



Eurofound

Annual activity report of the Authorising Officer for the year 2012

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Introduction

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency that provides research knowledge and expertise to assist in the development of social and work-related policies.

It communicates the results of its EU-wide comparative surveys, the work of the observatories, systematic research and qualitative studies in a responsive and effective way to its key information users: employer organisations and trade unions at EU and national levels, Member State governments and European institutions – particularly the European Commission and the European Parliament.

Eurofound was established in 1975 by Council Regulation (EEC) No 1365/75 of 26 May 1975.

Programme implementation 1

1.1 Programme results

Introduction

The annual programme for 2012 was the final annual programme within the framework of Eurofound's four-year programme 2009–2012 'Better work, better life'. Emphasis was put on completing work started during the four-year cycle and on ensuring that all commitments made in the four-year programme were met. At the same time, the Agency had to react to a shift in policy priorities brought about by the financial and economic crisis. This led to the identification of four priority themes, under which a limited number of new projects for 2012 were clustered: the social impact of the crisis, the way to recovery and job creation, the continuing challenge of demographic change and the debate about a sustainable public service and its association with innovative policies and services.

Research on these four themes is in line with Eurofound's expertise in working conditions, industrial relations, living conditions and anticipation and management of change and also falls under the three broad focus areas for research and communication activities identified in the 2009–2012 programme framework:

1. Employment growth and supply of labour in changing labour markets.
2. More and better jobs and higher productivity through partnership.
3. Promotion of social inclusion and sustainable social protection.

Eurofound applies research methods aimed at producing policy-relevant knowledge while complementing other existing European research instruments. The methods used are designed to support comparative analysis and to allow for creating time series to describe developments over time and by geographical location.

High-quality, comparative quantitative data are collected through Eurofound's three Europe-wide surveys: the European Working Conditions Survey (EWCS), European Quality of Life Survey (EQLS) and European Company Survey (ECS). The surveys gather data on populations of relevance for Eurofound: workers, citizens, households, companies and establishments. Eurofound carries out other research activities such as studies exploring case examples, reviewing relevant literature, or building scenarios to support the anticipation of future developments, designed to produce policy-relevant knowledge.

Eurofound's monitoring activities

Considerable resources continued to be deployed on monitoring trends and developments in the quality of work and life, industrial relations and structural change. For the purpose of monitoring trends, the Agency operates three observatories.

Eurofound's observatories are based on an expert network reporting on developments in the EU27 and Norway and on EU-level developments. The experts contribute articles for publication in the fields of working conditions and quality of work (European Working Conditions Observatory – EWCO), industrial relations (European Industrial Relations Observatory – EIRO) and restructuring (European Monitoring Centre on Change – EMCC). During 2012, the outputs of the observatories included:

- Restructuring fact sheets (1,566 in number).
- Information updates reporting developments in industrial relations and research findings on working conditions (369).
- Comparative analytical reports (10).
- Sectoral studies on the representativeness of social partner organisations (6).

(The representativeness studies are strongly connected to the dynamics of sectoral social dialogue in the European Union. Eurofound has been conducting these studies since 2006, following a request by the European Commission (DG EMPL). They provide the basic information needed to set up sectoral social dialogue committees and to ensure the continuing representativeness of existing committees.)

- Survey data reports (9).
- Annual updates on working time and pay respectively.
- The annual review of industrial relations and working conditions.

Eurofound's three Europe-wide surveys were at different stages of the research cycle in 2012.

Field work for the third edition of the European Quality of Life Survey (EQLS) was completed in the spring of 2012 and the overview report presenting a first, comprehensive analysis of the data was released at a launch event in November 2012. Key findings confirm the impact of the economic crisis on the quality of life of European citizens:

- Optimism about the future is declining as 30% of citizens expect income will decrease over the next year.
- Trust in institutions is decreasing further from already low levels.
- The proportion of people unable to afford at least one of the six items in the deprivation index is increasing.
- The long-term unemployed, low-income citizens and older workers show the greatest decline in subjective well-being.
- Social and employment integration for single-parent households is at risk.

Further thematic analysis of the data was started on the following issues:

- Trends in quality of life over 2003, 2007 and 2011
- Subjective well-being and quality of life
- Quality of society and public services
- Social inequalities in quality of life

The third wave of the European Company Survey (ECS) begins fieldwork in 2013. Preparation in 2012 focused on the development and translation of the questionnaire. The last analysis reports based on data of the second edition of the ECS (2009) were published in 2012, on the topics of workplace social dialogue and human resource management practices and performance, as well as a review of policy relevance and implications for future surveys.

The overview report from the fifth European Working Conditions Survey (EWCS) was launched at a conference in the European Parliament in April 2012. Thematic analysis of the survey data was completed on a range of issues.

- **Trends in job quality in Europe**

Findings: Overall levels of average job quality in the 15 Member States that have participated in every wave of the EWCS since 1995 show relative stability in three of four indices – skills and discretion, good physical environment and work intensity. However, this apparent stability masks important differences by country. In contrast, there was an improvement of more than five points over time in the working time quality index. The lack of aggregate change

in the physical environment suggests that efforts need to be intensified in order to bring about improvements. Rising levels of work intensity in the majority of countries are contributing to a growing risk of high stress levels and their consequent ill-effects on health and well-being.

■ **Sustainable work and the ageing workforce**

Findings: Painful positions, inadequate working hours and poor career prospects are the most important factors which make work less sustainable and lead to early exit from the labour market. Changes in work organisation and demographic evolution seem to have reduced protective mechanisms which allowed older workers to be less exposed to strenuous conditions. A combination of preventive measures is needed to reduce exposure to risks and to adjust work organisation to the changing demography of the workforce. Work sustainability differs according to occupational groups and the diversity of occupational situations requires differentiated policy approaches.

■ **Health and well-being in the workplace**

Findings: This report explores in more depth the link between working conditions and health and well-being in the workplace. It looks at work-related stress and the psychosocial work environment in relation to health conditions like musculoskeletal diseases and mental health. It explores quality of work and job security and their links with well-being, as well as the prevalence of absenteeism and presenteeism. It reveals huge differences in levels of health and well-being across countries and across individual and job characteristics.

■ **Working time and work–life balance in a life course perspective**

Findings: Average weekly working time varies considerably across countries, with a gap of nearly 20 hours between Turkey and the Netherlands. The gender gap in weekly working time remains significant, with men in the EU 27 working on average 40.2 hours and women 35.4 hours per week. Almost 40% of employees indicate that they would like to change their current working time, with preferences varying significantly across the life course. This calls for family-friendly, flexible and reversible working time options.

Key research topics

Annex 3 provides an overview of the implementation of the 2012 work programme. The findings from a selection of key research topics – some to be published in 2013 – are presented below. Eurofound publishes an annual yearbook with a more comprehensive overview of key findings of its work. The *2012 Yearbook – Working and Living in Europe* is available on Eurofound’s website at <http://www.eurofound.europa.eu/publications/htmlfiles/ef1232.htm>.

■ **European Jobs Monitor: Job quality and employment polarisation in the crisis**

Findings: The destruction of employment across Europe during the recession was strongly polarising in terms of the wage structure. A large proportion of the jobs lost were in mid-paid manufacturing and construction occupations. Higher-paid jobs were much more resilient during the crisis, continuing to grow (albeit marginally) even during the peak periods of the Great Recession. This process of job polarisation was mostly restricted to the wage structure. When classifying the jobs according to their average level of educational attainment or non-pecuniary job quality attributes, the process of structural change since 1995 has been mostly upgrading in nearly all EU countries. This is because the jobs responsible for the decline of the middle wage quintiles tend to occupy lower positions when characterised by their average level of educational attainment or non-pecuniary job quality than when they are characterised by their wages (male-dominated jobs in manufacturing and construction).

■ **Creation and development of jobs in care and support services for people with disabilities or health problems**

Findings: This project analyses successful measures to recruit and retain people in jobs in care and support services for people with disabilities or health problems, given the current constraints on public sector budgets, as well as changes in the demands and delivery of public services. The EU Member States examined in some detail are Austria, Bulgaria, Denmark, France, Germany, the Netherlands, Poland, Portugal, Spain and the United Kingdom. Preliminary results show that in Member States where the quality of health and social care is already high, more focus is placed on attracting new labour sources and on increasing productivity. In countries with a lower standard, the emphasis is on increasing the quality and attractiveness of jobs.

■ **Growth and employment: anticipating and managing the greening of industries in the EU**

Key findings: Greening seems to have resulted in a redistribution of jobs between sectors rather than a change in absolute employment levels. The main effect of the economic and financial crisis has been to slow down the overall pace of greening across industry in the EU. No straightforward conclusions can be made on the overall impact of climate change on job quality. Available evidence suggests that the impact is moderate. Skills development is the job quality dimension most notably affected; the impact on the other dimensions is less clear. The results also indicate that companies tend to manage rather than anticipate green change.

■ **Born global: The potential of job creation in newly established international businesses**

Findings: ‘Born global’ businesses are mainly micro or small enterprises that are young, innovative and growth-oriented. They possess high job-creation potential and are embedded in international networks. One-fifth of young enterprises in Europe are born globals but there are big differences among Member States (fewer than 10% in Hungary, up to 40%–50% in Romania, Belgium and Denmark). There is a clear need for national and EU-level public support to help these businesses to realise their potential and contribute to economic and labour market recovery.

■ **Young people and NEETS: Challenges and solutions for higher participation of young people in the labour market**

Findings: Some 14 million young people (aged 15–29) are excluded from the labour market and education in Europe. The societal and economic costs of young people not in employment, education or training (NEET) range from disengagement from society to economic loss in the order of €153 billion in 2011, or 1.2% of European GDP. Key elements of good practices identified in Member States are: diversified policy measures; strong levels of engagement of employers to ensure focus on employability; catering for different pathways away from mainstream learning to tailored learning routes. Also, outreach activities are an important part of engaging disenfranchised young people.

■ **Income after retirement**

Findings: Since 2005, employment rates among retirees have shown the largest increases in Finland, the UK, Lithuania, Germany and Austria. Working retirees are often younger and male. Retirees are more likely to work if they are highly educated, live in urban areas or have a mortgage. Around one-fifth work because of financial need but for most motivation largely comes from factors other than additional income: work brings contacts with colleagues and clients, learning and opportunities to contribute to society. The majority work part time and about half are self-employed. Often, however, they work as a one-person enterprise for a single employer. Though work after retirement can be enriching and rewarding, pension adequacy should be guaranteed to avoid retirees having to work because of financial need.

■ **Active inclusion of young people with disabilities and health problems**

Findings: The research identifies 144 pieces of legislation and 117 relevant programmes in the Member States that address more than one pillar of active inclusion. Several principles can be derived from the case studies. One is that an integrated approach to skills development, training and job placement is needed for the transition to employment. Another is that after training rapid placement in a real job must be ensured if momentum is to be maintained and skills are to remain relevant. Also, it is important that individuals be empowered to take control of their career path and to make real choices over its direction. All projects should aim ultimately at open labour market participation for those who are able and who are interested.

■ **Work organisation and innovation**

Findings: Pressure to improve performance is the main driver for companies to innovate work organisation. There are specific conditions that favour the introduction of high-performance work practices: support mechanisms for employees, an organisational culture sustaining change, strong leadership and social dialogue. Hindering factors include: difficulty in measuring impact and value, time and cost of implementation and lack of enthusiasm and skills among line managers. Understanding of the nature and impact of high-performance work practices needs to be increased among policymakers as well as social partners in order to increase uptake and reap potential benefits.

■ **Social innovation in service delivery to vulnerable groups: Concepts and mechanisms**

Findings: This project examined programmes and policies for vulnerable groups in six countries (Austria, Bulgaria, Italy, Ireland, Poland and Sweden) and the engagement of new partners (social partners and non-governmental organisations) in relation to pathways to social innovation. Engagement of new partners in the design and application of programmes and initiatives varies in the six countries. Often, these innovative measures are not labelled ‘social innovation’ even if they fit the criteria. The social partners are – with few exceptions – not very familiar with the concept of social innovation, and their engagement in socially innovative actions improving the situation for vulnerable groups is not regarded as core business. The majority of socially innovative programmes and initiatives are EU-driven actions, funded by the Structural Funds, in particular the European Social Fund.

Communication focus

The final year of the four-year programme saw an intense focus on communicating and disseminating the results of Eurofound’s work from previous years to its key target groups. Eurofound concentrated its communication efforts on the EU institutions, trade union and employer organisations at EU and national level, as well as relevant government ministries across the 27 Member States. Collaboration with the EU Presidencies – Denmark and Cyprus in 2012 – remained a core focus for Eurofound, providing an effective vehicle for reaching both EU-level and national-level audiences on issues of relevance for Eurofound and its stakeholders.

The 2012 European Year of Active Ageing and Solidarity between Generations provided Eurofound with the opportunity to present key findings in the area of age management as well as its work on young people. For this purpose, an issue of Foundation Findings on *Intergenerational solidarity* was produced. The updated information resource pack *Living longer, working better – Active ageing in Europe* was launched at the opening conference for the European Year under the Danish Presidency on 18 January, where Eurofound also delivered the keynote speech. A similarly high profile was given to Eurofound at the closing event of the European Year in December under the Cypriot Presidency, where the results of research on sustainable work and the ageing workforce were presented, as well as the Foundation Findings *Intergenerational Solidarity*.

Eurofound’s work on young people is showcased in the Foundation Focus *Youth in Europe: best days of their lives?* and the results of ground-breaking research on the social and economic costs of NEETs were presented at several high-level events during the year, receiving much policy and media attention. Reference to this work was included in the European Commission’s Youth Package launched in December.

Employment and job creation was another area of policy interest in 2012 where Eurofound was able to communicate the wide range of material it has produced. The high-level conference ‘Jobs 4 Europe: The Employment Policy Conference’ provided Eurofound with the opportunity to contribute on the topic of barriers to women’s employment and work–life balance, as well as on the issue of active ageing – the labour market dimension. Findings on labour market shifts based on the *European Jobs Monitor* were presented in the first chapter of the *Employment and social developments in Europe 2011* report of the European Commission. The main findings from the fifth European Working Conditions Survey were presented at the conference ‘Quality of work and employment: a policy tool towards an inclusive and sustainable growth’, co-organised with the European Parliament, which took place in Brussels on 12 April.

In the final part of the year, as noted above, Eurofound presented the findings from its third European Quality of Life Survey at a high-level conference in Brussels opened by Commissioner Andor. The overall results, which were presented online and disseminated widely and reviewed across the Member States, were also made available in advance of the Commission’s Social Investment Package which was being prepared for early 2013.

A full list of events and publications for 2012 is available in Annex 4 and Annex 5 respectively.

1.2 Performance 2012

Eurofound identified two specific objectives to be achieved within the timeframe 2009–2012:

1. Be a reliable source of high-quality information and identify emerging issues for research and debate;
2. Strengthen the tripartite character and stakeholder relationships of Eurofound's activities.

In addition, Eurofound strives to:

3. Achieve operational excellence through efficiency and high productivity.

During the final year of its 2009–2012 programme, Eurofound's performance in achieving its objectives for 2009–2012 continued to be solid, as in the previous years. In 2012 there were significant achievements in terms of high-quality, timely and policy-relevant contributions from Eurofound finding their way into the EU policy debate. A total of 225 citations in EU-level policy documents were registered, compared with 195 in 2011. Over the period 2011–2012, Eurofound's work was also cited in at least 1,004 articles published in peer reviewed journals. This is a further increase over the previous year's figure.

The targeted communication activities relating to findings from the third European Quality of Life Survey, the study of the NEET group of young people and various in-depth analyses based on the data of the European Working Conditions Survey can explain the positive download figures. The overall number of downloads continued to decrease, however. This requires a more in-depth analysis, as this can only be partly explained by the shift in publishing formats (HTML rather than PDF).

In terms of operational excellence, the positive investment in the development of staff and a high percentage of budget implementation matched 2011 performance. Measures were implemented to curtail 'unplanned' carry forwards and to manage Eurofound's projects in line with the multi-annual commitment, as outlined in the 2012 work programme. While at year-end the total amount of carry forwards was slightly higher than in 2011, the level of unplanned carry forwards decreased from 44% to 23%. The Court of Auditors acknowledged this when auditing the preliminary accounts for 2012.

The 2012 data are assessed and analysed in relation to the four-year programme objectives and annual work programme and compared with performance in previous years. There are no numerical targets set at the outset; comparison with previous years is focused on the overall trend.

What follows is a more detailed presentation of the 2012 performance data for each objective. Section 2.2 includes a description of the performance monitoring system used at Eurofound.

Progress in relation to Objective 1: Be a reliable source of high-quality information and identify emerging issues for research and debate

The three most important indicators for measuring progress in relation to this objective are 'Visibility of Eurofound's work through targeted communication', 'Quality of outputs' and 'Input of Eurofound at (emerging) debate at EU and national level'.

Visibility of Eurofound's work through targeted communication

There is ongoing growth in the number of web user sessions. Compared to 2011, 2012 saw a 6% increase in user visits, continuing the steady year-on-year growth. Conversely, downloads of full reports (in PDF format from the website) from

the web declined by 20%. The interpretation of what this means for Eurofound's performance, however, needs to be nuanced, and the interpretation and analysis of this trend in recent years has given rise to a better understanding of some of the factors that contribute to this pattern. For example, some policy-relevant outputs such as the annual review on industrial relations and working conditions are available as HTML web pages and are therefore monitored also through page view numbers in addition to PDF download figures.

The European Working Conditions Survey reports continue to lead in the table of most frequently downloaded publications. The visibility of the reports on NEETS (only launched in November) exceeded all expectations and can be taken as an indication of Eurofound's ability to identify emerging issues for research and debate. Similarly, the European Quality of Life Survey reports feature very strongly with two entries in the top 10 downloads for 2012. The presence of the overview report for the third EQLS in the top 10 is remarkable considering its launch on 29 November, effectively only three working weeks before the end of the year.

10 most downloaded publications in 2012		
Rank	No. of downloads	Title
1.	2,807	Fifth European Working Conditions Survey – Overview report
2.	1,878	Changes over time: First findings from the fifth European Working Conditions Survey (résumé)
3.	1,650	Fourth European Working Conditions Survey
4.	1,476	Young people and NEETs in Europe: First findings (résumé)
5.	1,420	NEETs – Young people not in employment, education or training: Characteristics, costs and policy responses in Europe
6.	1,311	Second European Quality of Life Survey - Overview
7.	903	Foundation Findings – Working time in the EU
8.	825	Third European Quality of Life Survey – Quality of life in Europe: Impacts of the crisis
9.	734	Annual work programme 2012
10.	541	Trends in job quality in Europe

In 2012 the number of print publications disseminated to key target audiences increased by 8% compared to 2011. This is a very positive result, especially given the changes in Eurofound's customer relations policy which resulted in a smaller, more targeted mailing list for print publications. During the year, the on-going campaign efforts, the two surveys presented within a relatively short time (and at high profile launches), and Eurofound's collaboration with the Year of Volunteering leading into the Year of Active Ageing all provided a focus for dissemination activities, exhibitions and external events.

Quality of outputs

Over the 2011–2012 period, Eurofound's work was cited in at least 1,004 articles published in peer reviewed journals, an increase over the previous year. Eurofound's work continues to be cited by the journals that matter most in its areas of expertise and even extends further into new disciplines not previously considered core for its work (for example human resource management, public health and medical journals). There was also increased demand for survey datasets for all three surveys in 2012, as shown in the table below.

Number of requests for Eurofound's survey datasets				
	EQLS	EWCS	ECS	Total/year
2010	127	215	63	405
2011	496	1,167	267	1,930
2012	613	1,706	365	2,684

Source: report UK Data archive for Eurofound, 2012

Input of Eurofound at (emerging) debate at EU level

This is an indicator for Eurofound's commitment to contribute to emerging issues and requests. The number of 'hot spots' relates to identified policy-making processes and events for which Eurofound can plan contributions, as well as new issues identified that can be used in the preparation of annual work programmes. In 2012, a total of 71 'hot spots' were actively followed up by Eurofound. This required the capacity to deliver contributions on an ad hoc basis, demanding flexibility in the work organisation in order to balance this effectively with the planned commitments in the annual work programme. Eurofound has sustained its capacity in doing this over the last two years.

Progress in relation to Objective 2: Strengthen the tripartite character and stakeholder relationships

The key indicator used for this objective is 'Number of documents at EU level with reference to Eurofound and its work'.

The uptake of Eurofound's work at EU level is a very important indicator of Eurofound's performance as a reliable source of high-quality information, especially given its commitment to strengthen its stakeholder relationships. In 2012 there were 217 citations of Eurofound's work in 234 EU-level policy documents, a 12% increase over 2011. When the quotations of Eurofound research in EU policy documents is broken down by organisation type, as expected the European Commission continues to quote Eurofound research most often in terms of number of documents containing references – and this has increased further in 2012 compared to 2011.

Progress in relation to Objective 3: Achieve operational excellence

This objective is measured using indicators related to budget management, staff capacity and staff development.

Budget management

In 2012, Eurofound's performance in operational excellence through budget management was further consolidated. Compared to the previous year, with near-full budget utilisation of 99%, the 2012 figure was 97.5%. However, it has to be noted that approximately €450,000 was reserved to be paid back to the Commission in order to cover potential salary increases for 2011 and 2012. A decision on these increases is being prepared by the European Court of Justice. On this basis, the Commission recommended leaving a surplus in the budgetary outcome 2012 (coming from title 1 – staff cost) which is to be paid back to the Commission as assigned revenue which in turn would make it available to the agencies exceptionally already in 2013 and on top of the regular subsidy in order to cover any additional staff expenditure stemming from a possible Court decision. Without this specific situation and on a comparable basis to 2012, the actual budget implementation again reached more than 99%.

The implementation rate for operational expenditure (commitment rate) was 103%, the same level as in 2011, and exceeding the set target of 98%, confirming Eurofound's efficiency in budget planning and implementation. Carry forwards of committed appropriations related for the most part to multi-annual projects that were implemented according to the plan in the 2012 work programme.

The cancellation rate of appropriations carried forward from 2011 to 2012 has further decreased compared to the previous year, with €133,229 (3.3% of all appropriations carried forward) having been cancelled at the end of 2012 in comparison with €163,297 (4.4% of all appropriations carried forward) at the end of 2011.

The overall target of Activity Based Budgeting has been by and large achieved, with 81% of budget being allocated to 'core business' activities (research and communication). The target for administration allocation was slightly missed, by being one percentage point over the set expenditure ceiling target (19% spent instead of 18%). This achieves the overall purpose of gearing the majority of budget allocation to 'value adding' tasks, and limits administrative expenditures.

It should be noted that ABB is mostly done for planning purposes, i.e. to calculate full costs for each project in order to assess its financial and human resources needs. In relation to actual figures of ABB the costs per activity are based on the actual personnel working in the related units of the organisation. To date these costs are not based on actual human resources consumption on individual projects.

Staff capacity: % of positions on staff table filled

At the end of 2012, 97% of posts in the staff table were filled (98 of 101 staff posts), following 12 staff being recruited during the year. Eurofound now operates at near full capacity, facing into a period of announced staff cuts, so that future targets will be negative rather than growth-oriented as up to now.

The distribution of staff numbers between core activities (research and communication) versus support activities in 2012 stands at 73% of staff members in core tasks and 27% in support. This reflects the strategy expressed in the multi-annual staff policy plan to strengthen core activities through recruitment of additional research managers and research officers.

Staff development: number of days training delivered per staff member

In 2012, a total of 827 training days were delivered to Eurofound staff (see table below under ‘Investment in human capital’). This results in an average number of 7.95 training days per staff member in 2012 – slightly less than the 2011 peak of 8.43 training days – which represents a considerable investment, exceeding an implicit target of an average of five training days per staff members per year. In 2012, Eurofound continued its commitment to invest in training geared towards further improving Eurofound’s capacity to perform at a high level. The investment was directed towards management and project management training, further education and team building. The return on this investment will be analysed through the planned training effectiveness analysis.

Outcome of Eurofound’s performance indicators 2011 and 2012			
Indicator	Measure	2011	2012
Objective 1a: Be a reliable source of high quality information			
Visibility of Eurofound’s work through targeted communication	Internet use		
	Number of user sessions	1,953,149	2,078,035
	Number of downloads	118,576	94,238
	Number of press article cuttings	3,304	1,643 ¹
Publications programme	Number of publications disseminated	73,952	79,967
	Number of pages translated	7,600	6,211
Quality of outputs	Academic references	[2010-2011]	[2011-2012]
	Number of articles in which Eurofound’s work is cited	873	820
Objective 1b: Identify emerging issues for research and debate			
Debate at EU- and national level [where Eurofound can make an input]	Number of most relevant policy making processes to be followed up – hotspots	75	71
Objective 2: Strengthen the tripartite character and stakeholder relationships			
Consolidated contacts and briefing meetings with key policymakers at EU level & national level	Contacts and briefing meetings at EU level	875	1,178
Use of Eurofound’s material in policy and legislative process and documents [influence on policy debate – and as such also an indicator for objective 1a]	Number of documents with reference to Eurofound or its work	193	225

¹ In part, the decrease can be explained by the rise of social media (blogs, shorter entries on web pages), not captured in this measure

Outcome of Eurofound's performance indicators 2011 and 2012			
Indicator	Measure	2011	2012
Objective 3: Achieve operational excellence			
Budget management and implementation	% (cumulative) of budget utilisation/planned	99%	97.5% ²
	Carry forwards consumption progress (funds in €000) (C8 and C3)	99%	97%
ICT resources and innovation			
	Number of new applications and developments	6	6
Investment in human capital			
	Number of days training delivered per staff member	8.4	7.95
	Number of staff positions on staff table filled (% of total)	96%	97%
	Staff numbers: % Headcount in Core Activities, and number of Research staff	70%	73%

² On a comparable basis: > 99% see section 1.2: *Progress in relation to objective 3, Budget management.*

Management and internal control system **2**

2.1 Overview of Governing Board activities

The day-to-day management of Eurofound is undertaken by the Director, assisted by the Deputy Director, both of whom report to a Governing Board. The Board comprises representatives of governments, employers and workers of each Member State, as well as three representatives from the European Commission. Each group designates a coordinator, with coordinators from the employers' and workers' organisations representing their respective groups at European level. This representation of the governments and the social partners reflects the tripartite nature of Eurofound's work. The Board is joined by observers from the European Free Trade Association (EFTA) and European Agency for Safety and Health at Work (EU-OSHA).

Governing Board and Bureau meetings

The Governing Board meets at least once a year, with an executive board (Bureau) meeting regularly between Board meetings. In 2012 a Governing Board meeting in June was convened in order to adopt the framework four-year programme for 2013–2016 and to facilitate the development of the 2013 work programme. Prior to the Board meeting, members had an opportunity to discuss the work programme within their tripartite groups and to attend topical presentations by Eurofound staff on current research.

In October, in the framework of an agenda that included the adoption of the 2013 work programme and the election of Chairpersons and Bureau members, the Governing Board also adopted changes to procedures for the Advisory Committees (committees comprised of Governing Board members and external experts who advise on the design, implementation and evaluation of research projects). It was decided that in future the committees would be established for the duration of the four-year programme and would be aligned with the thematic areas in the work programme. Changes to the quorum for meetings were also adopted.

A smaller, tripartite Bureau of 11 members (three representatives of employers' and workers' organisations, three representatives of Member State governments and two representatives of the European Commission) met eight times during the year and ensured continuous follow-up of activities, including developments in relation to the work programme. An additional ad hoc meeting of the Bureau in July reviewed and approved the format and programme for the high-level Foundation Forum scheduled for February 2013 in Dublin.

Costs of Board and Bureau-related meetings amounted to €176,000 in 2012 (about 0.8% of the total budget), retaining a similar level to previous years. (In the Court of Auditors benchmarking study of 2011 Eurofound's governance cost was ranked as average among EU agencies.)

New members and elections

Following negotiations with Croatia, a Treaty of Accession was signed on 9 December 2011 and the Croatian government and social partners were invited to participate in Governing Board meetings as observers. Eurofound was pleased to welcome Ms Matić (Governments), Mr Seifert (Employers) and Ms Hanzevački (Workers) to meetings in 2012.

The following new members attended Governing Board meetings for the first time in 2012: Mr Alexe (RO, Governments), Mr Kantelius (SE, Governments), Ms Garcia (ES, Governments), Ms Harhoff (DK, Governments), Mr Kahr (DK, Workers) and Mr Burmanjer (European Commission, DG Research).

In line with the practice of rotating the chair every two years, Mr Ciechański (PL, Governments) was appointed Chairperson. Ms Rossi (IT, Employers), Mr Fonck (BE, Workers) and Mr Silva (European Commission) were appointed Vice-Chairpersons. Mr De Gols was replaced as coordinator for the Governments' Group in the Board and Bureau by

Mr Blomsma (Netherlands). Ms Welter (LU, Governments) became a full member of the Bureau with new alternate members Mr Messios (CY, Governments), Ms Skrebiškienė (LT, Governments) and Mr Mühl (DE, Employers).

Inter-institutional Working Group on agencies

In July, the *Common Approach of the Parliament, Council and Commission on the basis of conclusions of the Inter-Institutional Working Group on the future of the decentralised EU agencies* was published. Set up in 2009 by the European Council, Parliament and Commission, the working group's brief was to examine the operations of the EU agencies with regard to good governance, relevance, coherence with EU policy objectives, efficiency and cost-effectiveness.

The working group's report made a number of recommendations for further action, including smaller governing boards with a limited number of stakeholder representatives. The possible impact and risks to Eurofound's tripartite composition were discussed in all Bureau and Governing Board meetings. The social partners made a joint submission to the European Commission, emphasising the key role played by the social partners within the governing boards of the tripartite agencies, including Eurofound, and the need to retain the current levels of representation. The European Commission outlined a roadmap for the implementation of the Common Approach to the reform of the EU agencies in December.

The following table outlines decisions of the Governing Board and Bureau in 2012. In cases where urgent decisions were necessary between meetings, these were made by written procedure.

Governing Board and Bureau decisions 2012		
Date of decision	Action	Document reference
27 January	Adopted minutes of Bureau meeting of 9 December 2011	GR-12-39
27 January	Adopted C3 carryovers by written procedure (WPR-2012-01-GB)	GR-12-1290
16 March	Adopted minutes of Bureau meeting of 27 January 2012	GR-12-4123
30 March	Adopted draft estimate of revenue and expenditure (Budget) 2013 by a written procedure of the Governing Board (WPR-2012-02-GB)	GR-12-13095
19 April	Adopted revisions to implementing rules for the financial regulation by a written procedure of the Governing Board (WPR-2012-03-GB)	GR-12-14494
11 May	Adopted minutes of Bureau meeting of 16 March 2012	GR-12-14331
13 June	Adopted the 2011 Annual activity report of the Authorising Officer by a written procedure (WPR-2012-04-GB)	GR-12-20516
28 June	Adopted minutes of Bureau meeting of 11 May 2012	GR-12-19524
29 June	Adopted minutes of Governing Board of 21 October 2011 (GB 85/2)	GR-11-42560
29 June	Adopted Multi-Annual Staff Policy Plan 2013–2015 (GB 85/8)	GR-12-22770
29 June	Adopted amended 2012 budget (GB 85/7)	GR-12-22809
29 June	Adopted opinion on 2011 Annual Accounts (GB 85/6)	GR-12-22808
29 June	Adopted Four-year work programme 2013–2016 (GB 85/4)	GR-12-409 [v5]
21 September	Adopted minutes of Bureau meeting of 28 June 2012 (B 234/2.1)	GR-12-24381
21 September	Adopted minutes of Bureau meeting of 11 July 2012 (B 234/2.2)	GR-12-24616
25 October	Adopted minutes of Bureau meeting of 21 September 2012 (B 235/2)	GR-12-29063 [v1]
26 October	Adopted minutes of Governing Board meeting 29 June 2012 (GB 86/2)	GR-12-23356
26 October	Adopted Work programme 2013 subject to amendments and finalisation of the financial decision. (GB 86/3)	GR-12-20383 [v4]
26 October	Mr Ciechański elected as Chairperson and Ms Rossi, Mr Fonck and Mr Silva as Vice-Chairpersons. Mr Blomsma appointed coordinator for Governments Group and member of the Bureau. Ms Welter, new Member, Ms Skrebiškienė, Mr Messios and Mr Mühl new alternate members of the Bureau	See minutes GR-12-32312

Governing Board and Bureau decisions 2012		
Date of decision	Action	Document reference
26 October	Adopted decision on the establishment of and quorum for the Advisory Committees (GB 86/8)	GR-12-30647
26 October	Adopted draft schedule for meetings of Governing Board, Bureau and Groups in 2013 (GB 86/9)	GR-12-27837 [v1]
26 October	Ratified decisions taken by the Bureau since 29 October 2011 (to authorise the Director to sign a contract with Ergo Ltd for provision of external support services for implementation of ICT infrastructure for 48 months' duration not exceeding the amount of €300,000 with ERGO Services Ltd (GB 86/11.1)	GR-12-29613
26 October	Adopted implementing rules to the Staff Regulations (GB 86/11.2)	GR-12-29762
11 November	Adopted minutes of Bureau meeting of 25 October 2012 (B 236/2)	GR-12-33406[v2]
21 December	Adopted final budget 2013 by a written procedure (WPR-2012-05-GB)	GR-12-35097
21 December	Adopted financing decision 2013 by a written procedure (WPR- 2012-06-GB)	GR-12-35103

2.2 Management activities

Management meetings and reports

The Director is assisted in his management responsibilities by the Deputy Director and a Management Advisory Committee (MAC). The latter is composed of the Director, Deputy Director, Directorate Coordinator, the Head of the Brussels Liaison Office, the Head of Information and Communication, three Heads of Research, and four Heads of support units (Administration and Finance, Human Resources, ICT and Operational Support). During 2012, the MAC met 12 times.

The MAC deals with all matters that are related to the successful implementation of the annual work programme; progress reports on the implementation of this programme were reviewed at every meeting. During quarterly reviews the committee identified opportunities on the EU Agenda for contributions by Eurofound – either through a speaking engagement, written contribution or mailing of existing research findings. The MAC is also a forum for the Directorate to inform management on visits and institutional developments. During 2012 the MAC also met an information and communication technology (ICT) governance board to provide a platform for exchange on developments and proposals related to information and communication technology.

Strategic items for discussion were:

- The procedure for Eurofound's Advisory Committees.
- Planning the change of Eurofound's project management system.
- Assessment of the three-year call for expressions of interest for research activities, one of the procurement options.
- Internal control, including the preparation of the Commission's Internal Audit Service (IAS) audit on building blocks of assurance.

There were additional ad hoc meetings, particularly in relation to concluding the preparation of the 2013–2016 work programme, and the development of the work programme 2013. This was an intensive schedule – and reflection on the planning process resulted in some efficiency improvements during 2013.

Quarterly communication meetings deal with the events and publications programme, as well as with multimedia activities specifically. During 2012 a research coordination board was established (see 'Organisational development' below). A short report from its meetings is presented at the monthly MAC.

In addition, monthly unit meetings and regular project team meetings ensure effective internal communication. Important corporate decisions in relation to human resource management, procurement, organisational structure, and internal control were communicated in office notices which were published on the Agency's intranet.

During 2012, a new Staff Committee was elected. In 2012 the terms of reference for social dialogue in Eurofound were reviewed with the participation of the Directorate, Staff Committee and executive committee of Eurofound's branch of Union Syndicale with the aim of streamlining collaboration between the management and staff representatives and of clarifying the roles and processes of the various parties involved in social dialogue in Eurofound.

Quarterly general staff meetings were organised to inform staff of relevant issues and new developments. During 2011 the topics included project management and the Irish Presidency schedule of events.

The Director presented a progress report to the Governing Board at its annual meeting in October, and to all meetings of its Bureau (see section 2.1 above).

At least twice a year, Eurofound staff met the Advisory Committees to present progress reports and discuss the research and communication aspects of specific areas in the work programme. The committees are composed of members of the Governing Board and additional experts and are organised around the areas of expertise of Eurofound's research: Employment and Change, Working Conditions, Industrial Relations, and Living Conditions and Quality of Life. The information and communication aspects are included in the reporting to these committees. There are *ad hoc* committees for specific projects of strategic significance, currently for the third European Company Survey. The procedure for participation and attendance was reviewed and approved during 2012.

Work programme planning

2012 saw an intense schedule of work programme planning activities. The development of a new four-year programme for 2013–2016 concluded when the Governing Board adopted the strategic framework in June 2012. Earlier in 2012 (March) a seminar with stakeholders and experts provided a worthwhile exchange on the main building blocks of the programme. In parallel, the work programme for 2013 was developed and approved in October 2012. This was a resource-intensive process for staff. This however, given its multi-annual perspective, has been an important input not just for 2013 but for the whole of the four-year programme.

Performance monitoring system

The Eurofound Performance Monitoring System (EPMS) is a measurement system and reporting tool for Eurofound's organisational performance. At its core is a set of performance indicators and measures. The EPMS acts as a map: data related to the work programme implementation provide an indication of the progress in achieving Eurofound's strategic objectives. Analysis of these data, where relevant based on comparisons against a baseline, assists decision-making at management level. The information is in addition an important part of accountability reporting.

With the EPMS, Eurofound meets standard No. 5 of the Internal Control Standards on performance and risk management and complies with Article 25.3 of Eurofound's Financial Regulation.

Data are collected and checked at different intervals (monthly, quarterly, annually) depending on the nature of the activity. The data are stored in a central system for further analysis and comparability over time. The management committee receives an analysis every quarter. The data for key indicators are included in the progress report to the Bureau and the Governing Board. A more extensive analytical report is produced on an annual basis, feeding into the Annual activity report.

Defining performance and related indicators in relation to the 2013–2016 objectives

Eurofound has started a critical review of the existing set of indicators. It has been assessing the reliability of the data collection methods and the relevance of the indicators and measures in the light of past experience and future needs. The findings to date point to measures that have become obsolete. In the case of some measures, this is because they relate to activities that have become less relevant to monitor with a view to Eurofound's performance. In the case of others, the effort of collecting the data outweighed their information value and for others again the methodology did not work satisfactorily.

The review process resulted in a revised set of indicators to chart performance in relation to Eurofound's strategic objective for 2013–2016. This is set out in the four-year programmes as follows: 'To provide high-quality, timely and policy-relevant knowledge as input to better informed policies in four priority areas'. The performance data will in future be complemented by more qualitative analysis, using the Eurofound customer feedback programme as well as other analytical instruments. A closer alignment with the evaluation programme is envisaged. More effort is being devoted to discovering the 'story' that lies behind the data, and the factors and dynamics that drive Eurofound's performance as captured through the collected data. In this respect, Eurofound's evaluation activities are important, particularly when striving to assess the outcome (result) and impact (contribution) of Eurofound's interventions –the overall contribution of Eurofound.

Inter-agency developments

In parallel with the internal review and management of the EPMS, the Agency is very involved in the inter-agency network on performance development, aimed at sharing good practices and developing common views and standards. Eurofound is one of the instigators of this network and an active member. The first task that the Heads of Agency assigned to the network for its 2012 work programme was a mapping of practices among agencies. Its objective is to better understand the current situation and to be able to establish priorities for the development of common guidelines, and standards across agencies, building on knowledge and experiences already accumulated. The findings and recommendations for actions were presented at the Heads of Agency network meeting in Stockholm in mid-October.

Risk management process

Risk is defined as: 'Any event or issue that could occur and adversely impact the achievement of Eurofound's political, strategic and operational objective. Lost opportunities are also considered as risks.' (EU Commission definition) During the development of the 2012 work programme, seven risks were identified, including three that were regarded as critical. Determining whether risks are critical is based on a qualitative judgement of the likelihood and possible impact at the level of the project and of the management team. The criteria are: the impact on the achievement of Eurofound's programme objectives; on Eurofound's stakeholders; the infringement of laws and regulations; material financial loss; risk to the safety of the Eurofound's staff; or risk to Eurofound's image and reputation.

Mitigating actions were developed and subsequently reviewed at two meetings of the management committee (May and June respectively). The identification process of the risks for 2013 led to the conclusion that some additional training in risk assessment and management would be beneficial. This is planned to take place in the context of the 2014 work programme development process.

Delegation and accountability chains

In Office Notice 2007-03 of 26 January 2007, Eurofound established a management model that includes substantial delegation of powers from the Authorising Officer (the Director of Eurofound) to the Heads of Units. The scope of the delegation arrangements was endorsed by the current Director when he took office at the end of 2010. In the meantime, all delegation documents outlining the rights and responsibilities of the Authorising Officers by Delegation were reissued by the Director. Details of the authorisation arrangements are listed in Annex 10.

The benefits of the decentralised management model are timeliness in the decision-making process at unit level, empowerment of the units and their management and greater accountability at the level of unit management.

An important element of the authorisation arrangements in place in Eurofound is the absence of any sub-delegation of powers of the Authorising Officer or Authorising Officers by Delegation. In the case of absence of an Authorising Officer by Delegation, the decision or transaction is not further sub-delegated but rather referred back to the Authorising Officer himself.

All Authorising Officers by Delegation that had delegation powers from the previous Director received a new delegation act from the current Director. This followed up on a ‘very important’ recommendation from the Commission Internal Audit Service.

All Authorising Officers by Delegation have signed the Decision of Delegation addressed by the current Director, have received the Charter for Authorising Officers by Delegation and a Declaration of Assurance for their areas of responsibilities addressed to the Authorising Officer.

Organisational development

A plan to further enhance the level of maturity of Eurofound’s organisation started in 2011. The Director introduced additional measures to improve coordination within the organisation. The three Heads of Research meet every month to monitor particular projects and to ensure alignment in research methodologies, quality control and related matters. On a quarterly basis this meeting includes the Head of Information and Communication and the Coordinator for the Directorate. The same group has been assigned a role in the work programme development process in advising the Director on the quality of the proposals for the work programme. These sessions are chaired by the Coordinator for the Directorate.

Eurofound also worked with external support on a review and analysis of its operations and business processes. Staff participated in a survey to establish an overview of the situation in relation to various aspects of organisational development. In particular, the external consultant assessed the communication function within Eurofound in the light of the adoption of a revised strategy and following personnel changes within the Information and Communication Unit. The management team also participated in a workshop in which some development issues were reviewed.

Recommendations were presented in a report in early 2013, serving as an input for further internal reflection to decide on additional actions. For 2013 the focus will be on the development of a new project management system to complement the intensive training programme in project management that was carried out in 2012. In relation to project management, a need has been identified for some external assistance in establishing workflows for typical projects and activities. This is considered to be useful in the context of resource planning and management.

Financial management

In 2012, developments in financial management were guided by the overall objective of increased efficiency and the reduction of potential risks inherent to financial transactions and systems.

The new Mission Management System (MiMa), based on an application used by a number of EU agencies, was further developed, customised and pilot-tested in 2012. The system is intended to replace the current mission calculation tool (based on Filemaker Pro) with a new SharePoint application. It will facilitate the mission management process electronically, minimise the risk for human calculation errors and standardise the procedures in line with other agencies.

Since Eurofound adopted the current mission guidelines of the European Commission³ in October 2012, some further adjustments were still required at the year end. The implementation of MiMa will be completed in 2013 and it will replace the current system in May 2013.

In May 2012, Deloitte Consulting submitted its report after completing a system audit which complemented the previous validation of the accounting system by the Accounting Officer. On the basis of its work, 'no issues that would have led to the assumption that the level of financial and system controls were ineffective' were identified. Deloitte Consulting made some observations relating to areas and support processes outside of the ABAC accounting system. These were in relation to the control of fixed assets, documentation and follow up of ex-post verification of payments, alignment of Windows security settings with leading practice, retention period of backup tapes, formality of change control policies, laptop encryption and retention periods for personal data. In most of these areas, observations were immediately acted upon and improvements were made. Some of the observations and related changes of practices will be implemented in 2013.

The following further improvements were introduced:

- ABAC Asset was implemented in 2012. The data import from the current fixed asset management system (Filemaker Pro) was carried out in July 2012. However, errors occurred during the data upload. The asset values for the 2012 final accounts were therefore again based on the previous fixed asset management system. The upload of the asset data will be repeated in 2013 which will complete the implementation of ABAC Asset.
- The documentation for the Director's delegation decisions was updated following a recommendation of the Internal Audit Service and new delegation documents for all Authorising Officers by Delegation (Heads of Units) were signed accordingly.
- Establishment of planned appropriations carried forward was completed and reported during the first quarter of 2012. Approximately €3.2 million of planned carry overs were based on initial project, contract and procurement plans. Regular reviews were conducted during the year and variances were discussed and analysed.
- The intranet site for the Administration and Finance Unit was completely renewed and published on Eurofound's SharePoint platform. It will be used as the sole source for providing financial information to staff and units on a regular basis.
- In October 2012, Eurofound adopted the current mission guidelines of the European Commission, together with an annex containing amendments to the guidelines applicable at Eurofound.

For the report on Budget implementation, see chapter 1.2 Performance

Human resources management

Following the policy adopted in recent years of increasing the number of staff in the core activities of Eurofound, in 2012 a total of 73% of staff were assigned to the core (operational) areas of research and information and communication. The finalisation of the recruitment programme begun in 2012 will result in a stabilisation of core staff of around 73%, compared to 68% in 2009.

³ Commission Decision of 18.11.2008 - General implementing provisions adopting the Guide to missions for officials and other servants of the European Commission

The breakdown of allocation of human resources by area and category in 2012 was:

Summary	AD	AST	Contract agents	SNE	Total staff	%
Core activities	40	35	5	0	80	73
Support activities	8	15	7	0	30	27

Following the review of the effectiveness of the research function, the existing five-unit research structure was reorganised into three new units, as follows:

- Working Conditions and Industrial Relations;
- Living Conditions and Quality of Life;
- Employment and Change.

The new model became effective at the beginning of January 2012, to coincide with the 2012 work programme and can be found in Annex 8.

The management of staff performance is effected partly through the appraisal process, which is a competencies-based, objective-setting model, where performance indicators are set for each performance objective. The new appraisal model, which was adopted and implemented in 2011, has been reviewed and improved in 2012. Appraisals are conducted first with Heads of Unit, with objectives being set with reference to the annual work programme and unit plans, and ‘cascading’ to the rest of the staff, with their objectives being set in the context of the objectives for the unit. This ensures a close alignment between strategic objectives and operational excellence. Following the decision of the Commission to change its performance appraisal system, Eurofound will adopt and implement a new appraisal system in line with the requirements set out by DG HR.

All the Implementing Rules were completed in 2011 for submission under Article 110 of the Staff Regulations and have now been approved and signed by the Governing Board in the course of 2012, as requested by the Commission.

Document management

In 2012, Eurofound’s document and records management system (HP TRIM) was reinforced as a key business system in Eurofound, with over 35,000 records created including 11,000 emails. Implemented in 2009 in response to the proliferation of unstructured business information in shared and local drives and email systems, its introduction allowed Eurofound to have a single repository for corporate records and to apply retention policies to those records. The availability of functionality such as version control and audit for documents has improved the quality of electronic records in Eurofound in terms of their authenticity and reliability.

By providing access to corporate documents across the organisation and allowing users to easily capture emails in the recordkeeping system, the implementation of HP TRIM for document and records management has mitigated some of the business risks associated with storing corporate information in shared drives and personal mailboxes. It provides a useful tool for applying the data protection and data retention guidelines that must be applied. User acceptance continued to be addressed in 2012 with an ongoing training and information policy.

HP TRIM is an important component of Eurofound’s knowledge management strategy and future developments will ensure that it continues to be integrated with other business applications so that electronic records management becomes the default records management approach in Eurofound.

Public access to documents

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

Minutes of the Governing Board and Bureau, financial information and corporate evaluation reports are published on the website. Internal information is routinely provided in response to requests regarding tender procedures or recruitment and these are not therefore treated as public access requests. In 2012, no requests were received under regulation (EC) 1049/2001.

In 2012, access to Eurofound's archives was facilitated for a researcher from Italy.

2.3 Functioning of the internal control system

Development of internal control standards

During 2012, following the prioritisation in 2011 of further developing Eurofound's internal control standards, the Internal Control Coordinator in her annual work plan focused on the following internal control standards:

- Mission and ethical and organisational values (Nos. 1 and 2).
- Process and procedures (No. 8): notably the review and update of procedure manuals in the area of editing and publishing, customer relations and stakeholder management.
- Business continuity (No. 10): handover manuals.

Assessment of internal control weaknesses

Eurofound's baseline requirements for the 16 internal control standards is adapted from the Commission's communication of 16 October 2007 (Sec (2007)1341) on the revision of the internal control standards and underlying framework, and adopted by Eurofound's Governing Board on 17 October 2008 (GB 79/10(d)).

Based on the procedure for the identification of internal control weaknesses, the Internal Control Committee carried out a self-assessment of internal control weaknesses and shared its findings with the Director. The conclusion was to continue to pay particular attention in 2013 to the implementation of organisational values, and the review and update of procedures. The Internal Control Committee reviewed the policy on recording exceptions following the advice of the Court of Auditors about certain definitions in Eurofound's procedure. The conclusions of the review were presented to the management committee in May 2012. A further review is expected in 2013.

Conclusion

The main elements of appreciation and evidence of the functioning of Eurofound's internal control system in 2012 are mentioned above. Considering the key developments which took place in 2012 in Eurofound's organisation and management and supervision processes, in particular the planning, monitoring and reporting processes, financial and human resources management processes, and the assessment of internal control procedures, Eurofound's internal control standards can be considered to be providing reasonable assurance to adequately control the organisation's risks in achieving its objectives, protecting staff and safeguarding assets and information. Further strengthening of efficiency and effectiveness remains an important priority, for example in relation to further aligning organisational values with the staff development and appraisal system, risk management and the implementation of effective procedures.

Building blocks of assurance 3

3.1 Building block 1: Assessment of management supervision and control

Ex-post verification

In compliance with Articles 39.3 and 39.4 of Eurofound's Financial Regulations (articles 47.3 and 47.4 of the Implementing Rules) and Office Notice 2008-02 of 28 February 2008, three times a year Eurofound's Verification Officers perform ex-post verification on a sample of transactions for the following categories:

- Salaries and social contributions.
- Reimbursement of interviewees.
- Reimbursement of medical expenses.
- Mission expenses.
- Reimbursement of participants' expenses.

These transactions are defined as routine administrative expenditure for which no ex-ante verification is carried out. The sample of each category is based on risk assessment, as outlined in the Procedure Note.

The findings based on the samples from 2012 transactions confirmed the expenditure to be in order and conforming to the relevant provisions. No significant errors were found in the first and second exercise. However, errors in mission calculations increased in the third exercise due to staff changes. Therefore, according to the Procedure Note, the sample size for mission verifications shall be doubled in the next ex-post verification procedure. All errors have been regularised and the corrected amounts averaged well below €100. Recommendations in relation to procedural issues will be followed up in 2013.

Advisory Committee on Procurement and Contracts

The Advisory Committee on Procurement and Contracts (ACPC) gives an opinion on contract proposals to the value of €250,000 and over. The committee met twice during 2012 and examined four dossiers in total. All its opinions were favourable.

The ACPC carried out an annual ex-post check on a sample of files, each of a cumulative value of between €60,000 and €250,000. This involved examining three randomly selected files out of a total of eight contracts – of which six were framework contracts, awarded during 2012. The 2012 ex-post check resulted in the overall conclusion that procedures were adhered to and documentation was of good quality. The check identified one error where an incorrect reference price for calculation of best value for money was used. The outcome of the tender evaluation was the same, with the correct calculation applied. The ACPC has made recommendations to prevent a similar error from occurring, and these have all been accepted.

The ACPC will apply the same sampling method for the 2013 ex-post check as defined in the current procedures for ex-post checks.

Recording exceptions

During 2012 two exceptions were recorded to the total value of €356, both related to rules for reimbursement of travel.

3.2 Building block 2: Results and follow-up of independent audits

This section has been drawn up in accordance with article 72.5 of Eurofound's Financial Regulation which states that the Director should send every year, to the authority responsible for discharge and to the Commission, a report related to internal audits carried out during the year.

It takes note of the annual internal audit report for 2012⁴ received on 27 November 2012 from the Commission's Internal Audit Service (IAS) which is, according to article 71.2 of Eurofound's Financial Regulation, also the internal auditor of Eurofound.

Results from 2012 audits and evaluations

Audit on building blocks of assurance

The overall objective of this exercise was to provide an independent assurance on the adequacy and effectiveness of the internal control system with regard to drawing up the Annual Activity Report, and in particular, issuing the Director's declaration of assurance. Out of the 12 recommendations addressed in the final report from the IAS, only one was classified as 'very important' – the delegation papers issued by the previous Director to Authorising officers by Delegation had to be updated by delegation acts of the current Director. This was immediately implemented. The Internal Control Committee submitted an action plan in December 2012 and indicated that the action in response to the 'very important' recommendation had been implemented. It is planned to implement all other recommendations during 2013.

European Court of Auditors on the 2011 Accounts

For the first time, Eurofound accounts for 2011 were audited by an external accounting firm (Mazars Ireland) under close supervision by the European Court of Auditors. The pilot outsourcing of this audit was successful as it provided the Court with valuable information about the advantages and disadvantages of audit outsourcing. Two observations were reported.

The first was that appropriations carried over in title 3 (operational expenditure) amounted to €3.4 million, of which €1.6 million was unplanned. Eurofound confirmed that additional efforts would be made to reduce the appropriations carried forward on an unplanned basis.

The second observation referred to transparency of recruitment procedures as far as the level of documentation of selection board meetings was concerned, as well as the evidence provided in relation to the questions for interviews and written tests set before the examinations. Unfortunately, the recruitments selected by the Court predated the changes in Eurofound's procedures in line with the Court's recommendations. The improvements initiated following previous audits were not fully evident, therefore. It is important to stress that the shortlisting and interview criteria are exactly as in the vacancy notice. The questions for interviews are always linked directly to these criteria. Therefore the areas of questioning, and by extension the questions, are set from the moment that the vacancy notice is agreed and published. The written tests are always agreed before the shortlisting of candidates.

⁴ IAS Reference ARES(2012) 1305849 - 06/11/2012

The audit exercise in relation to the financial year ended 2012 is ongoing at the time of drafting of this report. It seems, however, that the Court is investigating more deeply the nature and causes of appropriations carried forward (for example the multi-annual character of Eurofound's research activities, the payment schedules for services, and so on). Eurofound welcomes this development as it will give the public a better understanding that not all appropriations carried forward are an indicator of planning deficiencies.

Evaluation

Evaluation is a tool for 'judging the value of an intervention with reference to criteria (such as relevance and effectiveness) and explicit standards', as objectively as possible. Carrying out evaluations is not just a regulatory requirement for Eurofound, although it is a key instrument of sound financial management (alongside related but separate tools such as internal control and audit, which focus on different aspects of sound management). Eurofound views evaluation as a valuable systematic tool which provides evidence for better decision-making, and as a tool for organisational learning and continuous improvement.

The annual evaluation projects are part of the annual work programme. For 2012 these included an internal evaluation of the Foundation Seminar Series (FSS) including the May 2012 session. The proposed evaluation of Eurofound's work on flexicurity was subsequently dropped in favour of an evaluation of the observatories and its network of correspondents in the light of the strategic development of an integration of EIRO and EWCO, as well as the procurement of the contracts for national correspondents. This evaluation is run in parallel with the internal reflections due to conclude in 2013.

The conclusions and recommendations of the ex-ante evaluation of the four-year programme 2013–2016 was submitted to the Governing Board in October 2012. The evaluation had provided valuable input throughout the development process of the new four-year programme. It concluded that the development process addressed programme relevance and rationale with clear references to Eurofound's mandate in its Founding Regulation, had adapted to the changed policy contexts, and sought feedback from a broad range of stakeholders to ensure it was meeting priority needs.

The first part of an evaluative review of the EMCC for 1998–2012 was completed and accepted by the Director in December 2012. The report describes the evolution and development of EMCC since its inception up to 2012, drawing on available documentation and previous evaluation findings about EMCC. This work will be completed in 2013.

In December 2012 an independent review of the effectiveness of the evaluation programme for 2009–2012 found that Eurofound compares very favourably with other EU Agencies in terms of its programmatic approach to evaluation and its skilled and experienced internal capabilities. Suggestions for the future include building on this capacity and further integrating the evaluation function in the project and research cycle. At programme level, it may be possible to find some efficiency in combining evaluation exercises, ensuring that a retrospective focus is complemented with a forward-looking assessment.

The plan was to prepare the ex-post evaluation of the completed 2009–2012 four-year programme through an independent evaluation expert function in 2013. It may, however, be too early to assess the impact of the programme, as dissemination of some key projects is only starting in 2013: for example, the findings of the third European Quality of Life Survey. In addition, and in line with an emerging recommendation from the review, it may be more effective to use the evaluation also to inform the implementation of the 2013–2016 programme, and even beyond, prospectively to inform the development of the 2017–2020 programme. With such an ambition, some further reflection on the timing is needed.

3.3 Building block 3: Follow-up of recommendations and action plans for audits from previous years

Actions following recommendations of the Internal Audit Service

By the end of 2012, Eurofound had continued its implementation of actions in response to recommendations from the IAS and had submitted the necessary documentation for review.

Few recommendations from past audits remained to be closed during the course of 2012. The Internal Control Coordinator and the IAS improved their coordination in providing a prompt review of missing documents and suggestions of adequate solutions.

The following actions were implemented and closed (February 2013).

Quality control process survey management 2011	
Title of recommendation	Actions from Eurofound
Ensure that the Quality Control Framework is attached to the contract and disclose deviations from it	Eurofound has added a quality assurance plan to any tender documentation. It is also added to the framework contract relating to this tender. Revisions of the quality assurance plan are made available to the contractor by exchange of letter.
Fieldwork visits by Eurofound staff	A template for documenting the findings of fieldwork visits was developed. The quality control plan also covers the reporting of the findings.
Ensure compliance with contractual provisions for re-interviewing	The quality assurance plan outlines the procedure for reporting on the findings of re-interviewing with a view to ensuring timely remedial action can be taken.
Report and follow up the composition of the field force	The frequency and nature of reporting on changes of field force composition during fieldwork was included in the quality control plan.
Date and identify final versions of documents	Documents and deliverables are monitored in a centralised register in Eurofound's document management system (HP TRIM).

Implementation of the action plans is monitored through quarterly meetings of the Internal Control Coordinator and the committee, with progress reported to the MAC and Bureau meetings. All activities are recorded in the online issue-tracking system of the IAS. As soon as activities are fully implemented, this is reported in the system together with supporting evidence.

Follow-up of recommendations from previous evaluations through actions plans

Ex-post evaluation of the 2005–2008 programme

Of the 17 actions, 10 were closed during 2011, with the remaining seven closed by September 2012. The 2010 action plan was therefore fully implemented. Some of the actions are ongoing as part of existing or more recent initiatives:

- The strengthening of the monitoring and evaluation function is further supported through (a) the effectiveness review of the evaluation programme and function (see 3.2), and (b) the review and further development of the EPMS as part of the implementation of the 2013 work programme.
- Concerning the national target audience strategy, this was extensively taken up as part of the review and update of Eurofound's communication strategy for 2013–2016. Specific proposals for 2013–2014 are developed and presented to the Bureau of the Governing Board.
- The review of the language policy will be part of the ex-post evaluation of the 2009–2012 programme, instead of a separate review in 2013 as was previously foreseen.

Internal formative evaluation project 'Application of research methodologies' (December 2011)

The internal preparation of the 2013 work programme made a specific point of the review of the quality of proposed research methodologies. Furthermore, the internal working group on survey methodology became an integral part of the annual work programme, with an annual work plan agreed by the Heads of Unit in research.

European Parliament discharge

The discharge report for the year 2011 was adopted during the plenary session of the European Parliament taking place on 17 April 2013. It grants the Director discharge in respect of the implementation of the budget for the financial year 2011 and approves the closure of the accounts for 2011. The specific observations in relation to Eurofound are commented on and addressed in the following table.

Recommendations for discharge 2011	Comments and actions taken
Budget and financial management	
<p>The total of appropriations carried forward cancelled in 2011 (i.e. carried forward from 2010 and not paid in 2011) represents €130,133.</p> <p>47% of Title III appropriations (operational expenditures) amounting to €3.4 million were carried forward from 2011 to 2012. €1.6 million of the total carried forward was unplanned (22% of Title III Appropriation). The discharge authority is concerned that this situation indicates delays with in the implementation of the Foundation's activities which are financed by Title III and is at odds with the budgetary principle of annuality.</p> <p>Eurofound is requested to inform the discharge authority of the action taken to address this issue. It is noted that the situation deteriorated compared to previous year.</p>	<p>Eurofound welcomes the distinction made between planned and unplanned carry overs. It has to be noted that while the level of total funds carried forward did increase between 2011 and 2012, the more relevant level of <i>unplanned</i> carry-overs decreased from 44% to 23%.</p> <p>The low level of cancelled carry-overs is a reliable indicator that the appropriations carried forward were needed as foreseen in the Financial Regulation.</p> <p>Regular forecast meetings with all units in Eurofound aim to further improve the planning and forecasting of appropriations carried forward. Additionally, from 2013 onwards, a lead indicator for unplanned appropriations carried forward (deviation between planned and actual date of financial commitment) will be monitored monthly and analysed in meetings of the management committee.</p>
Performance	
<p>The Commission is invited together with the European Training Foundation, the European Centre for the Development of Vocational Training, the European Foundation for the Improvement of Living and Working Conditions and the European Agency for Safety and Health at Work to further explore the synergies that exist between those agencies and to report to the discharge authority, before any decisions concerning possible changes to the respective responsibilities and/or working methods of these agencies are considered.</p>	<p>Eurofound has memoranda of understanding with all three of the Agencies mentioned. These stipulate that annual work programmes are circulated for feedback at draft stage. Attendance at each other's Governing Board meetings provides an additional input for exploring synergies. The joint seminar at the European Parliament is an example of the fruit of these exchanges. Eurofound will participate openly and constructively in any initiative of the Commission in this respect, including related reporting to the discharge authority.</p>
Recruitment procedures	
<p>The selection board meetings were not always sufficiently documented and evidence was missing that questions for interviews or written tests were set before interviews or examinations.</p> <p>The discharge authority requested to be informed about actions taken to address this issue.</p> <p>The Commission is encouraged to allow for a certain degree of simplification to ease the considerable administrative burden.</p>	<p>Transparency of its recruitment procedures is of the utmost importance to Eurofound.</p> <p>The recruitments selected by the Court predated the changes in Eurofound's procedures in line with the Court's recommendations. The improvements initiated following previous audits were not fully evident, therefore. It is important to stress that the shortlisting and interview criteria are exactly as in the vacancy notice. The questions for interviews are always linked directly to these criteria. Therefore the areas of questioning, and by extension the questions, are set from the moment that the vacancy notice is agreed and published. The written tests are always set before the shortlisting of candidates. In future, this will be better documented.</p> <p>Eurofound welcomes any initiative to reduce the administrative burden for EU agencies.</p>

Data Protection

During the course of 2012, Eurofound continued its objective of reaching high compliance in the area of data protection in line with Regulation (EC) 45/2001 on the protection of individuals with regard to the processing of personal data. A project officer was recruited with the aim of supporting the Data Protection Officer (DPO) and the Deputy DPO in the design, implementation and follow-up of data protection policies at Eurofound and to liaise regularly with the European Data Protection Supervisor (EDPS).

By the end of 2012, all data protection relevant policies (according to Article 27 of Regulation (EC) 45/2001, 'prior checking') were submitted to the EDPS, with only four of these notifications remaining to be approved by the EDPS.

A plan for consultations and audits of all of the processing operations using personal data was established in 2012 and will be implemented in 2013. Its purpose is to improve awareness among Eurofound's staff members and to assist the data controllers in monitoring compliance with the data protection principles.

Finally, procedure notes, supporting documentation and privacy statements are available from Eurofound's intranet. They are regularly updated and explained to relevant staff members.

3.4 Building block 4: Assurance received from Authorising Officers by Delegation

All Authorising Officers by Delegation signed their declarations of assurance. In one case, due to long-term absence, the deputising officer provided assurance in an alternative format. The model declaration is reproduced in Annex 11.

3.5 Reservations

Based on the policy to define the materiality criteria (see Annex 13) for the Authorising Officer to base his decision on where a reservation should be included in the annual declaration of assurance in the context of annual activity reporting, Eurofound has no reservations to report for the year 2012.

Declaration of the Authorising Officer 4

I, the undersigned, Director of the European Foundation for the Improvement of Living and Working Conditions
in the capacity of 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 own judgement and on the information at my disposal, such as the observations of the European Court of Auditors, the Internal Audit Service, the statement of the Internal Control Coordinator, the declarations of the Authorising Officers by Delegation as well as the results of management supervision and the results of evaluations.

Confirm that I am not aware of anything not reported here which could harm the interests of the European Foundation for the Improvement of Living and Working Conditions.

Place: **Dublin**

Date: **4 June 2013**



Signed: **Juan Menéndez-Valdés**, Authorising Officer

Annex 1 – Human and financial resources per activity ⁵

Working Conditions and Industrial Relations						
Grade	AD	AST	CA	SNEs	Total staff	Budget (in % of total budget)
	16	10	3	0	29	€7,991,000 (38%)
Employment and Change						
Grade	AD	AST	CA	SNEs	Total staff	Budget (in % of total budget)
	8	4	1	0	13	€1,573,000 (8%)
Living Conditions and Quality Of Life						
Grade	AD	AST	CA	SNEs	Total staff	Budget (in % of total budget)
	10	5	0	0	15	€2,945,000 (14%)
Information and Communication						
Grade	AD	AST	CA	SNEs	Total staff	Budget (in % of total budget)
	6	16	1	0	23	€4,322,000 (21%)
Administration and Support / Directorate						
Grade	AD	AST	CA	SNEs	Total staff	Budget (in % of total budget)
	8	15	7	0	30	€3,957,000 (19%)
Total						
Grade	AD	AST	CA	SNEs	Total staff	Budget (in % of total budget)
	48	50	12	0	110	€20,788,000 (100 %)

⁵ The costs per activity are based on the actual personnel working in the related units of the organisation. To date these costs are not based on actual human resources consumption on individual projects.

Annex 2 – Summary of the provisional accounts 2012, including report on waivers of recovery orders

Budget Outturn Account

	2012	2011
REVENUE		
Balancing Commission subsidy	+ 20,384,000.00	20,210,000.00
Other subsidy from Commission (Phare, IPA,...)	+ 604,735.71	237,450.00
Miscellaneous Income (NEO Norway Contribution, recovery of expenses, compensation from the DLR County Council)	+ 306,321.75	86,729.07
Other income		
TOTAL REVENUE (a)	21,295,057.46	20,534,179.07
EXPENDITURE		
<i>Title I: Staff</i>		
Payments	- 11,046,920.66	10,865,111.02
Appropriations carried over	- 199,003.12	169,413.02
<i>Title II: Administrative Expenses</i>		
Payments	- 1,465,707.56	1,391,910.11
Appropriations carried over	- 317,521.33	447,894.33
<i>Title III: Operating Expenditure</i>		
Payments	- 3,926,102.97	4,155,015.19
Appropriations carried over	- 4,018,962.32	3,594,587.91
TOTAL EXPENDITURE (b)	20,974,217.96	20,623,931.58
OUTTURN FOR THE FINANCIAL YEAR (a-b)	320,839.50	-89,752.51
Cancellation of unused payment appropriations carried over from previous year	+ 133,229.22	162,549.76
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+ 66,094.67	186,715.76
Exchange differences for the year (gain +/-loss -)	+/- -2,819.93	-2,626.83
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR	517,343.46	256,886.18
Balance year N-1	+/- -256,886.18	95,677.65
Positive balance from year N-1 reimbursed in year N to the Commission	- 256,886.18	-95,677.65
Result used for determining amounts in general accounting	517,343.46	256,886.18
Commission subsidy - agency registers accrued revenue and Commission accrued expense	19,866,656.54	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1	517,343.46	
Not included in the budget outturn:		
Interest generated by 31/12/N on the Commission balancing subsidy funds and to be reimbursed to the Commission (liability)	+ 11,207.67	44,826.31

Economic Outturn Account

	2012	2011	Variation
Revenues from administrative operations	2,012.61	12,696.72	-10,684.11
Other operating revenue	19,953,059.75	20,580,520.45	-627,460.70
TOTAL OPERATING REVENUE	19,955,072.36	20,593,217.17	-638,144.81
Administrative expenses	-12,976,609.24	-12,565,708.79	-410,900.45
All Staff expenses	-10,394,578.76	-10,046,065.53	-348,513.23
Fixed asset related expenses	-494,256.15	-537,188.47	42,932.32
Other administrative expenses	-2,087,774.33	-1,982,454.79	-105,319.54
Operational expenses	-7,089,840.30	-8,734,531.47	1,644,691.17
Other operational expenses	-7,089,840.30	-8,734,531.47	1,644,691.17
TOTAL OPERATING EXPENSES	-20,066,449.54	-21,300,240.26	1,233,790.72
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES	-111,377.18	-707,023.09	595,645.91
Financial expenses	-431.77	-1,079.43	647.66
SURPLUS/ (DEFICIT) FROM NON OPERATING ACTIVITIES	-431.77	-1,079.43	647.66
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES	-111,808.95	-708,102.52	596,293.57
ECONOMIC OUTTURN FOR THE YEAR	-111,808.95	-708,102.52	596,293.57

Cash flow

Cash Flows from ordinary activities	2012	2011
Surplus/(deficit) from ordinary activities	-111,808.95	-708,102.52
Operating activities		
Adjustments		
Amortization (intangible fixed assets) +	0.00	50.83
Depreciation (tangible fixed assets) +	494,256.15	525,529.79
Increase/(decrease) in Provisions for risks and liabilities	394,154.44	99,687.86
(Increase)/decrease in Short term Pre-financing	-70,319.31	36,960.13
(Increase)/decrease in Short term Receivables	-188,614.05	317,171.11
(Increase)/decrease in Receivables related to consolidated EU entities	0.00	836.65
Increase/(decrease) in Accounts payable	-502,482.42	329,701.08
Increase/(decrease) in Liabilities related to consolidated EU entities	1,038,010.63	195,494.28
Other non-cash movements	-109.00	11,906.19
Net cash Flow from operating activities	1,053,087.49	809,235.40
Cash Flows from investing activities		
Increase of tangible and intangible fixed assets (-)	-179,775.26	-299,002.77
Proceeds from tangible and intangible fixed assets (+)	120.00	12,350.83
Net cash flow from investing activities	-179,655.26	-286,651.94
Net increase/(decrease) in cash and cash equivalents	873,432.23	522,583.46
Cash and cash equivalents at the beginning of the period	4,464,936.63	3,942,353.17
Cash and cash equivalents at the end of the period	5,338,368.86	4,464,936.63

Report on waivers of recovery

There were no waivers on recovery orders in 2012.

Annex 3 – Activities and research projects (as at 31 December 2012)

Project title	Outputs	Delivery
Research area 1 - Employment growth and demand and supply of labour in changing labour markets		
Growth and employment: anticipating and managing the effects of greening of industries in the EU	Overview report	Delivered
	48 case studies	2013
Youth employment: Challenges and solutions for higher participation of young people in the labour market	Characteristics, cost and policy responses	Delivered
	Qualitative report	2013
The Second Phase of Flexicurity: An analysis of practices and policies in the Member States	The second phase of flexicurity	Delivered
European Restructuring Monitor (ERM)	2012 ERM Report: "After restructuring: labour markets, working conditions and life satisfaction"	Delivered
	ERM Quarterly 1, 2 and 3/2012	Delivered
	ERM Quarterly 4/2012	2013
ERM Qualitative database	Restructuring labour law database	Delivered
European Jobs Monitor (EJM)	Annual report	Delivered
Restructuring in SMEs	27 National reports	2013
	85 Case studies (database)	2013
	Web Report	2013
Undeclared work	Five national reports for Croatia and four EU candidate countries (Iceland, the former Yugoslav Republic of Macedonia, Montenegro and Turkey) and synthesis report	2013
Labour market transitions of young people	Report	2013
The quality of recent employment growth in the EU	Output as chapter in EJM annual report	2013
Born global: The potential of job creation in newly established international businesses	Report and executive summary	Delivered
Research area 2 - More and better jobs and higher productivity through partnership		
IR in EU and other global economies 2011: the role of social partners in tackling the crisis	Report	Delivered
National Practices of Information and Consultation	Report	2013
The impact of the crisis on industrial relations and working conditions	Report	2013
Central administration: Working conditions and Industrial relations	Report and case studies	2013
Work organisation and innovation	Report, executive summary and 13 case studies	Delivered
Social dialogue in small and micro companies	Literature review and case studies	2013
European Works Councils - developments in and after the crisis	Report and case studies	2013
Labour Mobility within the EU	Report and executive summary	Delivered
Research area 3 - Promotion of social inclusion and sustainable social protection		
Active inclusion for young people with disabilities or health problems	National reports	Delivered
	Overview report	2013
Income after retirement	Report and executive summary	Delivered
Parenting support in Europe: a comparative study of policies and practices	Report	2013
	Executive summary	Delivered
Worker mobility: Economic and social impacts of labour inflow into central and eastern Europe	Report	2013

Project title	Outputs	Delivery
Research area 3 - Promotion of social inclusion and sustainable social protection		
Creation and development of jobs in care and support services for people with disabilities or health problems	Report	2013
	National reports for Austria Bulgaria Denmark, France, Germany, the Netherlands, Poland, Portugal, Spain, United Kingdom	2013
Social innovation in service delivery to vulnerable groups - Concepts and mechanisms	Report	2013
Sustainable, efficient and effective public sector: Exploratory transversal activity	Report	Delivered
European Surveys and Observatories		
Second European Company Survey (ECS)	Workplace social dialogue in Europe: An analysis of the European Company Survey 2009 - report and executive summary	Delivered
	Policy lessons from the ECS	Delivered
Fifth European Working Conditions Survey (EWCS) - Reports	Sustainable work and the ageing workforce - report and executive summary	Delivered
	Work organisation and employee involvement - report	2013
	Work and gender - report	Delivered
	Quality assessment report	Delivered
	20 sector profiles	2013
	Employment and security	2013
	Health and well-being in the workplace - report	2013
	Working-time flexibility and work-life balance - report	Delivered
Third European Company Survey (ECS)	Fieldwork prepared	Delivered
Third European Quality of Life Survey (EQLS) - Reports	Quality of life in Europe: Impacts of the crisis	Delivered
	Trends in Quality of Life 2003, 2007, 2011	2013
	Subjective well-being and quality of Life	2013
	Quality of society and public services	2013
	Social inequalities in quality of life	2013
European Industrial Relations Observatory(EIRO) - Reports	Information updates Updated industrial relations country profiles Updated European industrial relations dictionary, with relevant new terms	Delivered
	Role of social partners in unemployment benefits - report and executive summary	Delivered
	Restructuring in SMEs - report and executive summary	2014
	Involvement of social partners in pension systems reforms	2013
	Annual review of IR and WC 2011	Delivered
	Annual Review of IR and WC 2012	2013
	Annual Update Pay 2011	Delivered
	Annual Update Pay 2012	2013
	European Working Conditions Observatory (EWCO) - Reports	Information updates
Annual Update Working Time 2011	Delivered	
Annual Update Working Time 2012	2013	
	Survey data report, Latvia, Sweden, Hungary, Czech Republic, Korea	Delivered

Annual activity report of the Authorising Officer for the year 2012

Project title	Outputs	Delivery
European Surveys and Observatories		
Representativeness studies	Local and regional governments, Textiles and clothing	2013
	Construction, Electricity	2014
Communicating and sharing ideas and experiences		
Information & Communication	Media - Debate and Events - Publishing (incl. language policy) - Web based publishing and distribution - Stakeholder outreach	Delivered
Foundation Seminar Series	2nd seminar 'Ageing workforce'	Delivered
Stakeholder Enquiry Service	Steel sector	2013
Brussels Liaison Office	Monitoring EU developments –Programme of briefings and promotion with EU stakeholders - Monitoring of the use of Eurofound's expertise in EU policy documents	Delivered
Evaluation		
Evaluation programme	Ex-ante evaluation 2013-2016 programme	Delivered
	EMCC – internal evaluative overview	Delivered
	Observatories (EIRO/ EWCO) and Network of correspondents	2013
	Foundation Seminar Series (instead of Eurofound's work on flexicurity)	2013
	Effectiveness review 2009-2012	Delivered

Annex 4 – Events 2012

Governance

Date	Event	Place	Eurofound participants	Type of event
27 January	Bureau meeting	Brussels, Belgium	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
24 February	GB-NEO Malta	Valletta, Malta	Murray Fiona, Owczarzak Radoslaw, Mezger Erika	Board/ Bureau/ Advisory
8-9 March	Advisory Committee on ECS	Brussels, Belgium	Vacas Carlos, Vermeylen Greet, Parent-Thirion Agnès, Demetriades Stavroula, Menéndez-Valdés Juan, van Houten Gijs, Foden David, Curtarelli Maurizio	Board/ Bureau/ Advisory
16 March	Bureau meeting	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
19-20 March	EU OSHA Board Meeting	Bilboa, Spain	Miller Michel	Board/ Bureau/ Advisory
12 April	EMCC Advisory Committee Meeting	Brussels, Belgium	Celikel-Esser Funda, Botos Chantal, Vacas Carlos, Storrie Donald, Jungblut Jean-Marie, Mascherini Massimiliano, Mandl Irene	Board/ Bureau/ Advisory
13 April	AC meeting LCQL unit	Brussels, Belgium	Anderson Robert, Ludwinek Anna, Leoncikas Tadas, Foti Klara	Board/ Bureau/ Advisory
18-20 April	Industrial Relations AC/Evaluation meetings + Working Conditions AC/Evaluation meetings	Brussels, Belgium	Vermeylen Greet, Parent-Thirion Agnès, Demetriades Stavroula, Welz Christian, Miller Michel, Biletta Isabella, Foden David, Mezger Erika	Board/ Bureau/ Advisory
11 May	Bureau meeting	Brussels, Belgium	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
28 June	Bureau meeting	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
28 June	Board meeting - Government group meeting	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
28 June	Board meeting - Employers group meeting	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
28 June	Board meeting - Workers group meeting	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
29 March	85th meeting of the Governing Board	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika	Board/ Bureau/ Advisory
11 July	Advisory Committee on Working Conditions - Evaluation meeting	Brussels, Belgium	Parent-Thirion Agnès, Menéndez-Valdés Juan, Foden David, Cabrita Jorge	Board/ Bureau/ Advisory
11 July	233rd meeting of the Bureau of the Governing Board	Brussels, Belgium	Menéndez-Valdés Juan, Mezger Erika	Board/ Bureau/ Advisory
13-14 September	Living Conditions and Quality of Life Evaluation / Advisory Committee Meeting	Dublin, Ireland	Anderson Robert, Renehan Teresa, Molinuevo Daniel, Ludwinek Anna, Sandor Eszter, Dubois Hans, Leoncikas Tadas, Foti Klara, McCaughey Mary	Board/ Bureau/ Advisory
20 September	EMCC Advisory Committee Meeting	Dublin, Ireland	Botos Chantal, Storrie Donald, Hurley John, Mandl Irene, McCaughey Mary	Board/ Bureau/ Advisory

Annual activity report of the Authorising Officer for the year 2012

Date	Event	Place	Eurofound participants	Type of event
21 September	Bureau meeting	Brussels, Belgium	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
10-12 October	Working Conditions AC / Industrial Relations AC	Dublin, Ireland	Parent-Thirion Agnès, Demetriades Stavroula, Foden David, McCaughey Mary	Board/ Bureau/ Advisory
14-16 October	ETF Advisory Experts Committee for the project on Social Partnership in VET in the Southern and Eastern Mediterranean region	Istanbul, Turkey	Demetriades Stavroula	Board/ Bureau/ Advisory
15 October	Advisory Committee on ECS	Brussels, Belgium	Vermeylen Greet, Parent-Thirion Agnès, Menéndez-Valdés Juan, Foden David	Board/ Bureau/ Advisory
24-26 October	Board meeting - Government group meeting	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
25 October	Board meeting - Employers group meeting	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
25 October	Board meeting - Workers group meeting	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
25 October	Bureau meeting	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
26 October	86th Meeting of the Governing Board	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory
16 November	Industrial Relations Evaluation meeting	Brussels, Belgium	Demetriades Stavroula, Welz Christian, Miller Michel, Foden David, Cabrita Jorge	Board/ Bureau/ Advisory
6 December	WC & IR evaluation meetings	Brussels, Belgium	Vermeylen Greet, Demetriades Stavroula, Welz Christian, Miller Michel, Foden David	Board/ Bureau/ Advisory
7 December	Bureau meeting	Brussels, Belgium	Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Board/ Bureau/ Advisory

Internal visits

Date	Event	Place	Eurofound participants	Type of event
9 January	EESC President Nilsson	Dublin, Ireland	Anderson Robert, Storrie Donald, Menéndez-Valdés Juan, Gerstenberger Barbara	Internal Visit
12 January	Visit of Jonathan Claridge, EC Rep, Dublin	Dublin, Ireland	McCaughey Mary, Mezger Erika, Preston Catherine	Internal Visit
25 January	Informal visit of Portuguese Ambassador	Dublin, Ireland	Frawley Cristina, Cabrita Jorge, Ortigao Manuel	Internal Visit
3 February	Visit of SG ICOH and Faculty of Occupational Medicine	Dublin, Ireland	Parent-Thirion Agnès, Menéndez-Valdés Juan, Foden David, Mezger Erika	Internal Visit
15 February	Todor Krasteve, Head of the Social and Labour Affairs Office, Bulgarian Embassy, London	Dublin, Ireland	Ludwinek Anna, Preston Catherine	Internal Visit
5 March	EU Ambassadors and DFA representatives	Dublin, Ireland	Anderson Robert, McCaughey Mary, Foti Klara, Menéndez-Valdés Juan, Leoncikas Tadas, Foden David, Mezger Erika, Preston Catherine	Internal Visit
27 March	Visit of Andrea Benassi (UEAPME) and Ricardo Viaggi (EBC)	Dublin, Ireland	Menéndez-Valdés Juan	Internal Visit
29 March	Visit of Mr Koos Richelle - DG EMPL	Dublin, Ireland	de Boer Mattanja, Anderson Robert, McCaughey Mary, Menéndez-Valdés Juan, Mezger Erika	Internal Visit

Date	Event	Place	Eurofound participants	Type of event
13 April	Visit of Altavilla Irpina Youth Forum	Dublin, Ireland	Curtarelli Maurizio, Mascherini Massimiliano	Internal Visit
20 April	Visit of Fundamental Rights Agency representatives	Dublin, Ireland	Menéndez-Valdés Juan, Dubois Hans, van Houten Gijs, Leonicikas Tadas, McCaughey Mary	Internal Visit
24 April	Visit of Austrian Equality Representatives	Dublin, Ireland	Erika Mezger, Gijs van Houten, Mans Martensson	Internal Visit
26 April	Visit of Pilar Alguacil - Valencia University	Dublin, Ireland	Gomez Martin Manuel, Preston Catherine	Internal Visit
15 May	Visit of European Ombudsman & Head of Complaints & Enquiries	Dublin, Ireland	de Boer Mattanja, Comerford Ray, Jungblut Jean-Marie, Sandor Eszter, McCaughey Mary, Cerf Catherine, Menéndez-Valdés Juan, Mezger Erika, Grimmeisen Markus	Internal Visit
25 June	University College Dublin (UCD)	Dublin, Ireland	Arigho Cristina, Kerckhofs Peter	Internal Visit
3 September	European Institute for Gender Equality (EIGE)	Dublin, Ireland	Vermeylen Greet, Parent-Thirion Agnès, Demetriades Stavroula, Foden David, Menéndez-Valdés Juan, Gerstenberger Barbara, Mezger Erika, McCaughey Mary	Internal Visit
4 September	Vision (Swedish union of local government officers)	Dublin, Ireland	Vermeylen Greet, Miller Michel, Mezger Erika	Internal Visit
20-21 September	Inter-Agency Accountants Network	Dublin, Ireland	Maddocks David, Menéndez-Valdés Juan, Dolan Ramona, Mezger Erika, Svensk Pauliina	Internal Visit
27 September	Dun Laoghaire Rathdown County Council and local representatives	Dublin, Ireland	Menéndez-Valdés Juan, Dubois Hans, Salvatore Lidia, McCaughey Mary	Internal Visit
1 October	Visit Commissioner Andor with social partners and Lucinda Creighton (Ireland Minister for European Affairs)	Dublin, Ireland	Arigho Cristina, Anderson Robert, Storrie Donald, Foden David, McCaughey Mary	Internal Visit
1 October	Visit European Social Partners – ESP (Irish delegation)	Dublin, Ireland	Mezger Erika	Internal Visit
4-5 October	38th IPSE Meeting. Social Protection: Between Austerity and New Developments	Dublin, Ireland	Gerstenberger Barbara, Foti Klara, Foden David, Mezger Erika	Internal Visit
5 October	HK Service Copenhagen	Dublin, Ireland	Foden David, Miller Jean-Michel	Internal Visit
8 October	European Social Network (ESN). Irish Presidency conference pre-launch	Dublin, Ireland	Anderson Robert, Menéndez-Valdés Juan, McCaughey Mary	Internal Visit
9 October	Visit of Centre of Finance Excellence, Göteborg	Dublin, Ireland	Gerstenberger Barbara, Fernandez Enrique, Mandl Irene	Internal Visit
9 October	Icelandic Trade Union Leaders	Dublin, Ireland	Cabrita Jorge, Dubois Hans, Salvatore Lidia	Internal Visit
11-12 October	Network of Agencies Procurement Officers (NAPO)	Dublin, Ireland	de Boer Mattanja, Mezger Erika, Kostka Wojciech	Internal Visit
19 October	Swedish Ministry of Health and Social Affairs	Dublin, Ireland	Martensson Mans, Parent-Thirion Agnès, Sandor Eszter, Menéndez-Valdés Juan, Fernandez Enrique	Internal Visit
19 November	Swedish Ministry of Employment	Dublin, Ireland	Martensson Mans, Anderson Robert, Menéndez-Valdés Juan, Mascherini Massimiliano, McCaughey Mary	Internal Visit
27 November	Romanian Ministry of Labour, Family and Social Protection	Dublin, Ireland	Molinuevo Daniel, McCaughey Mary	Internal Visit

Other events

Date	Event	Place	Eurofound participants	Type of event
10 January	S&D Restructuring Taskforce	Brussels, Belgium	Torres Revenga Yolanda	External Event
11 January	EESC Study group on Employment guidelines - Youth	Brussels, Belgium	Patriarka Marina, Mascherini Massimiliano	External Event
11 January	Public services Intergroup	Brussels, Belgium	Torres Revenga Yolanda	External Event
16 January	Seminar at DG Employment, presentation of EWCS results	Brussels, Belgium	Vermeylen Greet, Parent-Thirion Agnès, van Houten Gijs	Joint Event
18-19 January	EY 2012 Opening Presidency Conference on Ageing	Copenhagen, Denmark	Anderson Robert, Storrie Donald, Renehan Teresa, Bernier Javier, Dubois Hans	External Event
19-20 January	Expert Forum on pan-European macro drivers in relation to work, worklessness and social protection, their impact on health inequalities, and futures scanning	Brussels, Belgium	Parent-Thirion Agnès	External Event
19 January	Launch of Dun Laoghaire Rathdown social Integration Strategy	Dun Laoghaire, Ireland	Hirschfeld Doris	External Event
19 January	Meetings on Posting of workers: interview in Brussels with Stephanie Reynolds	Brussels, Belgium	Biletta Isabella	External Event
20 January	The posting of temporary workers in EU	Strasbourg, France	Biletta Isabella	External Event
23 January	ESSD Liaison Forum	Brussels, Belgium	Patriarka Marina	External Event
24 January	5 to 12: can Europe fulfill its promises?	Brussels, Belgium	Torres Revenga Yolanda	External Event
25 January	Meeting to discuss final report, Lot 5 EWCS, with Advisory Committee	Brussels, Belgium	Vermeylen Greet, Parent-Thirion Agnès, van Houten Gijs	Joint Event
25 January	Expert workshop: work-life balance and reform of the welfare state	Brussels, Belgium	Molinuevo Daniel	External Event
25 January	Presentation of Eurofound work programme 2012 at EP EMPL Committee	Brussels, Belgium	Jacquet Sylvie, Menéndez-Valdés Juan, Torres Revenga Yolanda	External Event
26 January	PRAG Advisory Committee	Bilboa, Spain	Lyly-Yrjanainen Maija	External Event
26 January	Meeting on REP Studies	Brussels, Belgium	Welz Christian	External Event
26-27 January	QDG on ECS - Meeting 3	Leuven, Belgium	Vermeylen Greet, Parent-Thirion Agnès, van Houten Gijs, Rahm Victoria, Foden David, Curtarelli Maurizio	Foundation Own Event
2 February	EGF Mid-term Evaluation Conference	Brussels, Belgium	Storrie Donald	External Event
6 February	Third Stakeholder Dialogue on the European Platform Against Poverty and Social Exclusion	Brussels, Belgium	Ludwinek Anna	External Event
6 February	Opening conference EYAA - Germany	Berlin, Germany	Anderson Robert	External Event
8 February	Third International Symposium 'Excellence in Apprenticeships: an international perspective'	London, UK	Salvatore Lidia	External Event
8-9 February	Heads of Agencies and Heads of Admin meeting	Brussels, Belgium	Menéndez-Valdés Juan	External Event
8 February	EU Citizenship, Homelessness and EU Free Movement	Brussels, Belgium	Foti Klara	External Event
8-9 February	TF meeting preparing AHM 2015 on work organisation and working time arrangements	Luxembourg, Luxembourg	van Houten Gijs	External Event
9 February	Launch of EYAA in Ireland	Dublin, Ireland	Anderson Robert	External Event
9 February	How Migration Challenges Notions of Society, Education and Culture	Dublin, Ireland	Ludwinek Anna	External Event
9 February	Employment and Social Developments in Europe Review 2011	Brussels, Belgium	Storrie Donald, Hurley John, Foti Klara	External Event
9 February	Beyond the crisis: developing sustainable alternatives	Brussels, Belgium	Torres Revenga Yolanda	External Event
9-10 February	Solidar seminar "Migrants and youth: the quest for effective industrial relations for decent work"	Bucharest, Romania	Mascherini Massimiliano	External Event

Date	Event	Place	Eurofound participants	Type of event
10 February	Informal meeting to discuss the preliminary results of a study on traineeship arrangements in the EU	Brussels, Belgium	Ortigao Manuel	External Event
14 February	Forum on Ageing: Committee of the Regions (EYAA)	Brussels, Belgium	Anderson Robert	External Event
16-17 February	Final conference – Change in Public Services: fora for the improvement of expertise in restructuring	Brussels, Belgium	Foti Klara, Mezger Erika	External Event
17 February	Job Quality Seminar	Paris, France	Hurley John	External Event
21 February	7th European HR Barometer	Brussels, Belgium	Ortigao Manuel	External Event
21 February	Evaluation of EWCS Secondary Analyses Lot 1 and 2	Brussels, Belgium	Vermeylen Greet, Parent-Thirion Agnès, Vargas Oscar, Hurley John, Lyly-Yrjanainen Maija, Biletta Isabella, Menéndez-Valdés Juan, Foden David	Foundation Own Event
23 February	FERPA Executive Committee meeting on Ageing	Brussels, Belgium	Anderson Robert	External Event
23 February	Terry Stewart Memorial Lecture to be delivered by Xavier Prats-Monné “Getting young people back to work-European solutions to national problems”	Dublin, Ireland	Storrie Donald, Mascherini Massimiliano	External Event
23 February	Is Ireland’s social welfare system prolonging unemployment?	Dublin, Ireland	Storrie Donald	External Event
23 February	Kick-off symposium - insecurity and the feeling of insecurity in rail passenger transport	Brussels, Belgium	Kerckhofs Peter	External Event
24 February	Activity, unpaid work and Active Ageing	Brighton, UK	Anderson Robert	External Event
27-28 February	EP Interparliamentary meeting “EU semester for economic policy coordination”	Brussels, Belgium	Jacquet Sylvie, Torres Revenga Yolanda	External Event
27 February	The Europe 2020 Summit - Unleashing Growth and Creating Jobs	Brussels, Belgium	Torres Revenga Yolanda	External Event
27 February	CEDEFOP/OECD Skills for a low Carbon Economy (Greening)	Paris, France	Owczarzak Radoslaw	External Event
28 February	CEMR social dialogue online seminar: recruitment and retention	Brussels, Belgium	Dubois Hans	External Event
2 March	Meeting to discuss Slovenian report on EWCS	Ljubljana, Slovenia	Vermeylen Greet	Joint Event
6 March	Equality in the Workplace: Zero Tolerance on Gender-Based Discrimination and Harassment in Europe	Brussels, Belgium	van Houten Gijs	External Event
6-7 March	NEO Kick-off Meeting	Dublin, Ireland	Foden David, Parent-Thirion Agnès, Hurley John, Demetriades Stavroula, Welz Christian, Murray Fiona, Menéndez-Valdés Juan, Riso Sara, Owczarzak Radoslaw, Mezger Erika, Cerf Catherine	Foundation Own Event
7 March	Posted workers and fundamental social rights in the single market	Brussels, Belgium	Biletta Isabella	External Event
7 March	Posted workers conference S&D	Brussels, Belgium	Biletta Isabella	External Event
7 March	EU-multi stakeholders consultation seminar	Brussels, Belgium	de Boer Mattanja, Jacquet Sylvie, Menéndez-Valdés Juan, Patriarka Marina, Gerstenberger Barbara, Torres Revenga Yolanda	External Event
8 March	Meeting of the EU Sectoral Social Dialogue Committee	Brussels, Belgium	Owczarzak Radoslaw	External Event
8 March	European Movement Ireland Conference	Dublin, Ireland	McCaughey Mary, Menéndez-Valdés Juan	External Event
8-9 March	Integrating Cities Conference	Amsterdam, Netherlands	Ludwinek Anna	External Event
8 March	International Women’s Day: equal pay for work of equal value	Brussels, Belgium	Parent-Thirion Agnès	External Event
12 March	Social Partners meeting on Organisation of working time project	Brussels, Belgium	Curtarelli Maurizio, Vargas Oscar	External Event
12 March	Experts’ meeting - project 0141	Brussels, Belgium	Vargas Oscar, Curtarelli Maurizio, Ortigao Manuel	External Event
15 March	Goldenworkers dissemination workshop	Berlin, Germany	Dubois Hans	External Event

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Date	Event	Place	Eurofound participants	Type of event
15 March	Seminar four-year programme development	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika	Foundation Own Event
16 March	Edgeryders mini-conference	Strasbourg, France	Mascherini Massimiliano	External Event
16 March	ILO Consultation with the EU on decent work for Youth	Brussels, Belgium	Salvatore Lidia	External Event
20 March	Round Table on “Young People and the Search for Decent Work”	Brussels, Belgium	Mascherini Massimiliano	External Event
20 March	Potential for Europe - Boost it or lose it? Turning the spotlight on new opportunities for youth employment	Brussels, Belgium	Menéndez-Valdés Juan, Mascherini Massimiliano	External Event
20 March	Spring social partners lunch debate on flexicurity	Brussels, Belgium	Storrie Donald, Jacquet Sylvie, Menéndez-Valdés Juan, Patriarka Marina, Mandl Irene	Foundation Own Event
21 March	Meetings with social partners on the public services	Berlin, Germany	Mezger Erika	External Event
21 March	Europaischer Abend - Europas Demokratie in der Krise?	Berlin, Germany	Mezger Erika	External Event
21 March	Meeting of European Directors of Social Statistics	Luxembourg, Luxembourg	Leoncikas Tadas	External Event
21-22 March	The First CE-Ageing International Conference	Bratislava, Slovakia	Anderson Robert	External Event
22-23 March	Annual Conference on European Labour law 2012. Recent developments in legislation and jurisprudence	Trier, Germany	Mandl Irene	External Event
22 March	Board Meeting - Translation Centre	Luxembourg, Luxembourg	Frawley Cristina	External Event
22-23 March	European competitiveness and growth in a globalised and crisis driven economy	Copenhagen, Denmark	Storrie Donald	External Event
22-23 March	Conference on work participation and health	Berlin, Germany	Mezger Erika, Albesa Perez Gemma	External Event
22-24 March	International Workshop on Comparative Survey Design and Implementation	Washington, USA	Parent-Thirion Agnès	External Event
23 March	The role of flexible labour in Flexicurity: the contribution of flexible labour in creating more effective labour markets (Danish Presidency)	Copenhagen, Denmark	Storrie Donald	External Event
26 March	Labour Market Conference Leadership and Dialogue: foundations for sustainable employability	The Hague, Netherlands	Dubois Hans	External Event
26-27 March	Seminar “Growth, jobs and Inequalities in China and the EU”	Xi'an, China	Storrie Donald	External Event
26-27 March	Working Conditions Surveys (WCS): Convergences and Divergences	Brussels, Belgium	Foden David	External Event
27 March	Joint meeting: European Parliament Interest Group on Carers Intergroup on Ageing and Solidarity between the Generations	Brussels, Belgium	Anderson Robert	External Event
27 March	Eurocities conference Ageing well in European cities	Brussels, Belgium	Anderson Robert	External Event
28 March	Meeting on Representativeness studies with EC / Social Partners	Brussels, Belgium	Welz Christian	Foundation Own Event
12 April	Quality of work and employment: a policy tool towards an inclusive and sustainable growth	Brussels, Belgium	Vermeulen Greet, Biletta Isabella, van Houten Gijs, Patriarka Marina, Rahm Victoria, Torres Revenga Yolanda, Cabrita Jorge, Martensson Mans, Parent-Thirion Agnès, Jacquet Sylvie, Dunne Carol, Menéndez-Valdés Juan, Foden David, Mezger Erika, Kelly Mary	Joint Event
12 April	OECD and European Commission Entrepreneurship Expert meeting	Brussels, Belgium	Mandl Irene	External Event
13 April	Conseil scientifique du réseau GESTES sur le travail et la souffrance au travail	Paris, France	Parent-Thirion Agnès	External Event
16 April	Public lecture on migrants' entrepreneurship by Professor Ivan Light - UCLA Department of Sociology	Dublin, Ireland	Ludwinek Anna	External Event
18 April	Experts' meeting on Central Public Administration	Brussels, Belgium	Biletta Isabella, Curtarelli Maurizio, Cabrita Jorge	External Event
20 April	The labour market in an enlarged economic area	Belgrade, Serbia	Foti Klara	External Event

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20 April	Quality Jobs for Youth: are we asking too much?	Brussels, Belgium	Mascherini Massimiliano	External Event
23 April	Posted workers in ENI	Milan, Italy	Biletta Isabella	External Event
24 April	Social Inclusion Week Oct 2012 - Information Morning	Dublin, Ireland	Preston Catherine	External Event
24 April	Monitoring of Sectoral employment	Brussels, Belgium	Storrie Donald	External Event
25-26 April	European Diabetes Leadership Forum	Copenhagen, Denmark	Anderson Robert	External Event
26 April	'Skills for a low carbon Europe: the role of VET in a sustainable energy scenario'	Brussels, Belgium	Owczarzak Radoslaw	External Event
26 April	From child poverty to child well-being: lessons from research and policy	Dublin, Ireland	Molinuevo Daniel	External Event
26 April	10th European Business Summit - Skills for Growth	Brussels, Belgium	Menéndez-Valdés Juan	External Event
26-27 April	Youth: employment and inclusion in times of crisis (Danish Presidency)	Horsens, Denmark	Anderson Robert, Ludwinek Anna	External Event
27 April	Skills mismatch and firm dynamics	London, UK	Curtarelli Maurizio	External Event
2 May	Fostering the EYAA: Centre for Parliamentary Studies conference on Active Ageing	Brussels, Belgium	Foti Klara	External Event
3 May	Ferrero EWC joint training workshop	Dublin, Ireland	Owczarzak Radoslaw, Galli da Bino Camilla	External Event
3-4 May	Social and Civil Dialogue in a Time of National and European Crisis. Annual meeting of the Secretaries General of the ESCs of the EU and the EESC	Dublin, Ireland	Arigho Cristina, Welz Christian, McCaughey Mary, Menéndez-Valdés Juan, Kerckhofs Peter	External Event
4 May	The Future of Retirement	Kent, UK	Dubois Hans	External Event
7-8 May	Second meeting of network of observatories on skills and mismatches	Brussels, Belgium	Storrie Donald	External Event
9 May	Presentation on effects of pension reforms on working & living perspectives	Rome, Italy	Galli da Bino Camilla	External Event
9 May	Peer Learning Activity for teacher trade unionist in charge of gender equality issues	Brussels, Belgium	Parent-Thirion Agnès	External Event
9 May	ETUCE Peer Learning Activity on Gender Stereotypes	Brussels, Belgium	Parent-Thirion Agnès	External Event
9-10 May	Success factor health – health in the changing world of work	Wolfsburg, Germany	Mezger Erika	External Event
10 May	UNECE expert group - Developing Active Ageing Index	Brussels, Belgium	Anderson Robert	External Event
10-11 May	Austrian-Hungarian Labour Market Conference	Szombathely, Hungary	Foti Klara	External Event
10-11 May	Vulnerable Youth in Transition: care and support into adulthood	Rome, Italy	Mascherini Massimiliano	External Event
10 May	The big shift in Europe – Pre-retirement counselling - a shortcut to Active Ageing	Berlin, Germany	Dubois Hans	External Event
10-11 May	Occupational Health and Safety (OSH) Research Priorities Seminar	Paris, France	Parent-Thirion Agnès	External Event
21-22 May	12th CLIP network meeting	Wrocław, Poland	Ludwinek Anna	External Event
22-23 May	EuroCarers General Assembly and Annual Conference	Varberg, Sweden	Anderson Robert	External Event
24-25 May	Expert group on pilot employer survey	Brussels, Belgium	Vermeylen Greet	External Event
28 May - 1 June	11th Global Conference on Ageing 'Ageing Connects'	Prague, Czech Republic	Anderson Robert, Dubois Hans	External Event
28-29 May	Research workshop on 'The governance of policy reforms in Europe: Social dialogue actors and administration in times of economic downturn and austerity'	Geneva, Switzerland	Demetriades Stavroula	External Event
28-30 May	Foundation Seminar Series (FSS) 2011-2012 - Session Two: Improving working conditions: contributing to Active Ageing	Rome, Italy	Vargas Oscar, Biletta Isabella, Curtarelli Maurizio	Foundation Own Event

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Date	Event	Place	Eurofound participants	Type of event
30 May - 1 June	Eurochild peer review seminar: Early intervention and prevention in family support	Belfast, Northern Ireland	Molinuevo Daniel	External Event
30 May	Workshop on Workplace innovation (Supporting social innovation in the workplace. Workplace innovation as a driver for industrial transformation in Europe)	Brussels, Belgium	Vermeyleen Greet	External Event
31 May - 1 June	Europe in Action 2012 conference: New Work Opportunities for People with Intellectual Disabilities	Brussels, Belgium	Ludwinek Anna	External Event
4 June	Good Governance for Active and Healthy Ageing	Brussels, Belgium	Anderson Robert	External Event
5-6 June	Presentation to Confédération française démocratique du travail (CFDT)	Paris, France	Parent-Thirion Agnès	External Event
6 June	Steering Committee EU skills Panorama	Brussels, Belgium	Storrie Donald	External Event
6 June	Eurociett/UNI Europa EU stakeholders consultation	Brussels, Belgium	Vacas Carlos	External Event
6 June	Public Hearing. A social European label for enterprises – How encourage social convergence in Europe?	Brussels, Belgium	Torres Revenga Yolanda	External Event
7-8 June	Conseil scientifique du réseau GESTES sur le travail et la souffrance au travail	Paris, France	Parent-Thirion Agnès	External Event
8 June	Presentation of the results of 5th EWCS	Brussels, Belgium	Mezger Erika	External Event
11-12 June	Séminaire européen: emplois décents, emplois de qualité et EES	Brussels, Belgium	Vermeyleen Greet	External Event
11 June	Thematic Review Seminar under the Mutual Learning Programme: “Employment policies to promote active ageing”	Brussels, Belgium	Storrie Donald	External Event
11-12 June	ESF Age Network Stakeholder Conference	Maastricht, Netherlands	Anderson Robert	External Event
12 June	Solidar Third Advisory Group meeting	Brussels, Belgium	Torres Revenga Yolanda	External Event
13 June	Workers mobility in Europe: what trends?	Brussels, Belgium	Foti Klara	External Event
14 June	Workshop on personal and household services	Brussels, Belgium	Molinuevo Daniel	External Event
14-15 June	ETF Governing Board Meeting	Turin, Italy	Demetriades Stavroula	External Event
14-16 June	Interdisciplinary Perspectives on Work and Family - Inaugural meeting of the new Work and Family Researchers Network	New York, USA	Ludwinek Anna	External Event
15 June	European Federation of Building and Woodworkers (EFBWW) Workshop ‘The reality of posting of workers’	Brussels, Belgium	Torres Revenga Yolanda	External Event
15 June	Graphical sector social dialogue committee meeting	Brussels, Belgium	Hurley John	External Event
15 June	Expert workshop ‘income from work after retirement’	Brussels, Belgium	Anderson Robert, Dubois Hans	Foundation Own Event
19 June	Présenter la 5ème enquête de la Fondation à ASTREES	Paris, France	Vermeyleen Greet	External Event
20-21 June	IR & WC the role of Research & Consultancy Agencies	Budapest, Hungary	Vargas Oscar	External Event
20-21 June	JRC software familiarisation at ISPRA for Eurofound	Italy	Hurley John, Meierkord Anja	External Event
20-21 June	EURISLAM Final Conference	Brussels, Belgium	Ludwinek Anna	External Event
20 June	EESC LMO Joint conference	Brussels, Belgium	Storrie Donald	External Event
21 June	EP conference - Prelude to European Accessibility Act	Brussels, Belgium	Ludwinek Anna	External Event
21 June	S&D - A vision for Social Europe: 60 years on	Brussels, Belgium	Torres Revenga Yolanda	External Event
21 June	ACSH 18th Plenary invitation	Luxembourg, Luxembourg	Miller Michel	External Event

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Date	Event	Place	Eurofound participants	Type of event
22 June	Conférence: les risques psychosociaux au travail	Paris, France	Parent-Thirion Agnès	External Event
25-26 June	EC/World Bank: Reforming Pension Systems in Europe and Central Asia	Brussels, Belgium	Anderson Robert	External Event
25-27 June	20th European Social Services Conference. Shaping the Future for Sustainable Social Services: Quality, Performance, Innovation (DK Presidency)	Copenhagen, Denmark	Renchan Teresa, Bernier Javier, Dubois Hans, Foti Klara	External Event
25-26 June	Expert seminar on Employment Indicators	Berlin, Germany	Leoncikas Tadas	External Event
26 June	First meeting of Group of stakeholders organisations on Early Childhood Education and Care	Brussels, Belgium	Molinuevo Daniel	External Event
26 June	Breakfast Briefing “Joint and several liability in the context of the posting of workers in the construction sector”	Brussels, Belgium	Torres Revenga Yolanda	External Event
26 June	COFACE Seminar on ‘Reconciling Work and Care responsibilities: a challenge for family careers in Europe’	Brussels, Belgium	Anderson Robert	External Event
28-29 June	WG European Statistics on Accidents at Work (ESAW)	Luxembourg, Luxembourg	van Houten Gijs	External Event
28-29 June	Conference on OSH. Review of the EU OSH Strategy 2007-2012 and priorities for the Future (DK Presidency)	Copenhagen, Denmark	Vargas Oscar	External Event
9 July	The Annual Global Report (2012), the Work Life Balance Report (2011-2012) and the 10/20 Survey (2010-2011)	London, UK	Ortigao Manuel	External Event
9-10 July	Active Ageing - the potential for society	Dublin, Ireland	Anderson Robert, Foti Klara	External Event
9 July	Consultation with OECD Job Displacement Project Team on on-going Eurofound project	Paris, France	Storrie Donald, Jungblut Jean-Marie	External Event
10 July	International expert conference on job quality	Copenhagen, Denmark	Parent-Thirion Agnès	External Event
10 July	Spring MEPs Working lunch: Evolution of wages during the crisis	Brussels, Belgium	Jacquet Sylvie, Menéndez-Valdés Juan, Foden David, Torres Revenga Yolanda, Cabrita Jorge	Foundation Own Event
12 July	Hearing in EP: Making Active Inclusion Happen in Times of Crisis	Brussels, Belgium	Torres Revenga Yolanda	External Event
12 July	EC Inter-services meeting on follow-up to the White paper on pensions	Brussels, Belgium	Anderson Robert, Jacquet Sylvie	External Event
16-17 July	Conference ‘La Juventud: Transición al Empleo’	San Lorenzo de El Escorial, Spain	Mascherini Massimiliano	External Event
8-12 August	Transatlantic Forum on Migration and Integration	Toronto, Canada	Ludwinek Anna	External Event
13-17 August	World Congress on Active Ageing: A celebration of diversity and inclusion in active ageing	Glasgow, UK	Kelly Mary	External Event
22 August	Tylösandskonferensen 2012: EUROPA	Tylösand, Sweden	Storrie Donald	External Event
31 August - 1 September	European Networks IRENE and HIRES joint seminar	Strasbourg, France	Storrie Donald	External Event
3-4 September	Free movement and participation of EU citizens	Rotterdam, Netherlands	Ludwinek Anna	External Event
5-7 September	Challenges for public and private sector industrial relations and unions in times of crisis and austerity	Lisbon, Portugal	Biletta Isabella, Kerckhofs Peter	External Event
5-7 September	International Workshop: Active ageing and coping with demographic change	Prague, Czech Republic	Mezger Erika	External Event
5-8 September	31st CIRET Conference	Vienna, Austria	Anderson Robert	External Event
6-7 September	Jobs 4 Europe: The Employment Policy Conference	Brussels, Belgium	Anderson Robert, Menéndez-Valdés Juan	External Event
10 September	Eurofound expert workshop on Parenting support in Europe	Dublin, Ireland	Molinuevo Daniel	Foundation Own Event
11-12 September	Peer Learning Activity on Gender Stereotypes	Warsaw, Poland	Biletta Isabella	External Event

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11 September	EESC hearing: Les TIC et le vieillissement actif	Brussels, Belgium	Vermeulen Greet	External Event
14 September	EC Conference The role of Men in Gender Equality - European Insights and strategies	Brussels, Belgium	Vermeulen Greet	External Event
17 September	Sharing experience of Education Reform and its challenges between the Nordic Countries and Ireland	Dublin, Ireland	Storrie Donald	External Event
17 September	Conference - Labour market reform	Ljubljana, Slovenia	Parent-Thirion Agnès	External Event
18 September	Supporting inclusive entrepreneurship in Europe	Brussels, Belgium	Ludwinek Anna	External Event
18-20 September	UNECE Ministerial Conference on Ageing 2012 - Ensuring a society for all ages: Promoting quality of life and active ageing	Vienna, Austria	Anderson Robert	External Event
18 September	Conference to present the analysis of the Belgian data EWCS 2010	Brussels, Belgium	Vermeulen Greet	External Event
19-21 September	FOHNEU Congress: Embracing the Future - Influencing Change!	Tarragona, Spain	van Houten Gijs	External Event
19-20 September	WALQING final conference. Hard work? Pursuing quality of work and life in European low-wage sectors	Vienna, Austria	Vermeulen Greet, Curtarelli Maurizio	External Event
20 September	Evidence based parenting Programmes and Social Inclusion	London, UK	Molinuevo Daniel	External Event
20 September	New possibilities on the labour market for the elderly	Copenhagen, Denmark	Dubois Hans	External Event
21 September	5th meeting of the EU Stakeholders of the European Platform Against Poverty and Social Exclusion	Brussels, Belgium	Jacquet Sylvie	External Event
21 September	EU-China (MORHSS) Roundtable on Youth Employment Conference	Beijing, China	Mascherini Massimiliano	External Event
21 September	Monitoring intercultural Cities: Discourses in Action	Barcelona, Spain	Ludwinek Anna	External Event
22 September	15th McGill International Entrepreneurship Conference	Pavia, Italy	Celikel-Esser Funda	External Event
24 September	Task force 2nd career labour markets (EPC/Bertelsmann)	Brussels, Belgium	Dubois Hans	External Event
26 September	Workshop on Energy Poverty in Central and Eastern European Countries	Brussels, Belgium	Leonicikas Tadas	External Event
26 September	Launch of Report on Psychosocial Risks at Workplace in Slovenia	Ljubljana, Slovenia	Vermeulen Greet	External Event
27 September	Unlocking the Potential of Migrants in Europe	Brussels, Belgium	Ludwinek Anna	External Event
27 September	Employers Practices for Active Ageing	Brussels, Belgium	Storrie Donald	External Event
27 September	Educational, labour market trajectories for children of immigrants	Brussels, Belgium	Ludwinek Anna	External Event
28 September	EAPN conference: Is Europe 2020 delivering on poverty?	Brussels, Belgium	Ludwinek Anna, Leonicikas Tadas	External Event
28 September	EESC LMO conference 'Labour market reforms in response to the crisis'	Lisbon, Portugal	Cabrita Jorge	External Event
30 September - 1 October	International Bar Association (IBA) Annual Conference 2012	Dublin, Ireland	Biletta Isabella	External Event
1 October	Third Age EY2012 - An older wisdom, a younger vision – Europe's recovery through intergenerational solidarity	Dublin, Ireland	Arigho Cristina, Menéndez-Valdés Juan	External Event
1 October	The changing role of the rotating EU presidency	Brussels, Belgium	Jacquet Sylvie	External Event
1 October	Liaison Forum	Brussels, Belgium	Patriarka Marina	External Event
3-5 October	Improving Education through Accountability and Evaluation Lessons from Around the World	Rome, Italy	Meierkord Anja	External Event
4-5 October	ETUC/FERPA conference on EY2012: Active ageing and intergenerational solidarity	Larnaca, Cyprus	Dubois Hans	External Event
4-5 October	Prevention and research advisory group	Bilboa, Spain	Parent-Thirion Agnès	External Event
5 October	Setting the EU learning network on workplace innovation	Brussels, Belgium	Vermeulen Greet	External Event

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8 October	Swedish Trade Union Confederation Conference	Stockholm, Sweden	Storrie Donald	External Event
9-10 October	Global Value Chains and Economic Globalisation workshop	Luxembourg, Luxembourg	Hurley John	External Event
9 October	Convocation à la commission spécialisée n°1 du COCT	Paris, France	Parent-Thirion Agnès	External Event
9 October	1st European NEIRE Symposium	Brussels, Belgium	Patriarka Marina	External Event
9-10 October	Participation as Speaker at the Open Days Workshop on Youth unemployment programme.	Brussels, Belgium	Mascherini Massimiliano	External Event
9 October	EU Jury meeting of the European Year 2012 Awards	Brussels, Belgium	McCaughey Mary	External Event
9-10 October	Conference on Positive Parenting	Madrid, Spain	Molinuevo Daniel	External Event
10 October	Youth (un)employment - Exploring solutions that work	Brussels, Belgium	Mascherini Massimiliano	External Event
10-12 October	European conference on parenting support	The Hague, Netherlands	Molinuevo Daniel	External Event
10 October	Conference on prevention - Ageing Workforce	Berlin, Germany	Mezger Erika	External Event
11 October	European Youth Roundtable: The Financial Crisis and the Social inclusion of Young People	Brussels, Belgium	Salvatore Lidia	External Event
11 October	Driving Performance and Leadership (P&L)	Dublin, Ireland	de Boer Mattanja	External Event
11 October	State of Europe & President Dinner	Brussels, Belgium	Menéndez-Valdés Juan, Mezger Erika	External Event
11-12 October	Annual Conference - Performance Audit by Public Sector Internal Auditors	Brussels, Belgium	Comerford Ray, Faller Pierre	External Event
12 October	Conference on my job-reaching for opportunities	Gdansk, Poland	Mascherini Massimiliano	External Event
15-16 October	From (un)economic growth to future well-being	Brussels, Belgium	Anderson Robert	External Event
15 October	CEMR/EPSU conference on Future of the Workplace	Prague, Czech Republic	Anderson Robert, Ludwinek Anna	External Event
16-18 October	Social Inclusion Week	Dublin, Ireland	Arigho Cristina, Gomez Martin Manuel	External Event
16-17 October	8th European Integration Forum - The contribution of migrants to EU growth	Brussels, Belgium	Ludwinek Anna	External Event
16 October	SSDC meeting on TAW	Brussels, Belgium	Patriarka Marina	External Event
17 October	European Parliament Intergroup	Brussels, Belgium	Torres Revenga Yolanda	External Event
17 October	Networking seminar of the EGF	Brussels, Belgium	Storrie Donald	External Event
17 October	Informal Meeting of the SPC	Nicosia, Cyprus	Anderson Robert	External Event
18-19 October	Network of Heads of EU Agencies Meeting	Stockholm, Sweden	Mezger Erika, Grimmeisen Markus	External Event
18-19 October	Child Well-being and poverty (CY Presidency)	Nicosia, Cyprus	Anderson Robert, Pezzani Marco	External Event
18 October	Europa und die Sozialpolitik - Strategien, Projekte, Praxistipps	Berlin, Germany	Gerstenberger Barbara	External Event
19-20 October	The 2012 FEPS/TASC Autumn Conference	Dublin, Ireland	Storrie Donald	External Event
19 October	The European Crisis: An American View	Dublin, Ireland	Storrie Donald	External Event
20 October	Conference on developing social inclusion	Gateshead, Tyne and Wear, UK	Mezger Erika	External Event
22-23 October	Cyprus Presidency Conference on job creation and youth employment. Developing sustainable youth employment policies in an era of fiscal constraints	Nicosia, Cyprus	Martensson Mans, Pezzani Marco, Mascherini Massimiliano, Salvatore Lidia	External Event

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Date	Event	Place	Eurofound participants	Type of event
24-25 October	Conference 'On top at work'. The meeting place for working life.	Stockholm, Sweden	Parent-Thirion Agnès	External Event
24-25 October	Independence and inclusion in later life	Stuttgart, Germany	Foti Klara	External Event
29-30 October	Gender pay gap (CY Presidency)	Limassol, Cyprus	Aumayr-Pintar Christine, Biletta Isabella	External Event
29-31 October	Anticipation and Matching of demand and supply of skills - International experts' validation workshop	Turin, Italy	Curtarelli Maurizio	External Event
30 October	EESC Hearing on EY Year of Mental health - Better work, better quality of life	Brussels, Belgium	Patriarka Marina	External Event
30 October	EC Advisory Committee on Freedom of movement for workers	Brussels, Belgium	Foti Klara	External Event
31 October	Invitation as a Speaker at the Nordic Council's 64th Session	Helsinki, Finland	Mascherini Massimiliano	External Event
1-2 November	5th international psycho-social and applied gerontology symposium in Turkey	Antalya, Turkey	Anderson Robert	External Event
1-4 November	Discovering new frontiers in quality of life	Venice, Italy	Sandor Eszter, Leonicikas Tadas	External Event
1-2 November	Conference Decent Work - Experiences in Europe	Berlin, Germany	Foden David	External Event
6 November	Building Solidarity Between Generations	Dublin, Ireland	Dubois Hans	External Event
6 November	Improving access to labour market information for migrants and employers	Brussels, Belgium	Ludwinek Anna	External Event
6-7 November	Eurostat QoL Expert Group meeting	Luxembourg, Luxembourg	Leonicikas Tadas	External Event
6 November	Excluded or included. Conference on the labour market participation of people with intellectual impairment or relational problems	Brussels, Belgium	Anderson Robert	External Event
6 November	MEP Lunch - EU launch of ERM report 2012	Brussels, Belgium	Storrie Donald, Jacquet Sylvie, Torres Revenga Yolanda, McCaughey Mary, Hurley John, Menéndez-Valdés Juan	Foundation Own Event
7-8 November	The ISBE 2012 Conference. Creating opportunities through Innovation: Local Energy, Global Vision	Dublin, Ireland	Mandl Irene	External Event
7 November	Eurofound/EPC workshop on Worker Mobility	Brussels, Belgium	Ludwinek Anna, Leonicikas Tadas, Foti Klara	Foundation Own Event
7 November	Autumn Social Partners Debate Lunch 'Youth unemployment in Europe: costs and policy responses'	Brussels, Belgium	Storrie Donald, Jacquet Sylvie, McCaughey Mary, Patriarka Marina, Torres Revenga Yolanda, Mezger Erika, Mascherini Massimiliano	Foundation Own Event
12-14 November	UNAF Family Congress	Madrid, Spain	Molinuevo Daniel	External Event
13 November	Awards of the European Year for Active Ageing and Solidarity between Generations 2012	Brussels, Belgium	McCaughey Mary	External Event
13 November	Hearing on Setting standards - Discussing health inequalities in the context of the European year of Citizens	Brussels, Belgium	Torres Revenga Yolanda	External Event
14 November	The European Quality Framework for long term care	Brussels, Belgium	Anderson Robert	External Event
14 November	Round table discussion with Mr Paulger, Dir Gen DG Communication	Dublin, Ireland	McCaughey Mary	External Event
14 November	Corporate briefing with Catherine Day, Sec Gen of the European Commission	Dublin, Ireland	McCaughey Mary, Menéndez-Valdés Juan	External Event
14 November	European Vacancy Monitor	Brussels, Belgium	Hurley John	External Event
14 November	Expert Advisory Committee - Arbeits und Lebensperspektiven in Germany	Berlin, Germany	Mezger Erika	External Event
14-15 November	Validation workshop for Project 0348 IPA UDW Provision of five national reports of the EU candidate countries (Croatia, Iceland, former Yugoslav Republic of Macedonia, Montenegro and Turkey)	Zagreb, Croatia	Botos Chantal, Owczarzak Radoslaw	Foundation Own Event
14 November	Restructuring in SME Workshop	Brussels, Belgium	Botos Chantal, Storrie Donald, Mandl Irene	Foundation Own Event

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Date	Event	Place	Eurofound participants	Type of event
15-16 November	Invitation to participate as speaker in the conference improving skills: Evidence from secondary analysis of international surveys	Limassol, Cyprus	Mascherini Massimiliano, Meierkord Anja	External Event
15 November	Restructuring: Managing change in a socially responsible way	Brussels, Belgium	Torres Revenga Yolanda	External Event
15 November	Working Beyond Retirement	Floriana, Malta	Anderson Robert	External Event
15 November	Looking Beyond the EY of Active Ageing	Brussels, Belgium	Foti Klara	External Event
19 November	Inclusive entrepreneurship - obstacles and opportunities for job creation	Brussels, Belgium	Mandl Irene	External Event
19 November	2nd meeting of FRA-Member States Working Party on Measuring Roma Integration	Vienna, Austria	Leoncikas Tadas	External Event
19 November	Green Growth for Ireland and Europe	Dublin, Ireland	Owczarzak Radoslaw	External Event
19-20 November	Workplace Social Dialogue and Employee Participation in Europe	Brussels, Belgium	Foden David, Vermeyleen Greet, Aumayr-Pintar Christine, Rahm Victoria	Foundation Own Event
21-22 November	International workshop on Nordic model challenges in transition from school to work: gender, ethnicity and disability	Copenhagen, Denmark	Meierkord Anja	External Event
21 November	European Alliance for Families 'Best practice workshop'	Brussels, Belgium	Molinuevo Daniel	External Event
21 November	EWCS presentation to Dutch ministry	Amsterdam, Netherlands	Vermeyleen Greet	External Event
22 November	Tackling Household Over-indebtedness	Athens, Greece	Dubois Hans	External Event
23 November	Opening Seminar - The main focuses of the European Social Dialogue	Milan, Italy	Gerstenberger Barbara	External Event
22-23 November	Expert Group on Measuring Quality of Employment (EG MQE)	Wiesbaden, Germany	Vermeyleen Greet	External Event
23 November	IIEA Irish Presidency Conference	Dublin, Ireland	McCaughey Mary	External Event
23 November	Liaison Forum Information session	Brussels, Belgium	Patriarka Marina	External Event
26-27 November	Final conference of CLIP network	Stuttgart, Germany	Anderson Robert, Ludwinek Anna	External Event
26 November	Conference on Social Innovation and Social Policy Experimentation	Brussels, Belgium	Patriarka Marina, Torres Revenga Yolanda	External Event
26 November	Conference on the Quality of Work and Economic Developments	Vienna, Austria	[-]	External Event
27 November	Facing new challenges: How social innovation contributes to active inclusion	Brussels, Belgium	Anderson Robert, Ludwinek Anna	Joint Event
27-28 November	European Colloquium - What can Europe expect after deregularisation and privatisation	Brussels, Belgium	Mezger Erika	External Event
27 November	Tackling Gender Barriers in Employment	Brussels, Belgium	Biletta Isabella	External Event
27 November	World Bank Panel discussion: Meeting the Jobs Challenge	Brussels, Belgium	Patriarka Marina	External Event
27 November	The European Employment Forum-Focus Groups	Brussels, Belgium	Mascherini Massimiliano	External Event
27-28 November	Health workforce – managing a scarce resource	Budapest, Hungary	Foti Klara	External Event
28 November	Ex-post of the European Globalisation Adjustment Fund - Evaluation Committee	Brussels, Belgium	Storrie Donald	External Event
28 November	European Employment Forum	Brussels, Belgium	Storrie Donald, Mascherini Massimiliano	External Event
29 November	Invitation to speak at the conference	Rome, Italy	Salvatore Lidia	External Event
29-30 November	European Gender Summit 2012	Brussels, Belgium	Torres Revenga Yolanda	External Event
29 November	Methodenworkshop WSI-BR-Befragung	Dusseldorf, Germany	Wetzels Ruud	External Event

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Date	Event	Place	Eurofound participants	Type of event
29-30 November	32nd Meeting of the Data Protection Officers and the European Data Protection Supervisor, European Central Bank		Grimmeisen Markus, Faller Pierre	External Event
29 November	3rd European Quality of Life Survey (EQLS) launch. Impacts of the crisis on Europe's citizens: Trends in quality of life	Brussels, Belgium	Anderson Robert, McCaughey Mary, Menéndez-Valdés Juan, Leonicikas Tadas, Dubois Hans, Sandor Eszter, Mårtenson Mäns, Preston Catherine, Turner Bernice	Foundation Own Event
30 November	Boosting Europe: Innovative work practices can make it happen!	Brussels, Belgium	Demetriades Stavroula, Menéndez-Valdés Juan, Ortigao Manuel	Joint Event
30 November	High-level group of Directors-General for Industrial Relations	Dublin, Ireland	Aumayr Christine, Foden David	External Event
1 December	Tackling Unemployment with European Youth Guarantee	Dublin, Ireland	Mascherini Massimiliano	External Event
3 December	Youth Employment in Europe - What works?	Brussels, Belgium	Mascherini Massimiliano	External Event
3 December	5th EWCS	Berlin, Germany	Parent-Thirion Agnès, Mezger Erika	External Event
3 December	EU OSHA Board Meeting	Luxembourg, Luxembourg	Miller Jean Michel	External Event
4 December	Social and Societal innovation: A reply to youth unemployment	Brussels, Belgium	Mascherini Massimiliano	External Event
4 December	YES-EU conference on youth employment	Brussels, Belgium	Mascherini Massimiliano	External Event
4 December	Working breakfast on posting of workers	Brussels, Belgium	Torres Revenga Yolanda	External Event
4 December	The situation of NEETS in the EU	Brussels, Belgium	Mascherini Massimiliano	External Event
4 December	Stakeholder consultation sectoral secondary analysis 5th EWCS	Brussels, Belgium	van Houten Gijs	External Event
4-5 December	International Conference on Social Diversity	Santiago de Compostela, Spain	Dubois Hans	External Event
5 December	Bertelsmann Stiftung and the EPC Final Conference on "Second Career Labour Markets"	Brussels, Belgium	Menéndez-Valdés Juan	External Event
5 December	EASPD policy seminar on care	Brussels, Belgium	Anderson Robert	External Event
5-7 December	2nd Poverty Convention	Brussels, Belgium	Anderson Robert, Ludwinek Anna	External Event
5-7 December	Konferenz - Kongress der IG Metall	Berlin, Germany	Mezger Erika	External Event
5 December	Expert workshop on social innovation	Brussels, Belgium	Ludwinek Anna, Sandor Eszter	Foundation Own Event
6-7 December	The governance of policy reform in Ireland: social dialogue and institutions in times of economic downturn and austerity	Dublin, Ireland	Gomez Martin Manuel, Welz Christian, Galli da Bino Camilla, Diemu Tremolieres Sarah	External Event
6 December	EP conference 'Promoting active ageing at the workplace'	Brussels, Belgium	Anderson Robert	External Event
6-7 December	Fourth annual Young European Entrepreneur's Seminar	Brussels, Belgium	Salvatore Lidia	External Event
7 December	Conference 'Anticipating skills needs at EU level'	Brussels, Belgium	Fernandez Enrique	External Event
7 December	Equal@work expert meeting: How EU policies support or hinder the hiring of migrants	Brussels, Belgium	Ludwinek Anna	External Event
10 December	Second Seminar: Methods for synthesizing knowledge	Paris, France	Meierkord Anja	External Event
10-11 December	From Visions to Actions: Closing Conference for the European Year for Active Ageing and Solidarity between Generations 2012 (CY Presidency)	Nicosia, Cyprus	Renehan Teresa, Bernier Javier, Arigho Cristina, Parent-Thirion Agnès,	External Event
11 December	Sectoral Social Dialogue Committee for "HORECA"	Brussels, Belgium	Vargas Oscar	External Event
11 December	Conference presenting EWCS data	Oslo, Norway	Vermeylen Greet	External Event

Date	Event	Place	Eurofound participants	Type of event
13 December	EYAA Closing Conference Ireland	Dublin, Ireland	Anderson Robert, Renehan Teresa, Bernier Javier	External Event
13-14 December	Invitation to speak for the ESF Age Network and the European Institute of Public Administration	Maastricht, Netherlands	Storrie Donald	External Event
13 December	Youth on the Move - The perspective of regional and local authorities	Brussels, Belgium	Mascherini Massimiliano	External Event
14 December	Microfinance as a tool of active ageing	Brussels, Belgium	Dubois Hans	External Event
14 December	Presentation 5th European Working Conditions Survey (including secondary analysis on trends in job quality) in Italy	Rome, Italy	Vermeulen Greet, Curtarelli Maurizio	External Event
18-19 December	Temporary agency work and transitions in the labour market	Brussels, Belgium	Storrie Donald	External Event

Annex 5 – Eurofound publications 2012

Title of publication	Type
Area 1: Employment growth and demand and supply of labour in a changing labour markets	
Born Global: The potential of job creation in new international businesses	Web report/ Executive summary
ERM Quarterly Issue 4 (2011), Issues 1–3 (2012)	Web report
ERM report 2012 – After restructuring: Labour markets, working conditions and life satisfaction	Report/ Executive summary
Impact of the recession on age management policies – 18 case studies	Web reports
Impact of the recession on age management policies – Country reports: Austria, Belgium, Czech Republic, Hungary, Latvia, Netherlands, Spain, Sweden, UK	Web reports
Impact of the recession on age management policies	Résumé
Employment trends and policies for older workers in the recession	Résumé
Public measures to support self-employment and job creation in one-person and micro enterprises	Web report/ Executive summary
Effectiveness of policy measures to increase the employment participation of young people	Web report/ Executive summary
NEETs – Young people not in employment, education or training: Characteristics, costs and policy responses in Europe	Report/ Executive summary
Recent policy developments related to those not in employment, education and training (NEETs)	Web report
Young people and NEETs in Europe: First findings	Résumé
Youth Guarantee: Experiences from Finland and Sweden	Web report
Living longer – Working better: Background Paper	Web report
The second phase of flexicurity: an analysis of practices and policies in the Member States	Report/ Executive summary
Area 2: More and better jobs and higher productivity through partnership	
Work organisation and innovation	Web report/ Executive summary
Work organisation and innovation – Annexes	Web report
Industrial relations profiles: Bosnia and Herzegovina, Croatia, former Yugoslav Republic of Macedonia, Kosovo, Montenegro, Serbia	Web report
Industrial relations profiles: Updates of EU27 countries and Norway	Web report
HRM practices and establishment performance: an analysis using the European Company Survey 2009	Web report/ Executive summary
Employment and industrial relations in the agricultural and rural contractor (ARC) sector	Web report/ Executive summary
Flexicurity: Actions at company level	Report/ Executive summary
Organisation of working time: Implications for productivity and working conditions	Web report/ Executive summary
Social dialogue in times of global economic crisis	Report/ Executive summary
Role of social partners in addressing the global economic crisis	Web report
Recession and social dialogue in the banking sector: A European perspective	Web report/ Executive summary
Psychosocial risks in the workplace in Slovenia	Web report
Representativeness of the European social partner organisations: Cleaning activities industry	Web report
Representativeness of the European social partner organisations: Hotel, restaurant and catering (Horeca) sector	Web report
Representativeness of the European social partner organisations: Insurance sector	Web report
Representativeness of the European social partner organisations: Sea fisheries	Web report
Representativeness of the European social partner organisations: Paper industry	Web report

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Title of publication	Type
Area 2: More and better jobs and higher productivity through partnership	
Representativeness of the European social partner organisations: Railways	Web report
Representativeness of the European social partner organisations: Private security	Web report
Area 3: Promotion of social inclusion and sustainable social protection	
Active inclusion of young people with disabilities or health problems – National reports: Denmark, Finland, France, Germany, Ireland, Poland, Portugal, Slovakia, Spain, UK	Web reports
Active inclusion of young people with disabilities or health problems	Report/ Executive summary
Promoting ethnic entrepreneurship in European cities	Executive summary
Ethnic entrepreneurship – 13 Case studies: Amsberg, Denmark; Athens, Greece; Bologna, Italy; Copenhagen, Denmark; Dublin, Ireland; Lisbon, Portugal; Malmö, Sweden; Prague, Czech Republic; Terrassa, Spain; Turin, Italy; Turku, Finland, Wolverhampton, UK respectively	Web reports
Parenting support in Europe	Executive summary
Household debt advisory services in the European Union	Web report/ Executive summary
Income from work after retirement in the EU	Report/ Executive summary
Living conditions of the Roma: Substandard housing and health	Web report/ Executive summary
Potential in European public sector research – Concept paper	Web report
Labour mobility within the EU: The impact of return migration	Web report/ Executive summary
Area 4: Surveys and observatories	
Fifth European Working Conditions Survey	Report/ Executive summary
Trends in job quality in Europe: A report based on the fifth European Working Conditions Survey	Report/ Executive summary
Sustainable work and the ageing workforce: A report based on the fifth European Working Conditions Survey	Report/ Executive summary
Quality Assessment of the fifth European Working Conditions Survey	Web report
Quality of work and employment: A policy tool towards inclusive and sustainable growth (Conference report)	Web report
Wages and working conditions in the crisis	Web report/ Executive summary
HRM practices and establishment performance: an analysis using the European Company Survey 2009	Web report/ Executive summary
Workplace social dialogue in Europe: An analysis of the European Company Survey 2009	Web report/ Executive summary
Promo card for the Third European Company Survey	Promo card
Quality Assurance Framework for the third European Company Survey	Web report
Second European Company survey 2009: Policy relevance and implications for future surveys	Web report
Experiencing the economic crisis in the EU: Changes in living standards, deprivation and trust	Web report
Third European Quality of Life Survey: Questionnaire	Web report
Quality of life in Europe: Impact of the crisis (third European Quality of Life Survey)	Report/ Executive summary
Working conditions in the retail sector	Web report/ Executive summary
Pay developments 2011	Web report
Working time developments 2011	Web report
Industrial relations and working conditions developments in Europe 2011	Report
Changing business landscape and industrial relations in the EU electricity sector	Web report
Data report on work attitudes (background paper)	Web report

Title of publication	Type
Area 4: Surveys and observatories	
Use of alcohol and drugs at the workplace	Web report/ Executive summary
Working conditions in Korea	Web report
Working conditions in Tanzania	Web report
Working conditions in Mozambique	Web report
Survey data report Bulgaria	Web report
Survey data report Latvia	Web report
Survey data report Netherlands	Web report
Survey data report Estonia	Web report
Survey data report Norway	Web report
Survey data report Spain	Web report
Survey data report Sweden	Web report
Survey data report Hungary	Web report
Survey data report Slovakia	Web report
Survey data report EU level	Web report
Area 5: General	
Factsheets on ageing	Factsheets
Annual activity report of the Authorising Officer for the year 2011	Web report
Eurofound News – 10 issues	Newsletter
Eurofound house style guide	Web report
Foundation Findings – Intergenerational solidarity	Special report
Foundation Findings – Flexicurity: Perspectives and practice	Special report
Foundation Findings – Working time in the EU	Special report
Foundation Focus: Best days of their lives? Youth in Europe (issue 11)	Journal
From crisis to recovery: Better informed policies for a competitive and fair Europe – Four-year programme 2013–2016	Report
Annual work programme 2012	Web report
Annual work programme 2013	Web report
2011 Yearbook – Living and working in Europe	Report

Annex 6 – Members of the Governing Board

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	Stephanie Mattes , Federal Ministry Of Labour, Social Affairs and Consumer Protection	Petra Pencs Federal Ministry Of Labour, Social Affairs and Consumer Protection	Ruth List Federation of Austrian Industry (IV)	Heidrun Maier-de Krujff Austrian Association for Public and Social Economy (VÖWG)	Karin Zimmermann Austrian Federation of Trade Unions (ÖGB)	Sonja Freitag Austrian Federation of Trade Unions (ÖGB)
Belgium	Michel De Gols Ministry of Employment, Labour and Social Dialogue	Alain Piette Ministry of Employment, Labour and Social Dialogue	Kris de Meester Federation of Enterprises in Belgium (FEB-VBO)	Roland Waeyaert Organisation for Self- employed and SMEs (UNIZO)	Herman Fonck Confederation of Christian Trade Unions (ACV/CSC)	François Philips Belgian General Federation of Labour (FGTB/ABVV)
Bulgaria	Dragomir Draganov Ministry of Labour and Social Policy	Teodora Demireva Ministry of Labour and Social Policy	Dimitar Brankov Bulgarian Industrial Capital Association (BICA)	Nikola Zikatanov Bulgarian Industrial Capital Association (BICA)	Ivan Kokalov Confederation of Independent Trade Unions in Bulgaria (CITUB)	Oleg Chulev Institute for Social, Economic and Trade Union Research (ISETUR)
Cyprus	Orestis Messios Ministry of Labour and Social Insurance	Yiota Kambouridou Ministry of Labour and Social Insurance	Lena Panayiotou Cyprus Employers and Industrialists Federation (OEB)	Polyvios Polyviou Cyprus Employers and Industrialists Federation (OEB)	Nicos Epistithiou Cyprus Workers' Confederation (SEK)	Andreas Matsas Cyprus Workers' Confederation (SEK)
Czech Republic	Vlastimil Váňa Ministry of Labour and Social Affairs	Petra Murycová Ministry of Labour and Social Affairs	Vladimíra Drbalová Confederation of Industry of the Czech Republic	Pavla Břečková Association of Small and Medium-Sized Enterprises and Crafts of the Czech Republic (AMSP)	Hana Málková Czech-Moravian Confederation of Trade Unions (CMKOS)	Tomas Pavelka Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	Lone Henriksen Ministry of Employment	Rikke Maria Harhoff Ministry of Employment	Karen Roij Confederation of Danish Employers (DA)	Nils Andreasen Confederation of Danish Employers	Jan Kahr Confederation of Professionals in Denmark (FTF)	Heidi Rønne Møller Danish Confederation of Trade Unions (LO)
Estonia	Liina Malk Ministry of Social Affairs	Ester Rünkla Ministry of Social Affairs	Eve Päärendson Estonian Employers' Confederation (ETTK)	Marika Merilai Estonian Traders Association	Kalle Kalda Estonian Trade Union Confederation (EAKL)	Kadi Alatalu Estonian Broadcasting Professionals' Union
Finland	Antti Närhinen Ministry of Employment and the Economy	Jan Hjelt Ministry of Employment and the Economy	Seppo Saukkonen Confederation of Finnish Industries (EK)	Anu Sajavaara Confederation of Finnish Industries (EK)	Juha Antila Central Organisation of Finnish Trade Unions (SAK)	Leila Kurki Finnish Confederation of Salaried Employees (STTK)
France	Valérie Delahaye- Guillocheau Ministry of Labour, Labour Relations, Family, Solidarity and Urban Affairs	Marie-Soline Chomel Ministry of Labour, Labour Relations, Family, Solidarity and Urban Affairs	Emmanuel Jahan European Centre of Employers and Enterprises (CEEP) Air France Group	Emmanuel Julien Movement of French Enterprises (MEDEF)	Emmanuel Couvreur French Democratic Confederation of Labour (CFDT)	Jean-Jacques Danis General Federation of Labour (FO)
Germany	Andreas Horst Federal Ministry of Labour and Social Affairs (BMAS)	Sebastian Jobelius Federal Ministry of Labour and Social Affairs	Lutz Mühl German Federation of Chemical Employers' Associations (BAVC)	Renate Hornung-Draus Confederation of German Employers' Associations (BDA)	Dieter Pougin The Confederation of German Trade Unions (DGB)	Friederike Posselt The Confederation of German Trade Unions (DGB)
Greece	Stamatia Pissimissi Ministry of Employment and Social Protection	Ioannis Konstantakopoulos Ministry of Employment and Social Protection	Rena Bardani Hellenic Federation of Enterprises (SEV)	Christina Georganta Hellenic Federation of Enterprises (SEV)	Alexandros Kalivis Greek General Confederation of Labour, GSEE	Konstantinos Issychos Greek General Confederation of Labour, GSEE
Hungary	Peter Csányi Ministry of National Resources	Katalin Kissné Bence Ministry for National Economy	Antal Csuoport National Association of Strategic and Public Utility Companies (STRATOSZ)	Istvan Komoroczki National Federation of Consumer Cooperatives (AFEOSZ)	Erzsébet Hanti National Confederation of Hungarian Trade Unions (MSZOSZ)	Lázló Gyimesi Forum for the Cooperation of Trade Unions (SZEF)
Ireland	Paul Cullen Department of Enterprise, Trade and Innovation	vacant	Brendan McGinty Irish Business and Employers Confederation (IBEC)	Eamonn McCoy Irish Business and Employers Confederation (IBEC)	Sally Anne Kinahan Irish Congress of Trade Unions (ICTU)	Liam Berney Irish Congress of Trade Unions (ICTU)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Italy	vacant	Francesco Cipriani Ministry of Labour, Health and Social Policy	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Paola Astorri General Confederation of Italian Industry (Confindustria)	Uliano Stendardi Italian Confederation of Workers' Trade Unions (CISL)	Giulia Barbucci Italian General Confederation of Labour (CGIL)
Latvia	Ineta Tāre Ministry of Welfare	Ineta Vjakse Ministry of Welfare	Eduards Filippovs Employers' Confederation of Latvia (LDDK)	Anita Līce Employers' Confederation of Latvia (LDDK)	Ruta Porniece Free Trade Union Confederation of Latvia (LBAS)	Janis Kajaks Free Trade Union Confederation of Latvia (LBAS)
Lithuania	Rita Skrebiškienė Ministry of Social Security and Labour	Evaldas Bacevičius Ministry of Social Security and Labour	Andrius Guzavičius Lithuanian Confederation of Industrialists (LCI)	Dovile Baškytė Lithuanian Confederation of Industrialists (LCI)	Kristina Krupavičienė Lithuanian Trade Union 'Solidarumas' (LPS)	Danute Šlionskienė Lithuanian Trade Union Confederation (LPSK)
Luxembourg	Nadine Welter Ministry of Labour and Employment	Gary Tunsch Ministry of Labour and Employment	Pierre Oesch Business Federation Luxembourg (FEDIL)	Magalie Lysiak Business Federation Luxembourg (FEDIL)	Vincent Jacquet Christian Trade Union Confederation (LCGB)	René Pizzaferrri Independent Trade Union Confederation of Luxembourg (OGB-L)
Malta	Noel Vella Department of Industrial and Employment Relations	Sylvia Gauci Department of Industrial and Employment Relations	Martin Borg Malta Chamber of Commerce, Enterprise and Industry	vacant	William Portelli Confederation of Malta Trade Unions (CMTU)	vacant
Netherlands	Lauris Beets Ministry of Social Affairs and Employment	Martin Blomsma Ministry of Social Affairs and Employment	Mario Van Mierlo Confederation of Netherlands Industry and Employers (VNO-NCW)	Gerard van de Grind Dutch Organisation for Agriculture & Horticulture (LTO)	Erik Pentenga Federation Dutch Labour Movement (FNV)	Sonja Baljeu National Federation of Christian Trade Unions in the Netherlands (CNV)
Poland	Jerzy Ciechański Ministry of Labour and Social Policy	Joanna Maciejewska Ministry of Labour and Social Policy	Piotr Sarnecki Polish Confederation of Private Employers (LEWIATAN)	Adam Ambrozik Confederation of Polish Employers (KPP)	Bogdan Olszewski Independent and Self-Governing Trade Union 'Solidarność' (NSZZ)	Piotr Ostrowski All-Poland Alliance of Trade Unions (OPZZ)
Portugal	José Luís Forte Ministry of Labour and Solidarity	Fernando Ribeiro Lopes Ministry of Labour and Solidarity	Marcelino Pena Costa Confederation of Trade and Services of Portugal (CCP)	António Vergueiro Confederation of Portuguese Industry (CIP)	Vítor Manuel Coelho General Workers' Union (UGT)	Armando Farias General Confederation of Portuguese Workers (CGTP)
Romania	Alexandru Alexe Ministry of Labour, Family and Social Protection	Liana Mostenescu Ministry of Labour, Family and Social Protection	vacant	vacant	Cecilia Gostin National Trade Union Confederation (Cartel ALFA)	vacant
Slovakia	Silvia Gregorcová Ministry of Labour, Social Affairs and Family	Elena Paliková Ministry of Labour, Social Affairs and Family	Martin Hošťák National Union of Employers (RUZ)	Viola Kromerová Slovak Craft Industry Federation (SZZ)	Erik Macák Confederation of Trade Unions of the Slovak Republic (KOZ SR)	Margita Döményová Confederation of Trade Unions of the Slovak Republic (KOZ SR)
Slovenia	Vladka Komel Ministry of Labour, Family and Social Affairs	Metka Štoka-Debevec Ministry of Labour, Family and Social Affairs	Tatjana Pajnikihar Association of Employers of Slovenia (ZDS)	Igor Antauer Association of Employers of Craft Activities of Slovenia (ZDOPS)	Pavle Vrhovec Association of Free Trade Unions of Slovenia (ZSSS)	Maja Konjar Association of Free Trade Unions of Slovenia (ZSSS)
Spain	María de Mingo Corral Ministry of Labour and Immigration	José Ranz Zapatero Ministry of Labour and Immigration	Miguel Canales Gutiérrez Spanish Association of the Electrical Industry (UNESA)	Javier Blasco de Luna Association of big temporary agency work companies (AGETT)	Antonia Ramos Yuste General Union of Workers (UGT)	Ramón Baeza Sanjuán Federation of Workers' Commissions (CCOO)
Sweden	Hannes Kantelius Ministry of Employment	Håkan Nyman Ministry of Health and Social Affairs	Sverker Rudeberg Confederation of Swedish Enterprises	Niklas Beckman Confederation of Swedish Enterprises	Mats Essemyr Swedish Confederation of Professional Employees (TCO)	Sten Gellerstedt Swedish Trade Union Confederation (LO-S)
United Kingdom	vacant	vacant	Neil Carberry Confederation of British Industry (CBI)	Benjamin Digby Confederation of British Industry (CBI)	Hugh Robertson Trade Union Congress (TUC)	Elena Crasta Trade Union Congress (TUC)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
EFTA-EEA	<i>Observers</i>					
	Hege Forbord Ministry of Labour, Norway		Ingrid Malt Confederation of Norwegian Business and Industry (NHO), Norway		Anthony Kallevig Norwegian Confederation of Trade Unions, Norway	
Croatia	<i>Observers</i>					
	Dubravka Matić Ministry of Labour and Pension System		Nenad Seifert Croatian Employers' Association HUP		Marija Hanževački Independent Trade Unions of Croatia NHS	

Representatives of the Commission						
	Armindo Silva DG Employment, Social Affairs and Equal Opportunities	Andrew Chapman DG Employment, Social Affairs and Equal Opportunities	Michael Hübel DG Health and Consumer Protection	Charles Price DG Health and Consumer Protection	Robert Burmanjer DG Research	Philippe Keraudren DG Research

Members of the Bureau

	Members	Alternates
GOVERNMENT GROUP	<p>Chairperson of the Governing Board Jerzy CIECHAŃSKI Ministry of Social Policy - Poland</p> <p>Nadine WELTER Ministry of Labour and Employment - Luxembourg</p> <p>Coordinator Martin BLOMSMA Ministry of Social Affairs and Employment - Netherlands</p>	<p>Orestis MESSIOS Ministry of Labour and Social Insurance - Cyprus</p> <p>Rita SKREBIŠKIENE Ministry of Social Security and Labour - Lithuania</p>
EMPLOYERS GROUP	<p>Vice-Chairperson of the Governing Board Stefania ROSSI General Confederation of Italian Industry (Confindustria) – Italy</p> <p>Vladimíra DRBALOVÁ Confederation of Industry of the Czech Republic (SPCR) – Czech Rep</p> <p>Coordinator Magdalena BOBER BUSINESSEUROPE</p>	<p>Lutz MÜHL German Federation of Chemical Employers' Associations (BAVC) - Germany</p> <p>Neil CARBERRY Confederation of British Industry (CBI) - UK</p>
TRADE UNION GROUP	<p>Vice-Chairperson of the Governing Board Herman FONCK Christian Confederation of Trade Unions (ACV-CSC) - Belgium</p> <p>Hana MÁLKOVÁ Czech-Moravian Confederation of Trade Unions (CMKOS) – Czech Republic</p> <p>Coordinator Józef NIEMIEC European Trade Union Confederation, ETUC</p>	<p>Mats ESSEMYR Swedish Confederation for Professional Employees (TCO) – Sweden</p> <p>Erik PENTENGA Federation Dutch Labour Movement (FNV) – Netherlands</p> <p>Deputy Coordinator Sigurt VITOLS European Trade Union Institute, ETUI</p>
EUROPEAN COMMISSION	<p>Vice Chairperson of the Governing Board Armindo SILVA DG Employment, Social Affairs and Equal Opportunities</p> <p>Andrew CHAPMAN DG Employment, Social Affairs and Equal Opportunities</p>	

Annex 7 – Advisory committees (established in October 2012)

Advisory Committee for Working Conditions

Project 0240

Coordinator: David Foden

Representation

Governments: Andreas Horst (DE)
Antti Närhinen (FI)
Petra Pencs (AT)
Vladka Komel (SI)

Employers: Lutz Mühl (DE)
Mario Van Mierlo (NL)
Kris De Meester (BE)
Emmanuel Jahan (FR)

Employees: Herman Fonck (BE)
Erik Pentenga (NL)
Fabienne Scandella, ETUI
Awaiting nomination

Commission: Guido Schwarz, DG Employment, Social Affairs and Equal Opportunities
Dimitrios Dimitriou, DG Employment, Social Affairs and Equal Opportunities
Catherine Blair, DG Employment, Social Affairs and Inclusion

Experts: Michel Gollac, CREST (FR)
Jouko Natti, University of Jyväskylä (FI)

Advisory Committee for Living Conditions and Quality of Life

Project 0238

Coordinator: Robert Anderson

Representation

Governments: Silvia Gregorcová (SK)
Vlastimil Váňa (CZ)
Stephanie Mattes (AT)
Martin Blomsma (NL)

Employers: Marcelino Pena Costa (PT)
Emmanuel Jahan (FR)
Hector Torres Laguna (ES)
Antal Csuport (HU)

Employees:	Bogdan Olszewski (PL) Ivan Kokalov (BG) Sotiria Theodoropoulou, ETUI Awaiting nomination
Commission:	Paul Minty*, DG Employment, Social Affairs and Inclusion Fritz Von Nordheim*, DG Employment, Social Affairs and Inclusion Charles Price, DG Health and Consumers

* official nomination in January 2013

Advisory Committee for Industrial Relations

Project 0241

Coordinator: David Foden

Representation

Governments:	Orestis Messios (CY) Michel De Gols (BE) Gary Tunsch (LU)
Employers:	Lutz Mühl (DE) Mario Van Mierlo (NL) Kris De Meester (BE) Jože Smole (SI)
Employees:	Mats Essemyr (SE) Philippe Pochet (BE) Erzsebet Hanti (HU) Awaiting nomination
Commission:	Dimitrios Dimitriou, DG Employment, Social Affairs and Equal Opportunities Andrew Chapman, DG Employment, Social Affairs and Equal Opportunities
Expert:	Vacant

Advisory Committee for Employment and Change

Project: 0280

Coordinator: Donald Storrie

Representation

Governments:	Paul Cullen (IE) Theodora Demireva (BG) Rikke Harhoff (DA) Awaiting nomination
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Employers:	Piotr Sarnecki (PL) Seppo Saukkonen (FI) Liliane Voložinskis, UEAPME Martin Hošťák (SK)
Employees:	Dieter Pougin (DE) Giulia Barbucci (IT) Béla Galgóczi, ETUI Antonia Ramos Yuste (ES)
Commission:	Loris Di Pietrantonio*, DG Employment, Social Affairs and Inclusion Lambert Kleinmann*, DG Employment, Social Affairs and Inclusion Francisco Caballero Sanz*, DG Enterprise

* official nomination in January 2013

Advisory Committee for the European Company Survey

Project 0358

Coordinator: Greet Vermeulen

Representation

Governments:	Michel De Gols (BE) Vladka Komel (SI)
Employers:	Seppo Saukkonen (FI) Piotr Sarnecki (PL)
Employees:	Bogdan Olszewski (PL) Sigurt Vitols (DE)
Commission:	Dimitrios Dimitriou, DG Employment, Social Affairs and Equal Opportunities Guido Schwarz, DG Employment, Social Affairs and Equal Opportunities
Experts:	Jouko Nätti, University of Jyväskylä (FI) Antoine Valeyre, Centre Maurice Halbwachs (FR)
EU-OSHA:	William Cockburn

Annex 8 – Eurofound staff

Breakdown of staff by function

	Name
DIRECTORATE	
Director	MENENDEZ-VALDES Juan
Deputy Director	MEZGER Erika
Head of BLO	JACQUET Sylvie
	DUNNE Carol (T)
	GERSTENBERGER-SZTANA Barbara
	PATRIARKA Marina
	RECORBET Sylvaine
	ROBINSON Janka
	TORRES REVENGA Yolanda
ADMINISTRATION AND FINANCE UNIT	
Head of Unit	GRIMMEISEN Markus
	BRUDENELL-BRUCE Sandra
	FALLER Pierre
	GREENAN Lesley
	HAYES Sarah
	HOGAN Ewan
	LANDY-LOVATT Bernadette
	MADDOCKS David
	MARINO GARCIA Ramona
	NYLAND James (T)
	PRIVETT Leslie
	SALIAN Satyajit (T)
	SVENSK Pauliina
	TYNER Simon
EMPLOYMENT AND COMPETITIVENESS UNIT	
Head of Unit	STORRIE Donald
	BOTOS Chantal
	CELIKEL-ESSER Funda
	FERNÁNDEZ-MACÍAS Enrique
	HURLEY John
	MANDL Irene
	MASCHERINI Massimiliano
	MEIERKORD Anja (T)
	SALVATORE Lidia
	RISO Sara

	Name
HUMAN RESOURCES UNIT	
Head of Unit	COMERFORD Raymond
	BANGACHEVA Nevena
	CAOMHANACH Aoife
	KADLEC Ladislav
	RITCHIE Helen
	STEVENS Wouter
INFORMATION AND COMMUNICATION UNIT	
Head of Unit	MCCAUGHEY Mary Elizabeth
	ARIGHO Cristina
	BURKE Helen
	DEASLEY Clare
	FLYNN Martin
	GOMEZ MARTIN Manuel
	GOMOLA Peter
	GRABOLLE Patrick
	HIRSCHFELD Doris
	IRELAND Philip
	JAEGER Stephan
	KELLY Mary
	MARTENSSON Mans
	MURRAY Fiona
	MONTES KINSELLA Inma
	O'DONOGHUE Hilary
	Ó MARCAIGH Fiachra
	O'NEILL Colm
	PEARCEY Sarah
	PEZZANI Marco
	PRESTON Catherine
	SEIGNE-MONKS Sylvie
	TURNER Bernice

	Name
INFORMATION AND COMMUNICATION TECHNOLOGIES UNIT	
Head of Unit	HALPENNY Jim
	BYRNE Linda
	COLEMAN Ronald (T)
	EL AROUSSI Said
	GORMAN Brian
	PRITCHARD David

WORKING CONDITIONS & INDUSTRIAL RELATIONS UNIT	
Head of Unit	FODEN David
	AUMAYR Christine
	BILETTA Isabella
	CABRITA Jorge
	CERF Catherine
	CURTARELLI Maurizio
	DEMETRIADES Stavroula
	DENEYS-O'CONGHAILE Cecile
	FRIC Karel
	GALLI DA BINO Camilla
	KERCKHOFS Peter
	MACGORIS Sophia
	MILLER JEAN-Michel
	NAUDZIUNAS Linas (T)
	ORTIGAO Manuel
	OWCZARZAK Radoslaw
	PARENT-THIRION Agnes
	RAHM Victoria
	SZOSTAK Edyta
	VAN HOUTEN Gijsbertus
	VARGAS LLAVE Oscar
	VERMEYLEN Margareta
	WELZ Christian
	WETZELS Ruud

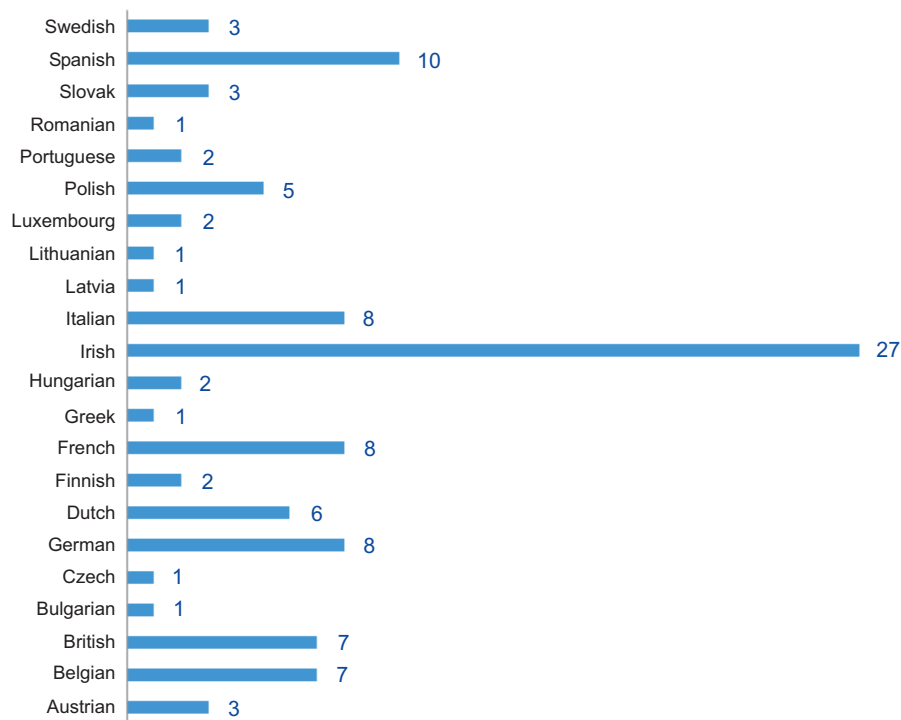
	Name
OPERATIONAL SUPPORT UNIT	
Head of Unit	DE BOER Mattanja
	JANKOWSKA Lidia
	KOSTKA Wojciech
	MASTENBROEK Leontine
	MCNEICE Mary
	SCHMIDT Barbara
	SUBEA Iuliana (T)
	VANDAMME Jan

LIVING CONDITIONS AND QUALITY OF LIFE UNIT	
Head of Unit	ANDERSON Robert
	BERNIER Javier
	DUBOIS Hans
	FARRELL Sarah
	JUNGBLUT Jean-Marie
	KALOCZKAINE FOTI Klara Anna
	LEONCIKAS Tadas
	LUDWINEK Anna
	MOLINUEVO Daniel
	RENEHAN Teresa
	SANDOR Eszter

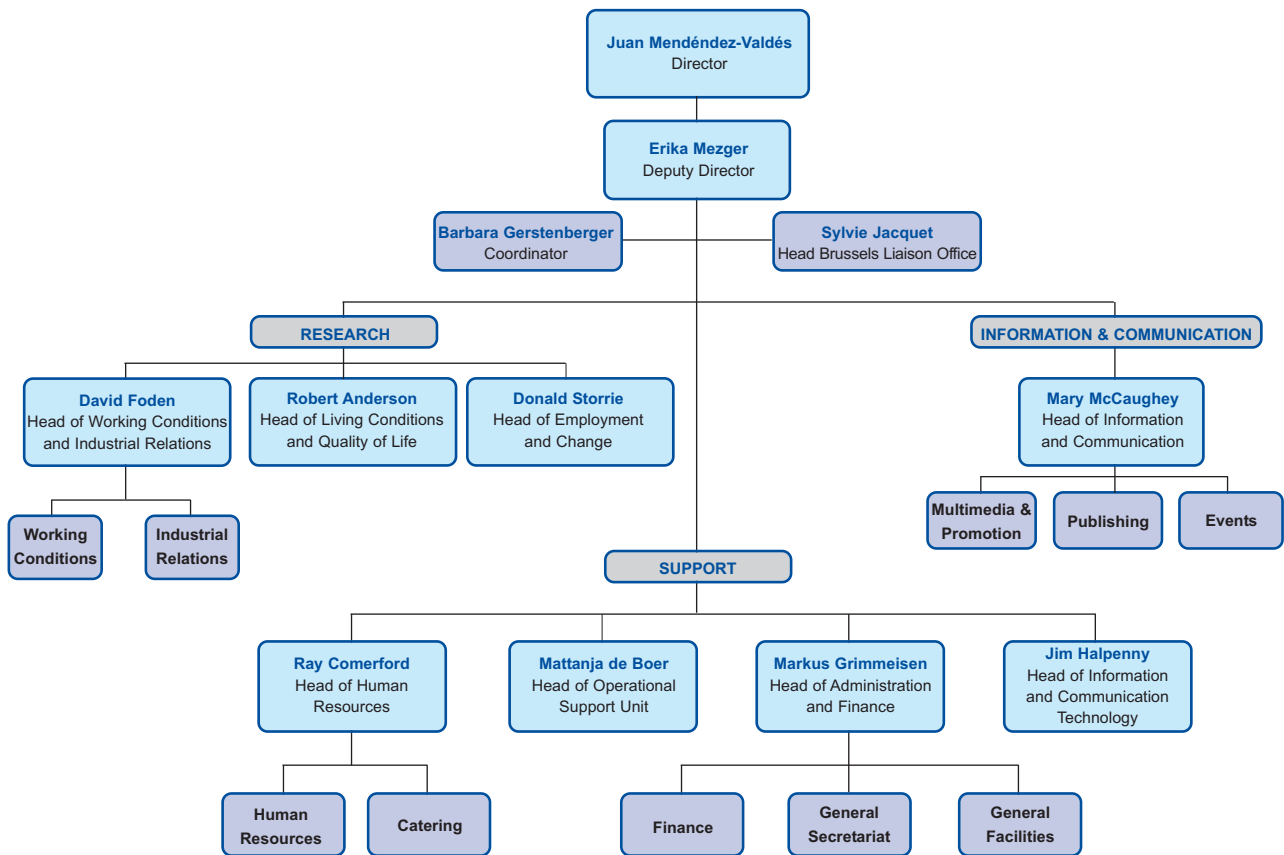
Breakdown of staff by gender

		Female	Male
Official	AD	3	4
	AST	5	2
Temporary Agent	AD	18	23
	AST	28	15
Contract Agent		6	6
Total		60	50

Breakdown of staff by nationality



Organisational Structure implemented from December 2012



Annex 9 – List of negotiated procedures

Report on contracts concluded by negotiated procedures referred to in articles 126(1) (a) to (g), 127(1) (a) to (d) - as per Article 54 Rules for the implementation of the Financial Regulation of Eurofound				
Contract Number	Contract Title	Contractor's Name	Article of the IR used	Value
12-2204-02	SPSS Software License Agreement	SPSS Ireland Ltd.	Art. 126.1 (b) - neg. without publ.	€6,790.00
12-3040-01	Eurofound workshop during European Social Network conference in Copenhagen	European Social Network	Art. 126.1 (b) - neg. without publ.	€16,773.00
12-3030-01	Meeting on 11 April with EF and Seminar with National Centres 12 April Heverlee, Belgium	Significant GFK	Art. 126.1 (e) - neg. without publ.	€5,425.00
06-3000-05	Factiva Subscription Agreement	Factiva Limited, Dowjones - a News Corporation Company	Art. 126.1 (b) - neg. without publ.	€10,772.40
12-2040-02	Installation of new office space	Interspec Ltd.	Art. 126.1 (b) - neg. without publ.	€29,746.00
12-3000-02	EBSCO Subscriptions	EBSCO Information Services	Art. 126.1 (b) - neg. without publ.	€10,679.00
12-3000-03	2013 Scopus & SDOL online subscription	Elsevier	Art. 126.1 (b) - neg. without publ.	€20,487.03
12-3000-04	ProQuest Business Package & Refworks Subscription	PROQUEST INFORMATION AND LEARNING Ltd t/a Proquest	Art. 126.1 (b) - neg. without publ.	€11,878.58
12-3000-06	Subscription Dataweb	Agence Europe	Art. 126.1 (b) - neg. without publ.	€7,900.00
12-3012-05	Publication and dissemination of the supplement paper – Year of the Citizen Supplement	Irish Times Ltd.	Art. 126.1 (b) - neg. without publ.	€10,000.00

126.1 (b): Particular economic operator (technical or artistic reasons; exclusive rights)

126.1 (e): Additional services as a result of unforeseen circumstances

Annex 10 – Delegated powers to Authorising Officers by Delegation (AOD)

Finance activities	Delegated to
Authorisation for:	
Provisional budgetary commitment of appropriations of less than €60,000	Heads of Units (AODs)
Individual budgetary commitment of appropriations of less €60,000	Heads of Units (AODs)
Legal commitments (as well as the preliminaries) of less than €60,000	Heads of Units (AODs)
Payment orders (with individual payment requests less than €60,000)	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)
} only for own area of responsibility; no cross-delegation, no sub-delegation	
HR activities	Delegated to
Authorisation for:	
Annual Leave & Flexitime Recuperation	Line managers, Heads of Units (AODs)
Special Leave	Head of HR unit (AOD)
Sick Leave	Line managers, Heads of Units (AODs)
Carry forward of leave in excess of 12 days	Head of HR unit (AOD)
Compensatory Leave	Line managers, Heads of Units (AODs)
Advance of Salaries	Head of HR unit (AOD)
Training Requests	Line managers, Heads of Units (AODs)
Determination of entitlements	Line managers, Heads of Units (AODs)
Determination of grade and step	Head of HR unit (AOD)
Determination of place of origin	Head of HR unit (AOD)

Annex 11 – Template for AOD declaration

MODEL DECLARATION BY THE AUTHORISING OFFICER BY DELEGATION RELATING TO THE ANNUAL ACTIVITY REPORT 2011

I, the undersigned, _____

in my capacity as Head of [add correct job title] and Authorising Officer by delegation in relation to [reference to area of responsibility covered in Delegation act]

I declare that on the basis of my managing and monitoring operations in [repeat area of responsibility] I have reasonable assurance that underlying actions have been legal and regular and that the information I have provided about [repeat area of responsibility] has been accurate and complete.

I declare that I am not aware of anything not reported which could harm the interests of Eurofound.

However the following reservations should be noted:

[where appropriate: the Authorising Officer by delegation could, by way of reservations, note, for example, any particular risks which may have been run in using appropriations, or report any malfunctions; in this case, an indication must be given of remedial measures taken or planned by the Authorising Officer by delegation].

Declare that the information contained in the Annual Activity Report 2012 related to [repeat area of responsibility] gives a true and fair view⁶.

Dublin [date]

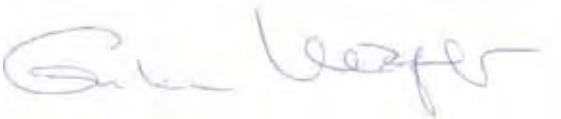
Signature and name

⁶ True and fair view in this context means a reliable, complete and correct picture of the state of affairs in the service.

Annex 12 – Statement of the Internal Control Coordinator

I hereby declare that in accordance with my responsibilities as Internal Control Coordinator I have reported my assessment, advice and recommendations to the Director on the overall state of internal control in Eurofound based on the 2012 Internal Control Annual Workplan.

Place: **Dublin** Date: **16 April 2013**



signed **Erika Mezger**, Deputy Director
Internal Control Coordinator

Annex 13: Materiality criteria

The aim of this document is to define the materiality criteria for deciding where a reservation should be included in the annual declaration of assurance in the context of the annual activity reporting. This is according to the guidelines of the European Commission (EC) stating that only material reservations can be used to qualify the annual declaration and even if no reservation has issued, the Annual Activity report (AAR) shall explain the materiality criteria considers applicable to their operations.

The concept of materiality provides Eurofound Authorising Officer and the Delegated Authorising Officers with a basis for determining significant deficiencies that should be subject to a formal reservation to her/his declaration. Deciding whether a deficiency is significant is a matter of judgement by the Authorising Officer who remains responsible for the declaration of assurance including any reservation to it. In doing so, he/she should identify the overall impact of a weakness and judge whether it is material enough so that the non-disclosure of the weakness is likely to have an influence on the decisions or conclusions of the users of the declaration. The benchmark for this judgement is the materiality criteria which are part of the internal control system under his/her responsibility.

In order to ensure coherence with those criteria commonly followed within the EC and to avoid the risk that the reservation included in the Eurofound AAR would not be understood or interpreted in a correct manner by readers by readers of the report Eurofound has decided to apply the same common approaches as regards the assessment and quantification of significant deficiencies and materiality thresholds.

Deficiencies leading to reservations should fall within the scope of the declaration of assurance. They should relate to the reasonable assurance concerning the use of resources, sound financial management or legality and regularity of underlying transactions.

The following list provides a non-exhaustive list of types of possible deficiencies to be considered:

- Significant occurrence of errors in the underlying transactions (legality and regularity) detected during the controls or supervision exercises. Different parameters can be considered such as the frequency of errors and their financial impacts.
- Significant control system weaknesses
- Insufficient audit coverage and/or inadequate information from internal control systems: these include situations where Eurofound may be aware of specific control weaknesses because it has not performed enough controls in that specific area to support a definitive conclusion and it does not have compensating evidence from other sources
- Critical issues outlined by the European Court of Auditors, the Internal Audit Service and the OLAF: these issues may relate to significant occurrence of errors, weaknesses in the control system or insufficient audit coverage or inadequate information from the internal control system. In these cases consideration should also be given to alternative sources of evidence.
- Significant reputational events: reputational events having a significant impact on the declaration of assurance i.e. the use of resources, sound financial management and the legality and regularity of the underlying transactions.

Determining specific materiality criteria involves making a judgement in both qualitative and quantitative terms.

In qualitative terms, when assessing the significance of any weaknesses, the following factors should be taken into account:

- the nature and scope of the weakness;
- the duration of the weakness;
- the existence of compulsory measures (mitigating controls which reduce the impact of the weakness);
- the existence of effective corrective actions to correct the weaknesses (action plans and financial corrections) which have had a measurable impact.

In quantitative terms, in order to make a judgement on the significance of a weakness, it is essential to qualify the potential financial impact (“monetary value of the identified problem”/“amount considered erroneous”/“the amount considered at risk”) in monetary terms.

The Eurofound standard quantitative materiality threshold is 2% of its overall budget. This means that when a detected deficiency has an exposure risk value representing 2% or more of the Eurofound total budget (“at risk”/“exposure”) a reservation should be made in the annual declaration of the Authorising Officer.

For each reservation in the AAR, Eurofound should report its nature, explain the cause and quantify as much as possible its significance in budgetary terms as well as in terms of impact on the assurance declaration. The AAR should sets out the corrective measure put in place by the Eurofound to mitigate, manage and correct the deficiency as far as possible.

