confederation of Italian Industry (Confindustria)	
	<b>Coordinator</b> <b>Anna Kwiatkiewicz</b> BusinessEurope	
Workers Group	<b>Vice-Chair of the Management Board</b> <b>Salvatore Marra</b> Italian General Federation of Labour (CGIL)	
	<b>Coordinator</b> <b>Tea Jarc</b> European Trade Union Confederation (ETUC)	<b>Alternate</b> <b>Aline Hoffmann</b> European Trade Union Institute (ETUI)
European Commission	<b>Vice-Chair of the Management Board</b> <b>Barbara Kauffmann</b> DG Employment, Social Affairs and Inclusion	
	<b>Member of the Executive Board</b> <b>Imad Kanjou Augé</b> DG Employment, Social Affairs and Inclusion	

## Advisory Committees – Status at 31 December 2024<sup>8</sup>

### Advisory Committee for Working Conditions and Sustainable Work

Coordinator: Barbara Gerstenberger

#### Representation

Governments: Thomas Voigtländer (DE)  
Petra Pencs (AT)  
Vladka Komel (SI)  
Maija Lyly-Yrjänäinen (FI)

Employers: Kris De Meester (BE)  
Christiane Mißbeck-Winberg (DK)  
Katerina Daskalaki (EL)

Workers: Juha Antila (FI)  
Romain Lasserre (FR)  
Katarzyna Bartkiewicz (PL)

Commission: Klemen Knez, DG Employment,  
Social Affairs and Inclusion  
Karolina Gralek, DG Employment,  
Social Affairs and Inclusion  
Andrea Glorioso, DG Employment,  
Social Affairs and Inclusion  
Kajsa Normannseth, DG Employment,  
Social Affairs and Inclusion

Experts: Kirsi Ahola (FI)  
Steven Dhondt (NL)

Commission: Himed Guessoum, DG Employment,  
Social Affairs and Inclusion  
Alfonso Arpaia, DG Employment,  
Social Affairs and Inclusion  
Evi Roelen, DG Employment,  
Social Affairs and Inclusion  
Diana Crumpana, DG Employment,  
Social Affairs and Inclusion  
Edouard Turkisch, DG Employment,  
Social Affairs and Inclusion

Experts: Guglielmo Meardi (IT)  
Aurora Trif (RO)

### Advisory Committee for Living Conditions, Social Cohesion and Convergence

Coordinator: Massimiliano Mascherini

#### Representation

Governments: Silvia Gregorcová (SK)  
Rita Skrebiškiene (LT)  
Jerzy Ciechański (PL)  
Miranda Visser (NL)

Employers: Marcelino Pena Costa (PT)  
Christos Ioannou (EL)  
Celia Ferrero Romero (ES)  
Rosa d' Adelhart Toorop (NL)

Workers: Sotiria Theodoropoulou, ETUI  
Adi Buxbaum (AT)  
Rossella Benedetti (IT)  
Viktoria Szucs (HU)

Commission: Anna Lalova, DG Employment,  
Social Affairs and Inclusion  
(Substitute member: Fabiana Pierini,  
DG Employment, Social Affairs and  
Inclusion)  
Stefan Schreck, DG Health and  
Food Safety  
(Substitute member: Ragnar Horn,  
DG Employment, Social Affairs and  
Inclusion)

Experts: Mia Tammelin (FI)  
Raquel Sebastián Lago (ES)

### Advisory Committee for Industrial Relations and Social Dialogue

Coordinator: Christine Aumayr

#### Representation

Governments: Orestis Messios (CY)  
Ineta Tāre (LV)  
Rita Skrebiškiene (LT)  
Triantafyllia Totou (EL)

Employers: Kris De Meester (BE)  
Andrzej Rudka (PL)  
Matthias Rohrmann (DE)

Workers: Salvatore Marra (IT)  
Aline Hoffmann (ETUI)  
Fernando Rocha Sánchez (ES)  
Josef Bugeja (MT)

<sup>8</sup> Reflecting Decision no. 31 of the Management Board of 6 November 2020.

## **Advisory Committee for Employment and Labour Markets/Anticipating and Managing the Impact of Change**

Coordinator: Tadas Leončikas

### **Representation**

Governments:	Antti Närhinen (FI) Magdalena Zawadzka (PL) Teodora Demireva (BG) Iva Musić Orešković (HR)
Employers:	Matthias Rohrmann (DE) Meelis Kitsing (EE) Gabriele Straßegger (AT) Vladimíra Drbalová (CZ)
Workers:	Béla Galgóczi, ETUI Linda Romele (LV) Daiva Kvedaraite (LT) Antonio Luna Pavon (ES)
Commission:	Victor Ruiz Salgado, DG Employment, Social Affairs and Inclusion (Substitute member: Lars Engsted, DG Employment, Social Affairs and Inclusion) William O’Keeffe, DG GROW (Substitute member: Linda Kunertová, DG Employment, Social Affairs and Inclusion)
Experts	Werner Eichhorst (DE) Emily Murphy (IE)

## Events and publications

Highlights of events, listed in chronological order as at 31 December 2024

### Management Board, Executive Board and Advisory Committee meetings 2024

Date	Event	Location
13 January	17th Executive Board meeting	Brussels
11 March	Advisory Committee for Employment and Labour Markets/Anticipating and Managing the Impact of Change	Dublin
12 March	Advisory Committee for Industrial Relations and Social Dialogue	Dublin
13 March	Advisory Committee for Working Conditions and Sustainable Work	Dublin
13 March	Advisory Committee for Living Conditions, Social Cohesion and Convergence	Dublin
22 March	18th Executive Board meeting	Brussels
20 June	Ad hoc extended Advisory Committee for Living Conditions, Social Cohesion and Convergence	Brussels
27 June	Management Board Group meetings (governments, employers and workers)	Online
10 September	Virtual – Advisory Committee for Working Conditions and Sustainable Work	Online
11 September	Virtual – Advisory Committee for Employment and Labour Markets/Anticipating and Managing the Impact of Change	Online
11 September	Virtual – Advisory Committee for Industrial Relations and Social Dialogue	Online
12 September	Virtual – Advisory Committee for Living Conditions, Social Cohesion and Convergence	Online
27 September	19th Executive Board meeting	Brussels
22 November	8th Management Board meeting	Dublin

### European Council Presidency events 2024

Date	Event	Location
11 January	Informal meeting of EPSCO	Namur
30 January	Conference on mental health and work	Brussels
7 February	Heads of EU Missions and extra-EU ambassadors visit	Dublin
15 April	High-level conference on the European Pillar of Social Rights	La Hulpe
2 May	European Child Guarantee Coordinators event	Brussels
20 June	Annual meeting of Presidents and Secretaries-general of the EESC	Brussels
19 September	Conference on the latest challenges in mobilising youth labour supply – the reinforced Youth Guarantee	Budapest
19 September	Informal meeting of EMCO	Budapest
9 October	Conference – You are Valued! disABILITY – Employment for all	Budapest
10 October	Informal meeting EPSCO	Budapest
6 November	ESPON Seminar: Ensuring quality services for all people and places	Budapest
4 December	Conference – Managing demographic challenges through the mobilisation of underrepresented groups	Budapest

## Highlights of internal visits 2024

Date	Event
28 February	European Movement Ireland
4 April	Visit of H.E. Vanya Andreeva-Malakova, Ambassador of the Republic of Bulgaria to Ireland
8 April	Visit of European Law Students' Association (ESLA), Trinity College Dublin
8 April	Visit of the National Economic and Social Council (NESC)
15 April	Visit of Eva Lindstrom, European Court of Auditors
7 May	Visit of H.E. Melitta Schubert, Ambassador of the Republic of Austria to Ireland plus and Austrian corporate delegation
27 May	Visit of H.E. Giovanni Buttigieg, Ambassador of Malta to Ireland
10 June	Visit of Korea Occupational Safety and Health Agency (KOSHA)
12 June	Visit of Nadia Vilahur, EU-OSHA
7 August	Visit of Hans Böckler Foundation Summer Academy
22 August	Nordic Industrial Trade Union (Nordic IN) working party on collective bargaining
9 September	Visit of Irish Government, Department of Social Protection and Department of Enterprise, Trade and Employment – EU Coordinators
18 September	Visit of UN Women Ukraine
19 September	Visit of European Youth Denmark
30 September	Virtual Visit of EU OSHA
1 October	Visit of SOCIEUX+, along with Ministry of Finance, Labour and Transfers of Kosovo on labour market data analysis
17 October	Visit of European Labour Authority (ELA)
17 October	Visit of EEA Executive Director Leena Ylä-Mononen
13 November	Virtual visit with European Union Visitors Programme (EUVIP): Israel – Diana Baron
15 November	Visit of H.E. David Gill, Ambassador of Germany to Ireland
4 December	Visit of H.E. Larisa Miculeţ, Ambassador of Moldova to Ireland

## Highlights of own events 2024

Date	Event	Location
23 February	Dublin Briefing: <i>Minimum pay rates in collective agreements in Europe</i>	Dublin
19 March	Brussels Briefing: <i>Minimum wages – Comparing and contrasting in the EU</i>	Brussels
22 March	Inter-agency workshop on Competency Framework	Dublin
17 April	Virtual – Network of Eurofound Correspondents annual meeting	Online
24 April	Brussels Briefing: <i>Addressing unaffordable and inadequate housing in Europe – What can we do?</i>	Brussels
16 May	Stakeholder workshop examining the impact of the twin transitions on the tourism industry and the involvement of national social partners in reforms and investments across the industry	Brussels
17 May	Eurofound open day	Dublin
24 May	AskTheExpert webinar: <i>Facing the future – Exploring the key challenges for Europe in election year</i>	Dublin
4 June	Virtual – Workshop: <i>Commuting and time use in the context of increased teleworking</i>	Online
25 June	Dublin Briefing: <i>The many faces of self-employment – How to pave the way for greater social protection</i>	Dublin
19 September	Brussels Briefing: <i>AI and algorithmic management: Reshaping the modern workplace</i>	Brussels
14 October	Eurofound exhibition the Future of Living and Working in Europe and briefings in the European Parliament	Brussels
7 November	Dublin Briefing: <i>Europe's housing crisis – Tackling affordability and adequacy</i>	Dublin
19 November	Brussels Briefing: <i>Breaking barriers to employment and independent living for people with disabilities</i>	Brussels
25 November	AskTheExpert webinar: <i>Are robots revolutionising work in Europe?</i>	Dublin

## Highlights of joint events 2024

Date	Event	Partner	Location
7 February	Heads of EU Missions and extra-EU ambassadors visit	Belgian Embassy (under the Belgian Presidency of the Council of the EU)	Dublin
4 March	CEPS Ideas Lab 2024	Centre for European Policy Studies (CEPS)	Brussels
6 March	Tree planting week event	Crann	Dublin
25 April	Virtual visit to Luxembourg: <i>Labour shortages</i>	Eurofound Management Board and NEC	Online
26 April	Virtual visit to Romania: <i>Minimum wages</i>	Eurofound Management Board and NEC	Online
30 April	Virtual visit to Croatia: <i>Adequate and affordable housing</i>	Eurofound Management Board and NEC	Online
7 May	Eurofound's <i>Living and working in Europe</i> annual lecture	Irish Government, Department of Foreign Affairs	Dublin
8 May	Virtual – Tripartite Exchange Seminar (TES2024): Online introductory session	EEA, Cedefop and ETF	Online
29 May	Tripartite Exchange Seminar (TES2024): Residential session	EEA, Cedefop and ETF, hosted by EESC	Brussels
4 July	Eurofound Live webinar: <i>Is Europe's green transition in jeopardy?</i>	EEA	Brussels
31 July	Virtual visit to Cyprus: <i>Labour shortages – Tailoring interventions for different drivers of shortages</i>	Eurofound Management Board and NEC	Online
16 September	Virtual visit to Austria: <i>Measures to tackle labour shortages and the importance of job quality</i>	Eurofound Management Board and NEC	Online
19 October	Eurofound participation in Open House Dublin 2024	Irish Architectural Foundation and Dun Laoghaire–Rathdown County Council	Dublin
25 October	Labour shortages: <i>Challenges and solutions for employers</i>	ELA	Brussels
18 November	Virtual visit to Germany: <i>Measures to tackle labour shortages and the significance of job quality</i>	Eurofound Management Board and NEC	Online
26 November	Virtual visit to Belgium: <i>Job quality – A key driver for increasing labour force participation</i>	Eurofound Management Board and NEC	Online
9 December	Brussels Briefing for European Parliament Gender Equality week 2024: <i>Work and well-being – The gender gap in job quality</i>	European Parliament	Brussels
18 December	Virtual visit to Portugal: <i>Measures to tackle labour shortages and the importance of job quality</i>	Eurofound Management Board and NEC	Online

## Highlights of contributions to external events 2024

Date	Event	Organiser	Location
17 January	Finalizing <i>Future of work and inclusive growth project</i>	Bruegel	Brussels
18 January	Joint EMCO IG/SPC ISG	European Commission	Brussels
23 January	Conference: <i>Ensuring justice in green transition – Leaving no one behind on the local and regional levels</i>	Bolster	Porto
25 January	Social Situation Monitor – Research seminar: <i>Social investment policies as a catalyst for upward social convergence</i>	Social Situation Monitor team on behalf of the European Commission	Brussels
25 January	Virtual – Presentation of the results of the study on European consumers' over-indebtedness and its implications	European Commission	
25 January	Virtual – Industrial relations and minimum wages	Danish trade union 3F	
31 January	<i>The right to disconnect: No time to waste!</i>	European Parliament – Socialists and Democrats group	Brussels
31 January	Virtual – House4All data workshop	House4all	
5 February	New working spaces: Policies and planning tools – Closing European Workshop of the COST Action	COST Action CA18214	Brussels
5 February	Mutual learning event on social protection for atypical workers and the self-employed	DG Employment	Brussels
6 February	Virtual – Stakeholder meeting – ECA review on traineeships	European Court of Auditors (ECA)	
14 February	Exchange of views on the Commission proposal for establishing an EU talent pool	European Parliament Employment and Social Affairs Committee (EMPL)	Brussels
15 February	Workshop – Skills intelligence for research and policy	European Commission	Brussels
19 February	Conference: <i>Research perspectives on the health impacts of climate change</i>	European Commission	Brussels
20 February	Conference: <i>Housing crisis in Europe: The way forward?</i>	European Economic and Social Committee (EESC)	Brussels
21 February	Conference: <i>A social market economy that cares – EPP vision for a social market economy in Europe</i>	European People's Party (EPP)	Brussels
22 February	Virtual – SGI Europe – Sustainability board meeting	Sustainability Growth Innovation (SGI) Europe	Online
22 February	SGI Europe Sustainability board meeting	SGI Europe	Brussels
1 March	Model Council of the EU debate	European Commission	Dublin
4 March	Tree planting week	European Commission	Dublin
6 March	Meeting of Joint Committee on Enterprise, Trade and Employment on platform work	Irish Parliament	Dublin
7 March	Industrial Relations News (IRN) Conference 2024: <i>EU rights, a collective approach and the IR outlook for Ireland</i>	IRN	Dublin
7 March	Virtual workshop – 'Promoting gender balance in the workforce'	Organisation for Economic Co-operation and Development (OECD)	
7 March	Joint Meeting of the Youth Guarantee Coordinators and the Advisers for European PES affairs (AFEPA) – Support to NEETS	European Commission	Brussels
7 March	Virtual – Expert roundtable on rethinking children's rights governance in the EU	UNICEF	Online
7 March	Virtual – Video presentation to the plenary meeting of the EU sugar Sectoral Social Dialogue Committee	European Federation of Food, Agriculture and Tourism Trade Unions (EFFAT)	Online
11 March	Fundamental Rights Forum 2024	Fundamental Rights Agency (FRA)	Vienna
14 March	Virtual – Final seminar of the project 'Acceso Vital'	European Anti-Poverty Network (EAPN)	Brussels
14 March	Social partner seminar on youth employment	BusinessEurope	
20 March	Irish Workplace Relations and Economic Migration Divisional Day	Irish Government	Dublin
22 March	Breakfast debate about energy poverty	Official Spanish Chamber of Commerce in Belgium	Brussels
22 March	EMCO seminar: <i>Data and statistics on social dialogue including collective bargaining</i>	Employment Committee (EMCO)	Brussels



Date	Event	Organiser	Location
16 April	Virtual – <i>Golden opportunities – Empowering employment for the silver generation</i>	Regional Development Agency Gorenjska BSC, l.t.d.,	
16 April	Virtual – Meeting of the European Platform tackling undeclared work	European Labour Authority (ELA)	
16 April	9th Just Transition Platform Conference	European Commission	Brussels
17 April	Meeting with COFACE and Department of Children, Equality, Disability, Integration and Youth	COFACE Families Europe	Brussels
17 April	Care4Care European meeting	European Federation for Family Employment and Home Care (EFFE)	Brussels
18 April	Virtual – International Study Day: Work and its qualities	Italian National Institute for Public Policy Analysis (INAPP)	Online
22 April	Virtual – 15th OSH Knowledge Advisory Group (OKAG) hybrid meeting	European Agency for Safety and Health at Work (EU-OSHA)	Online
23 April	Presentation to Irish Parliament Joint Committee on Education, Further and Higher Education, Research, Innovation and Science	Irish Parliament	Dublin
23 April	OECD/DG JUST – Expert workshop on gender equality	Organisation for Economic Co-operation and Development (OECD)	Brussels
23 April	<i>Digital transitions – Challenges and opportunities for social partners and social dialogue</i>	Innovation Norway	Prague
23 April	Mutual learning workshop on long-term care workforce	Mutual Learning Support Team on behalf of the European Commission	Brussels
24 April	Closing event of the Child Guarantee Working Group	European Parliament	Strasbourg
24 April	Virtual – <i>The European Pillar of Social Rights: Impact and future perspectives</i>	European Institute of Romania	Online
25 April	Virtual – UK Low Pay Commission Research Workshop	UK Low Pay Commission	Online
29 April	EPAS Award ceremony	European Parliament Liaison Office	Dublin
9 May	ECU2024 – Developing EPIC Chiropractic across Europe	European Chiropractors' Union	Valencia
9 May	Virtual – Roundtable briefing: <i>Prioritising health and wellbeing in multigenerational workplaces</i>	Lancaster University Management School	Online
15 May	Division of Occupational Psychology Conference	British Psychological Society	Sheffield
15 May	<i>Democracy and poverty – Societal implications of labour market instability</i>	Eurodiaconia	Bucharest
15 May	Virtual – European Climate and Health Observatory Partnership meeting	European Commission	
15 May	3rd Meeting of the Union for the Mediterranean (UfM) Working Group on Affordable and Sustainable Housing	Housing Europe	Dublin
16 May	12th Annual NERI Labour Market Conference	Nevin Economic Research Institute (NERI)	Dublin
16 May	Lights on Women (LUCE) awards ceremony	European University Institute (EUI)	Florence
21 May	11th ETUI Network Meeting on Psychosocial Risks at Work	European Trade Union Institute (ETUI)	Prague
22 May	Sectoral Social Dialogue Committee meeting – Furniture sector	European Commission	Brussels
23 May	Virtual – <i>Boost your career with EURES! Jobs in ICT and Business</i>	EURES	Online
29 May	Virtual – Advisory Committee on Safety and Health at Work (ACSH) plenary session	European Commission	Online
29 May	Thematic workshop: <i>Remote work, gender and DEI (disabilities)</i>	UNI Europa	Dublin
29 May	Virtual – 41st Plenary Meeting of the Advisory Committee on Safety and Health at Work	European Commission	Online
30 May	Policy Forum – Paths2Include	Paths2Include	Hannover
4 June	EU ANSA Futures cluster meeting and EU ANSA plenary session	European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)	Budapest
5 June	Hybrid workshop on the exchange of experience on affordable and social housing	Federal Ministry of Social Affairs, Health, Care and Consumer Protection of Austria	Skopje

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5 June	Virtual – rEUsilience advisory board meeting	University of Oxford	Online
6 June	Virtual – EURES Webinar – Annual update on labour shortages and surpluses	EURES	Online
7 June	Conference: <i>Educating for gender equality in the workplace</i>	Institute of Art, Design and Technology (IADT)	Dublin
12 June	Virtual conference: <i>Trade union dialogues in the framework of the EU Semester 2024: ETUC priorities against austerity and for investments</i>	European Trade Union Confederation (ETUC)	Online
14 June	Workshop – <i>Justice, well-being and innovation in the context of a new economic model</i>	European Environment Agency (EEA)	Brussels
18 June	LeverAge WG 41st Annual Meeting: <i>Age and technology</i>	OECD	Vilnius
18 June	Study visit to Irish Congress of Trade Unions (ICTU) premises to meet German political advisors	Irish Government, Department of Foreign Affairs	Berlin
19 June	Virtual – EURES webinar: <i>Green skills for a greener EU: Navigating the job market of tomorrow</i>	EURES	Online
19 June	<i>Future of long-term care: New trends and challenges</i>	European Federation of Public Service Unions (EPSU)	Bucharest
20 June	Transitions towards an ecological, digital, just and competitive Europe: the role of social and civil dialogue	EESC	Brussels
24 June	Virtual conference: BARWAGE project, Wage Indicator	Central European Labour Studies Institute (CELSI), Utrecht University and Fondazione Giuseppe di Vittorio	Online
26 June	ELA workshop on remuneration	ELA	Berlin
26 June	Virtual workshop: <i>What foresight do we need for Europe's sustainability transitions?</i>	EEA	Online
27 June	Virtual – Conference on European Works Councils	Syndex	Online
28 June	Joint social partners' seminar: <i>Work-related privacy and surveillance</i>	ETUC	Brussels
28 June	Virtual – Meeting of scientific committee of ANACT	French National Agency for the Improvement of Working conditions (ANACT)	Online
28 June	Virtual – Meeting of workplace research steering group	Irish workplace research steering group	Online
2 July	Virtual seminar: <i>The Living and Working in Europe survey</i>	European Social Survey ERIC	Online
3 July	Virtual – Meeting of Social Services Social Dialogue Committee	The social services social partners (social employers, CEMR and EPSU)	
3 July	Global Conference on Measuring New Forms of Employment	Eurostat	Brussels
10 July	Virtual – Stakeholder meeting: <i>EU cohesion spending – Can the EU get a grip on cohesion spending errors?</i>	ECA	
10 July	Hybrid seminar: <i>Empowering SMEs' organisations: Strategies for enhancing representativeness</i>	SMEunited	Brussels
15 July	Final conference of the project 'Improving Collective Bargaining (ImproCollBar) in the European Union – Comparison of different industrial relations regimes'	Confederation of Independent Trade Unions in Bulgaria (CITUB)	Sofia
3 September	12th International Advocacy Workshop: <i>How to work for families worldwide – Preparation and follow-up of the second world social summit in 2025</i>	International Federation for Family Development; Region of Kujawsko-Pomorskie; United Nations Department of Economic and Social Affairs	Warsaw
5 September	42nd conference of the International Working Party on Labour Segmentation (IWPLMS)	Copenhagen Business School, Employment Relations Research Centre (FAOS) and University of Warwick	Copenhagen
6 September	Hybrid – UK Low Pay Commission International Workshop	Low Pay Commission	London
10 September	Virtual collaborative scenario-building workshop: <i>Scenarios for resilient European societies in demographic change</i>	FutuRes	Online
13 September	Virtual meeting: European Association of Work and Organizational Psychology – challenges in work stress	European Association of Work and Organizational Psychology (EAWOP)	Online
17 September	Virtual – Expert Commission 'Health Services'	European Confederation of Independent Trade Unions (CESI)	Online

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18 September	Social Innovation Lab: <i>Cities leading the way: innovative strategies to ensure affordable and adequate housing for all</i>	Eurocities	Turin
19 September	Conference on the ageing of the population (Colloque sur le vieillissement de la population)	Centre national de la recherche scientifique (CNRS)	Bordeaux
25 September	European expert meeting on families and mental health: <i>Work-life balance strategies in family policy</i>	COFACE Families Europe	Vilnius
25 September	Progressive Economic Policy Conference: <i>Forging the new EU agenda</i>	Foundation for European Progressive Studies (FEPS)	Brussels
26 September	50 years European Centre: <i>The future of social welfare policy and research</i>	European Centre for Social Welfare Policy and Research	Vienna
26 September	Virtual – Employers' Confederation of Latvia webinar: <i>Remote work and how will the Green Deal change the work environment and employee skills</i>	Employers' Confederation of Latvia (LDDK)	Online
1 October	Virtual – EU Week for Sustainable and Inclusive Communities: <i>The future is SHAPE</i>	Academy on age-friendly environments in Europe (AFEdemy)	Online
2 October	Workshop for the members of the Expert Group on the Transposition of Directive (EU) 2022/2041 on adequate minimum wages in the European Union	European Commission	Brussels
2 October	Virtual – Green Skills, Workplace Innovations and Just Transition	Kenneth Abrahamsson	Online
3 October	Virtual – <i>Shaping working time: Diverse collective bargaining practices?</i>	BusinessEurope	Online
7 October	ICTU European Seminar: <i>Congress unions working together in Europe</i>	Irish Congress of Trade Unions (ICTU)	Dublin
7 October	Conference: <i>Social monitoring and reporting in Europe – Fears, worries and anxieties in contemporary Europe</i>	TARKI Social Research Institute	Menaggio
8 October	Meeting of Cross-Government Network on Child Poverty and Well-being: <i>Child services workforce: The added value of a cross-government response?</i>	Irish Government, Department of the Taoiseach	Dublin
9 October	ETF-ITCLO (Skills Lab Network) event	ETF	Turin
14 October	Hybrid – Validation workshop: <i>Understanding the territorial patterns of climate discontent</i>	Joint Research Centre (JRC)	Brussels
15 October	TransFormWork 2: 1st Project Roundtable	Services Industrial Professional and Technical Union (SIPTU)	Dublin
16 October	EUROMOD training (plus income inequality presentation)	JRC	Seville
16 October	Virtual – Governance, Learning, Action, Dialogue (GLAD) Webinar: <i>Social dialogue and the green and just Transition – follow-up to the Tripartite Exchange Seminar 2024</i>	ETF	Online
16 October	Equinet Annual General Meeting	European Network of Equality Bodies (Equinet)	Brussels
17 October	Jean Monet Workshop on inclusive labour markets: <i>An economy that works for people</i>	Tilburg University	Tilburg
18 October	Social Partners' Liaison Forum	European Commission	Brussels
22 October	Employment Committee (EMCO) Indicators Group meeting – Presentation on company practices to tackle labour shortages in the EU	European Commission	Brussels
24 October	7th Employment Congress: Good employees, good businesses, quality of life	Basque Government	Vitoria-Gasteiz
24 October	DG EMPL High-Level Forum: <i>Towards a successful EU enlargement</i>	European Commission	Brussels
25 October	Virtual – CRIMT conference workshop – Measuring job quality in a context of polycrisis: challenges and strategies	Inter-university Research Centre on Globalization and Work (CRIMT)	Online
25 October	Virtual – Roundtable on ‘Generative AI and the future of work’ Programme	CEPS	Online
30 October	Virtual – Ceemet General Assembly: Presentation on AI and algorithmic management	European Tech and Industry Employers (Ceemet)	Online
4 November	EESC Section for Employment, Social Affairs and Citizenship (SOC) meeting	EESC	Brussels

Date	Event	Organiser	Location
5 November	European Coordination Office Programming Cycle Workshop	ELA	Dublin
6 November	Presentation of European Company Survey at IAB internal seminar	Institute for Employment Research (IAB)	Nuremberg
7 November	Virtual – INAPP webinar on Digitalisation and work: Presentation of article on employee monitoring	Italian National Institute for the Analysis of Public Policies (INAPP)	Paris
13 November	Conference: <i>Foresight for Occupational Safety and Health: Anticipating changes in the workplace to prevent occupational risks</i>	French National Research and Safety Institute (INRS)	Brussels
13 November	ACV-CSC BIE event: <i>Due diligence, transition and artificial intelligence – Presentation on the impact of AI in European workplaces</i>	Belgian Confederation of Christian Trade Unions (ACV-CSC)	
13 November	Conference: <i>Towards a Labour International</i>	Spanish Ministry of Labour and Social Economy	Brussels
14 November	AEIP Annual Conference 2024 – Societal role of paritarian institutions	European Association of Paritarian Institutions (AEIP)	Madrid
14 November	Virtual – OSH Barometer Expert workshop	EU-OSHA	Brussels
14 November	<i>Confronting Europe's labour shortage: A strategic blueprint to attract global talent</i>	Wilfried Martens Centre for European Studies	Brussels
20 November	S&D Group workshop: <i>Social progress in action – Monitoring fair minimum wages for workers in Europe</i>	European Parliament – Socialists and Democrats group	Brussels
25 November	Social Work Awareness Week conference	TUSLA Child and Family Agency	Dublin
26 November	Conference: <i>Fighting forward for stronger collective bargaining</i>	EFFAT	Valencia
26 November	Mutual learning workshop: <i>Monitoring access to social protection – Data, indicators, and monitoring system</i>	European Commission	Brussels
26 November	Virtual – EESC – Workers' Group seminar on the cost of living	EESC	Online
27 November	Virtual – EZA conference: <i>Capacity building of a modern trade union: Strengthening the educational and digitalization aspects</i>	UHM Voice of the Workers	Online
27 November	30th meeting of the Contact Persons for the European Globalisation Adjustment Fund for Displaced Workers (EGF)	European Commission	Düsseldorf
28 November	Workshop: <i>Green transition of construction</i>	European Federation of Building and Woodworkers	Brussels
28 November	ETUI seminar on relocation	European Trade Union Institute (ETUI)	Brussels
28 November	Virtual – ELINYAE: 4th Hellenic Conference on Occupational Health and Safety	Hellenic Institute for Occupational Health and Safety (ELINYAE)	Online
28 November	Hybrid – Accessible Climate-Conscious Essential Services project: Workshop on housing	SGI Europe and the Employers Group of the EESC	Paris
29 November	Virtual – EEA webinar on Just sustainability transitions	EEA	Online
4 December	Ceemet and IndustriALL Europe workshop: <i>Social dimension of transformation in automotive sector</i>	Ceemet and IndustriALL Europe	Brussels
5 December	Virtual seminar: <i>Qualitative exploration of the EU's influence on national social dialogue dynamics and social partners' involvement in national policymaking</i>	HIVA – Research Institute for Work and Society, KU Leuven	Brussels
9 December	Virtual – Webinar: <i>Platform economy and workers' rights – How can unions reshape the precarious dynamic?</i>	European Transport Workers' Federation	Online
10 December	Autonomous Province of Trento – Internal meeting of the Provincial Board for active ageing and age management	Autonomous Province of Trento	Trento
11 December	Virtual – European Union Agencies Network on Scientific Advice (EU-ANSA) meeting: Plenary session	European Union Agency for Law Enforcement Training (CEPOL)	Online
12 December	European Parliament exchange of views – Gender Equality Week: <i>Ensuring gender equality in the labour market – Addressing the gender pay gap and the 'sticky floor'</i>	European Parliament EMPL Committee	Brussels
12 December	Virtual – <i>Living wage – Tool for reducing inequalities and poverty</i>	CITUB Bulgaria	Online
13 December	Virtual – Webinar on supporting jobseekers with disability and to present EURES advisers' experiences	EURES	Online
18 December	Virtual – Presentation of Eurofound's job quality framework to BusinessEurope Employment Working Group	BusinessEurope	Online

## Publications published between 1 January 2024 and 31 December 2024 by activity

Title	Type
<b>Working conditions and sustainable work</b>	
The job quality side of climate change	Topical update
Self-employment in the EU: Job quality and developments in social protection	Research report
<b>Industrial relations and social dialogue</b>	
Minimum wages for low-paid workers in collective agreements	Research report
Social governance of the Recovery and Resilience Facility: Involvement of the national social partners	Research report
Minimum wages in 2024: Annual review	Research report
Workplace bullying, harassment and cyberbullying: Are regulations and policies fit for purpose?	Topical update
Representativeness study: Postal and courier activities sector	Research report
Representativeness study: Road transport sector	Research report
Representativeness study: Extractive industries sector	Research report
Representativeness study: Construction sector	Research report
Representativeness study: Chemical sector	Research report
<b>Employment and labour markets</b>	
Changing structure of employment in the EU: Annual review 2023	Eurofound research paper
Regional employment change and the geography of telework in Europe	Research report
Company practices to tackle labour shortages	Research report
Weathering the crisis: How job retention schemes preserved employment and incomes during the pandemic	Research report
Youth integration in the EU: Navigating digitalisation and labour shortages – Background paper	Ad hoc report
<b>Living conditions and quality of life</b>	
Becoming adults: Young people in a post-pandemic world	Research report
Paths towards independent living and social inclusion in Europe	Research report
Social protection for the unemployed – Background paper	Ad hoc report
Young people in the Western Balkans	Research report
<b>Anticipating and managing the impact of change</b>	
Human–robot interaction: What changes in the workplace?	Research report
Creating a new social contract for the just transition: Is partnership working?	Policy brief
Decarbonisation of residential heating and cooling: the heat pump challenge	Eurofound research paper
<b>Promoting social cohesion and convergence</b>	
Social protection 2.0: Unemployment and minimum income benefits	Research report
Social impact of migration: Addressing the challenges of receiving and integrating Ukrainian refugees	Research report
The political dimension of social cohesion in Europe	Research report
Developments in income inequality and the middle class in the EU	Research report
Role of human capital inequalities in social cohesion and convergence	Research report
The EU and G20: A two-decade journey of socioeconomic, digital and green transformation	Policy brief
<b>Corporate communication</b>	
Living and working in Europe 2023	Annual report
Consolidated annual activity report 2023	Annual report
Programming document 2021–2024: Work programme 2024	Annual report





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**The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency established in 1975. Its role is to provide knowledge in the area of social, employment and work-related policies according to Regulation (EU) 2019/127.**



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