


Consolidated annual activity report of the Authorising Officer for the year 2017



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In pursuance of FR 1605/2002, FFR No 12711/2013¹
and Article 13.1 of Eurofound's Founding Regulation²



European Foundation
for the Improvement of
Living and Working
Conditions

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- 1 Regulation (EU) No. 1271/2013 of 30 September 2013 on the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No. 966/2012 of the European Parliament and of the Council.
 - 2 Regulation (EEC) No 1365/75 of 26 May 1975 on the creation of a European Foundation for the Improvement of Living and Working Conditions as amended by Council Regulation No 1649/2003 of 18 June 2003.

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The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency, whose role is to provide knowledge in the area of social, employment and work-related policies. Eurofound was established in 1975 by Council Regulation (EEC) No. 1365/75 to contribute to the planning and design of better living and working conditions in Europe.

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Country codes EU28

AT	Austria	FI	Finland	NL	Netherlands
BE	Belgium	FR	France	PL	Poland
BG	Bulgaria	HR	Croatia	PT	Portugal
CY	Cyprus	HU	Hungary	RO	Romania
CZ	Czech Republic	IE	Ireland	SE	Sweden
DE	Germany	IT	Italy	SI	Slovenia
DK	Denmark	LU	Luxembourg	SK	Slovakia
EE	Estonia	LT	Lithuania	UK	United Kingdom
EL	Greece	LV	Latvia		
ES	Spain	MT	Malta		

Governing Board's analysis and assessment

From Dublin to Gothenburg was the title of a short publication summarising some key messages that emerged from discussions at Eurofound's 2017 Foundation Forum, which was held on the eve of the Gothenburg EU summit in November 2017 at which the European Pillar of Social Rights was proclaimed.

This illustrates well some of the key features that Eurofound delivered in 2017: policy relevance, timeliness of findings and close cooperation with EU institutions and beyond. This is also confirmed by Eurofound's key performance indicators, which remained at very high levels and offer a balanced view of all aspects of the organisation's performance.

The Governing Board followed closely the implementation of the 2017 work programme and was deeply involved in shaping and drafting Eurofound's planned work for the years ahead. The tripartite nature of its governance model involving employers' and workers' organisations, governments from all Member States, as well as the European Commission, ensures that Eurofound is 'in sync' with the political priorities in the area of social policies all across Europe. Close cooperation with all EU institutions adds a strong EU perspective to this.

The Governing Board and Bureau were also kept closely informed about internal and external audit activities, as well as the external evaluation exercise that was managed by the Commission.

The year 2017 marked the first year of Eurofound's new multiannual programme *Towards upward convergence 2017-2020* which covers the more traditional areas of Eurofound's expertise (Working conditions, Industrial relations, Labour market change and Quality of life) and new challenges for Europe: the Digital age and Monitoring convergence.

The Board welcomes the progress achieved in the implementation of this ambitious programme and also welcomes the fact that this was achieved in the context of further budgetary and human resources reductions. Eurofound has managed to reduce the number of posts by 10% over the last five years and, thereby, reached the target set by the Commission in 2012 within the greater context of staff reductions and budget constraints for all EU institutions and bodies. The financial contribution from the EU remained frozen for the fifth consecutive year at the subsidy level of 2012.

The Governing Board is satisfied with the information provided by the Authorising Officer in this report, namely on the work programme and resources implementation, the management and internal control systems, the observations of the Court of Auditors, as well as on the accounts and financial management.

It is also welcomed that the Director as Authorising Officer gives assurance without any reservation that the report gives a true and fair view, that resources were used for the intended purposes and that control procedures in place give guarantees concerning the legality and regularity of underlying transactions.

In summary, the Governing Board considers that Eurofound has successfully provided knowledge to assist in the development of better social, employment and work-related policies for the EU.

On behalf of the Governing Board, I would like to thank the Director, the Deputy Director and all staff for their work and efforts over the course of the year, as well as all Eurofound stakeholders for assisting in the delivery of the work programme.

Stefania Rossi

Chair of the Governing Board

Executive summary

Eurofound operated in a dynamic environment in 2017. EU leaders (in November 2017) pledged to work towards ‘a more social Europe’ and proclaimed a set of 20 principles and rights for EU citizens under a ‘European Pillar of Social Rights’. In the framework of the Pillar, a number of legislative and non-legislative proposals have been launched. This includes plans for the establishment of a European Labour Authority which will also have to cooperate with Eurofound. In the meantime, the Agency has been awaiting results of the trilogue between the key EU institutions on the amendment of its founding regulation and on outcomes of the evaluation of the four Agencies within the remit of DG EMPL.

Also, 2017 was the first year of the new Programming document *Towards upward convergence 2017–2020*. Eurofound’s organisational performance data in 2017 continue to be at the same high level as in previous years, despite a significant reduction of staff and operational budget in recent years. This is encouraging at the start of a new programming cycle. A high level of continuity in terms of strategic direction, areas of work and implementation approach has reduced the risk of difficult transitions in work processes and delivery. The Agency, however, also reserved an additional capacity to be able to respond in a flexible way to ad hoc requests not foreseen during the planning process. Eurofound implemented its annual work programme in an efficient manner. The budget utilisation was 100% (target 98%) and 98% of positions in the staff table were filled (target 97%). With 90% of outputs planned for 2017 delivered, most projects from the previous multiannual programme (2013–2016) could be closed. New research projects started in 2017, with most final outputs due in 2018–2019.

The Agency consolidated its role as a provider of knowledge that assists policymakers in their decision-making. Eurofound’s work was referenced in 314 EU-level policy documents, (including 108 from the European Commission, 55 from the European Parliament, 37 from the European social partners and 6 from the Council). Of these documents, 99 are considered key policy documents that initiate or frame policies. A good part of these contributions can be found in the European Pillar of Social Rights initiatives and documents. From early January, when the European Parliament Resolution on a European Pillar of Social Rights made use of recent Eurofound findings (on pay, social benefits, inadequate housing in Europe, new forms of employment and the latest European Working Conditions Survey), to the actual initiatives and accompanying documents launched by the European

Commission (such as those in the area of work–life balance of parents and carers and the proposal of a Recommendation on access to social protection and a Directive on transparent and predictable working conditions). President Juncker invited the Foundation Forum (Eurofound’s 2017 flagship event, dedicated to the topic of upward convergence in the EU) to feed into the Social Summit on Fair Jobs and Growth taking place in Gothenburg on 17 November, where Eurofound was represented by the Director. This summit saw the public proclamation of the European Pillar of Social Rights.

Active participation in events contributed to policy development. In 2017, the Agency made 194 contributions, of which 49% were at EU-level events of organisations that are a priority for Eurofound, such as the European Commission, Parliament and Council and the EU-level social partners. Eurofound’s ongoing and intensive collaboration with the EU Presidencies has assured a high-level presence for the Agency under the Maltese and Estonian Presidencies at key policymaking occasions throughout the year, including at EU Council Committees (SPC and EMCO) and Ministerial (Informal EPSCO) meetings. The topics covered related to work–life balance, making work pay, the future of work and income and wage inequalities.

The quality of Eurofound’s analysis and policy input was referred to by Members of the European Parliament when (in March 2018) granting the Agency a clean discharge for its activities in the year 2016. It was acknowledged that Eurofound ‘remained an essential contributor to policy development and that the use of its expertise in key Union policy documents remained significant’.

Key policy actors and stakeholders visited Eurofound and had exchanges directly with staff, including Enrique Calvet Chambon (MEP), Tomas Zdechovsky (MEP), Nicholas Niemtchinow (ILO), a delegation of the French National Institute for Labour, Employment and Vocational Training, EU-level social partners and a delegation of the EMPL Committee of the European Parliament.

Uptake of Eurofound’s work is also reflected in 178,406 downloads of publications (a 14% increase of downloaded PDFs) from its website. Outputs from the Agency’s pan-European surveys continued to be among the most downloaded documents. The overview report from the sixth European Working Conditions Survey was the most downloaded publication for 2017. This is consistent with the priority given to the three Eurofound surveys, as a key source of information for its stakeholders.

The flagship publication in 2017 was the *Overview report of the fourth European Quality of Life Survey (EQLS)*, which was launched in December. Preparations continued (in collaboration with Cedefop) on the fourth European Company Survey (ECS). Fieldwork for this survey is planned to start in January 2019. The launch of a tender for preparation of the seventh European Working Conditions Survey (EWCS) is foreseen in the first half of 2018.

A number of secondary analyses of survey data were also among key publications of the year. This is the case of the reports *Working anytime, anywhere: Effects on the world of work*, carried out jointly with the ILO, and *Working-time patterns and sustainable work*. Both reports were considered within the recent work-life balance initiative of the Commission. Secondary analyses of EWCS and ECS data also covered the areas of self-employment (*Exploring self-employment in the EU*) and of company practices (*Innovative changes in EU companies*).

Other research outputs, not related to surveys, were also among those with high uptake and impact. This is the case of *New forms of employment* (released in 2015), a very influential piece of research that was Eurofound's most referenced report in EU policy documents (in 46 documents) and the fifth most downloaded in 2017. Some reports published in previous years (like those on the NEETs and on the gender employment gap) also continued to be intensively used in EU policy documents and downloaded.

Other relevant publications during 2017 covered the following areas.

Working conditions: Research continued on *Fraudulent forms of contracting*, with fiches published on practices in some Member States (abuse of fixed-term contracts, posting and traineeships, and the issues of sham companies and bogus-self-employment) and in a number of sectors (construction, industrial cleaning and road transport). This line of research fed into the work of the Platform against undeclared work.

Labour markets: This area produced outputs on topics including *Income inequalities and employment patterns before and after the Great Recession*, *Occupational change and wage inequality* (EJM report, analysing structural changes), *Estimating labour market slack in the EU*, and *Long-term unemployed youth: Characteristics and policy responses*. In this area, Eurofound continued to build its capacity in policy assessment with the report *Employment effects of reduced non-wage labour costs*, which reviews the effectiveness of measures designed to reduce the employer part of the tax wedge in an effort to stimulate positive labour market outcomes.

Social dialogue: Eurofound has been assisting, for more than a decade, the European Social Dialogue in preparing representativeness studies of social partner organisations in Europe. This year, seven studies were completed and published. Six new representativeness studies were launched. Other research in this area continued.

Comparative information on working conditions and industrial relations: The flow of information provided through EurWORK, the European Observatory of Working Life, was further improved. The information is largely provided by the Network of Eurofound Correspondents (NEC). *Developments in working life in Europe: EurWORK annual review 2016*, published in September 2017, collated information based on reports from the correspondents on national developments throughout 2016, complemented by recent research findings (e.g. the European Working Conditions Survey). The review covered seven themes, including pay inequalities and work-life balance. In 2017, annual updates on pay and working time were published.

Other social issues: Eurofound published reports on topics such as *Reactivate: Employment opportunities for economically inactive people*, *In-work poverty*, and *Social mobility in the EU*, the latter leading also to the organisation of a joint event with the OECD on the topic.

The 663 references in peer-reviewed journals are a positive indication of the sound scientific quality of Eurofound's research. Reports were evaluated by Eurofound's tripartite Advisory Committees.

Eurofound has also continued to implement its pilot project on *The future of manufacturing in Europe* (FOME). The project was entrusted to Eurofound by the European Commission through a delegation agreement and is not part of the Agency's work programme. First findings of the project were presented to the European Commission, the European Parliament and to Cedefop. FOME pages on the Eurofound website became operational in January 2018 with a first publication being uploaded (*Developing regional industrial policy capacity*). Publication of a second study (*Game changing technologies: Exploring the impact on production processes and work*) is foreseen by March 2018.

During the year, Eurofound continued investing in strategically relevant cooperation and good relations with other EU agencies and international organisations. In 2017, actions agreed in annual plans with sister Agencies EU-OSHA, FRA, EIGE, ETF and Cedefop were implemented by Eurofound.

1 | Policy achievements of the year

1.1 Programme results

Operational activities

1. Working conditions and sustainable work

In this activity evidence is provided that can be used to improve working conditions. Of particular importance is information on how working conditions can be improved in order to make work more sustainable over the life course. In this activity, the analysis of the dataset of the 2015 European Working Conditions Survey (EWCS) was the focus of work in 2017.

Objectives are:

- to provide analysis of the development of working conditions in a global perspective (based on EWCS data)
- to provide evidence on working conditions and their implications for the sustainability of work, derived from analysis of the EWCS, specifically on (a) 'working conditions of workers of different ages' and (b) 'working conditions and workers' health'
- to provide evidence on casual work: 'its regulation in the Member States', 'the extent to which it is used and the characteristics of people involved in it (for Member States where data exist)', 'the implications for working conditions and social protection with a focus on zero-hour and very-short-hour contracts'
- to provide evidence on the links between employment status and working conditions (based on EWCS data)
- to establish the feasibility of measuring sustainable work.

On working conditions in a global perspective Eurofound and the ILO are drafting a joint report, providing a comparative analysis of developments in EU

countries, Turkey, USA, China, South Korea, Latin and South American countries. The final report is expected by the end of 2018.

Work on working conditions of workers of different ages started late 2016. Looking at data from the 2015 EWCS, those working conditions which prevent or help workers to stay in employment longer were identified. The final report was published in December 2017. Also based on the analysis of EWCS data, a study examining the links between working conditions and workers' health started in summer 2017. Publication of the final report is foreseen by early 2019.

The project on casual work started in 2017 and builds on an initial analysis of this form of work in the 2015 report on *New forms of employment*. A draft interim report was received from the contractor in December. A working paper is expected to be published in the first half of 2019.

Work on links between employment status and working conditions started in March 2017 and progresses according to plan. It is based on the analysis of data from the EWCS. A working paper and policy brief are foreseen in 2018.

A contractor started work on exploring the feasibility of measuring sustainable work in the second half of 2017. In addition to reflecting on the measurability of sustainable work, the feasibility study will also suggest ways of presenting the information gathered through scorecards, matrices, dashboards or indices with the associated pros and cons. The contractor submitted a draft report in November. The final version of the study is expected by February 2018.

2. Social dialogue

In this activity Eurofound proposes initiatives to better inform policymakers on developments in social dialogue at EU and national level.

Objectives are:

- to provide up-to-date information on examples of the articulation between the EU and national levels of social dialogue
- to improve understanding of models and features of national-level social dialogue and identify areas for mutual learning or support
- to provide the information required by the European Commission to assess the representativeness of European sectoral social partner organisations so as to support European cross-industry and sectoral social dialogue.

An investigation into the articulation between European and national social dialogue at cross-sectoral and sectoral level started in 2017. A literature review and interviews with key EU-level stakeholders were finalised in August. Three case studies were selected at cross-industry level and seven at sectoral level. The contractor delivered a first draft of five sectoral case studies in December. The final report is expected by June 2018.

The work on mapping the functioning of social dialogue at national level built upon the 2016 report *Mapping key dimensions of industrial relations*, which had identified

four key dimensions of industrial relations. The follow-up project aimed to fine-tune the 45 indicators and develop a dashboard to assess how and to what extent the framework can be applied at national level or to industrial relations clusters. The report was finalised and published in January 2018. Further work was contracted in November 2017, and is ongoing in 2018 to refine the analysis and web presentation of the data. The final report will be published at the end of 2018.

Representativeness studies are designed to provide basic information needed for the setting up and functioning of sectoral social dialogue committees at European level. Each year, a number of sectoral studies on the representativeness of social partners at European level are launched. Typically, the studies require more than one year to complete. In 2017, seven representativeness studies were published: Shipbuilding; Sugar manufacturing; Postal and courier activities; Railways and urban public transport; Footwear; Tanning and leather industry; and Central Government Administration. The last study was a priority report (pending implementation of the European agreement of the social partners in the sector) and was exceptional in being programmed and published in the same year and executed fully in-house. In 2017, a further six studies were launched, covering Commerce; Inland waterway transport; HORECA; Contract catering; Banking and insurance. Publication of these studies is expected in the second half of 2018.

3. Reporting on working life developments

In this activity Eurofound provides systematic and comparable data on industrial relations systems and recent developments in working life (ongoing work). All findings are presented in the European Observatory of Working Life (EurWORK). This observatory encompasses all of Eurofound's resources on working conditions and sustainable work and on industrial relations. It is supported by the Network of Eurofound Correspondents (NEC) across all EU Member States and Norway, who regularly report on national working life developments.

Objectives are:

- to provide systematic data, in selected key areas of industrial relations, where no harmonised European-level data sources exist

- to highlight recent developments of selected features of working life
- to provide an accessible and holistic overview of industrial relations systems, in particular of collective bargaining processes and outcomes across Europe
- to establish the feasibility of creating an industrial action monitor.

Concerning the provision of systematic data in the absence of EU-level harmonised data, Eurofound published in EurWORK regular reports and updates on the subjects of pay, working life, and working time. First findings on statutory minimum wages in the EU in 2018 were published in February 2018, and the update on developments in collectively agreed pay 2017 will follow.

Timely information on recent working life developments was submitted by the NEC and published in EurWORK. In 2017, four rounds of quarterly country updates and 63 country-specific articles were published. Topical updates were published on:

- pay inequalities experienced by posted workers and
- extending working lives.

A draft text for a topical update on first experiences with pay transparency measures was finalised in late 2017.

Other topical updates are in preparation:

- *Work on demand* (working title), and
- *Discrimination against men at work: Experiences in five countries* (working title).

The correspondents are also supporting questionnaire development for the European Company Survey with a contribution on ‘mapping national terms for collective agreements and employee representation’.

Regarding industrial relations systems and collective bargaining, Eurofound regularly updates its own data sources: the EurWORK database on wages, working

time, and dispute resolution, the European industrial relations dictionary (EIRD), and working life country profiles. Work on improvement of the EIRD online presentation is ongoing. During 2017, 54 new and/or updated entries of terms were finalised and approved for editing. Work began on the 2017 update of the working life country profiles, as planned, in November 2017.

In 2017, Eurofound also explored the scope for providing a more comprehensive, systematic way of reporting on collective bargaining developments across Europe. Work started in January. A contractor conducted a feasibility study and an online survey was launched among Eurofound stakeholders. As further reflection was considered necessary, implementation of the pilot phase was postponed to 2018.

Work on exploring the possibilities of setting up an industrial action monitor started in January. A working paper with the critically reviewed concept will be finalised in 2018. A report on the feasibility of an industrial action monitor, including the results of the pilot is foreseen by the end of 2020.

4. Well-functioning and inclusive labour markets

Well-functioning and inclusive labour markets are a prerequisite for making full use of the job creation potential of the economy and providing a chance to participate in work and society for all.

Objectives are:

- to initialise research on the concept of labour market segmentation, indicators of labour market segmentation and policies to combat it implemented in Europe
- to find out what measures work best to ensure that employees, especially older workers, who are made redundant find a new job
- to start exploring the concept of a living wage in Europe and how it is calculated in different countries or regions.

Work on labour market segmentation started in January 2017. Outsourcing the quantitative part of the project (exploring how labour market segmentation can be statistically measured in four illustrative countries) experienced some delay, due to reasons beyond the control of Eurofound. Nevertheless, work on this part of the project started in early 2018, with first findings

planned to be available by the end of the year. A review of evaluations of instruments tackling labour market segmentation will start in spring 2018. Consolidated findings of the project are expected by the end of 2019.

A project on labour market measures for redundant – especially older – workers started in the second quarter of 2017. Publication of the findings of a comparative analytical report on measures available in the Member States to support labour market integration of older workers affected by redundancy is expected by autumn 2018.

A project on the living wage started in March 2017. It investigates interpretations of what constitutes a living wage, motives behind its (voluntary) introduction, views of trade unions and employers and ways of calculating the wage. In September, the Network of Eurofound Correspondents delivered input on related developments in nine Member States. Jointly with a literature review on the concept and application of living wages in UK, Ireland, New Zealand, Canada and the USA, this was input for a draft concept paper, which was discussed with experts in March 2018. The final report is expected in late 2018.

5. Monitoring structural change and managing restructuring

In this activity Eurofound monitors and identifies structural changes in European labour markets using two established monitoring tools, the European Restructuring Monitor (ERM) and the European Jobs Monitor (EJM).

Objectives are:

- to provide up-to-date information on restructuring events and regulation in the EU
- to analyse the associations between restructuring and working conditions based on findings from the sixth EWCS and qualitative research.

Information on restructuring is provided by the European Restructuring Monitor (ERM). This ongoing Eurofound work relates to four databases.

The ERM *events database* monitors and reports on restructuring events and related employment impact. In 2017, just over 1,600 restructuring fact sheets were published, which is a slightly higher number than the annual average in recent years. Also activities were ongoing on quality assurance.

The other three ERM databases provide qualitative information on restructuring at Member State level, respectively on:

- restructuring-related legislation;*
- restructuring support instruments;* and
- restructuring case studies.*

In 2017, the database on legislation was updated on the basis of contributions from the Network of Eurofound Correspondents. Preparatory work for the 2018 update of the support instruments database has started. Throughout the year, further improvements of the web application have been realised.

The project on working conditions after restructuring investigates how restructuring impacts on the working conditions of employees who remain in the company after restructuring. An external contractor commenced work in January, focusing on qualitative aspects of the project. By the end of December, final versions of case study reports (in four countries) and an overview report had been delivered. In addition, desk research and statistical analysis of European Working Conditions Survey data started in 2017. Findings of this project will be published in a consolidated ERM report in autumn 2018.

The European Jobs Monitor (EJM) tracks changes in the employment structure in different European countries and their implications for job quality. Work on this monitor is on an ongoing basis. The EJM interactive database was published on the Eurofound website in October 2017. The EJM annual report 2017 (on 'Occupational change and wage inequality') was published in June, with a blog piece published in *Social Europe journal*.

6. Innovation and job creation in companies

In this activity, Eurofound research explores the company-internal factors and practices as well as external factors that result in enhanced competitiveness and creation and retention of jobs.

Objectives are:

- to establish how workplace practices and company characteristics are associated with the development of productivity and employment levels in companies, and with working conditions and well-being
- to explore the motivations for and constraints on positive employment development in selected organisations, their recruitment and employment strategies, and the possibilities for targeted public support
- to provide an assessment of the job creation effects of public innovation support measures.

Work on associations between workplace practices, company characteristics and productivity, employment, working conditions and well-being started in February. This in-house project relates to a statistical analysis of data of the European Company Survey and a literature review. Publication of a working paper is foreseen in spring 2018.

The project on positive employment development in selected types of organisations investigates motivations for social enterprises (including cooperatives) to recruit or retain staff. Work started with a preparatory in-house literature review and concept clarification. The outsourced qualitative research experienced some delay, due to reasons beyond the control of Eurofound. Nevertheless, the successful contractor started work on the project in early 2018. Publication of a report is expected in early 2019.

The project on job creation effects of public innovation support measures investigates which public or social partner-based support instruments are designed to foster innovation with some specific requirement and/or evidence on employment effects. Work started with a literature review. The Network of Eurofound Correspondents was asked to collect national-level

information. This information was used to frame the contracted part and to assist the contractor in selecting measures. By the end of the year, fieldwork started for in-depth analysis of 15 selected measures. Publications of a policy brief and working paper are foreseen by summer 2018.

7. Quality of life and quality of society

In this activity Eurofound analyses both objective and subjective aspects of quality of life. In addition to assessing individual circumstances and experiences, Eurofound uses EQLS data to analyse developments in the quality of society and their impact on well-being.

Objectives are:

- to provide an overview of the key dimensions of quality of life and quality of society in Europe based on empirical, comparative data from the fourth EQLS
- to provide in-depth analysis of developments of European societies in terms of trust and tensions, community engagement and cohesion
- to analyse the links between societal characteristics (quality of society) and the well-being of different social groups
- to explore the option of conducting research on measures and ways to build up quality of life at the local level.

In the first quarter of the year, work on the fourth European Quality of Life Survey focused on completing the fieldwork and preparing the dataset for analysis. The overview report of the survey was drafted in-house. Key findings and main results of the survey were released on the Eurofound website in December 2017.

The overview report was released in January 2018 and a first policy debate took place in March.

To address developments of societies in terms of trust and cohesion, Eurofound has begun secondary analyses of EQLS data via two projects: Trust in people and in institutions in the 21st century and Social cohesion and well-being in Europe. In autumn 2017, contractors were selected for these interrelated studies. Two publications are foreseen in autumn 2018.

As part of the work on links between societal characteristics and well-being – based on secondary analyses of EQLS data – research is assessing factors influencing the extent and nature of age differences in quality of life in Europe. In the second half of 2017, first explorations were done and a literature review started. Publication of a policy brief is foreseen in the middle of 2018.

In the project on quality of life at the local level Eurofound is investigating neighbourhood characteristics and the contribution of policy initiatives to enhance quality of life at the local level. Work started in the first half of 2017 with a literature review and drafting of an in-house working paper. The work has continued with collection of data and policy examples for inclusion in the document. A publication is foreseen in summer 2018.

8. Public services

In this activity Eurofound examines access to and quality of social services of general interest, using data from the EQLS 2016 and other relevant data sources. This provides evidence that will assist the change and development of public services, in the light of ageing and more diverse societies, tight public budgets and technological change.

Objectives are:

- to provide comparative data and analysis on access to and quality of social services in the 28 EU Member States based on, among other sources, the EQLS and to identify which dimensions influence

quality of social services most and how they differ for different societal groups

- To document patterns of access and use of information and support services among young people
- To develop a concept and research approach for investigating the impact of digitalisation on social services from 2018 onwards.

The project on access to and quality of social services analyses data from the fourth EQLS survey – notably the new module on health care, long-term care, childcare and education. EU-SILC data is also considered.

Work began in the last quarter of 2017, and publication is foreseen by autumn 2018.

The project on access of young people to information and support services focuses on young people (aged 12–24) with social and health-related problems. It also addresses the perspective of service providers. Around mid-2017 the contractor delivered a draft concept paper, which resulted in publication by Eurofound of a working paper (in November). Another contractor will provide analyses of case studies in five countries. Work has started on an online consultation of

service providers in the 28 Member States (in early 2018). A final report is expected by early 2019.

Research on digitalisation and social services focuses on the role of digitalisation in the design and delivery of social services. Work started in the third quarter of 2017. Concept development for the digital age activity (see ‘activity 9. The digital age’) contributed to shaping its scope. A background paper was written in-house and the launch of a questionnaire for the Network of Eurofound Correspondents took place in January 2018. A contractor will provide case studies and an overview of developments at EU level.

9. The digital age

In this activity Eurofound looks at the broader implications of the increasing scale and scope of digital technologies for employment and working conditions.

Objectives are:

- to develop a research approach for investigating the broad labour market implications and the impact on work of digitalisation, including for social dialogue, where appropriate
- to identify game changing technologies in services through case study research
- to analyse the working conditions of ICT-based mobile workers and teleworkers based on data from the EWCS 2015 and qualitative case studies
- To analyse platform work (crowd employment), its regulation in the Member States and the implications for working conditions and social protection.

In 2017, Eurofound worked on defining the strategic orientation of its future research on employment related aspects of digitalisation. The concept paper and literature reviews were published in December 2017.

Preparatory work on the employment impact of the automation of services started in April. For the qualitative part, a contractor was selected and started work by the end of the year. Publication of the report is foreseen for 2019.

The project on working conditions of ICT-based mobile workers started with a literature review by a contractor, which was finalised in late October. Based on this, quantitative analysis of data from the EWCS has started. In parallel, a contractor was selected for the qualitative analysis of case studies and interviews, to supplement the statistical analysis. A working paper on the quantitative part will be published in 2018. A consolidated report is planned for 2019.

The project on platform work started in January with an in-house literature review. A contractor was selected to do explorative research in five EU Member States on framework conditions and working conditions for specific types of platform work (qualitative research). By the end of the year, 11 members of the Network of Eurofound Correspondents had been asked to provide additional information on framework conditions of platform work. A working paper will be published in the second half of 2018. A cooperation agreement with the Austrian Federal Ministry of Labour, Social Affairs, Health and Consumer Protection has been signed related to the consolidated report of the project. It is expected to launch this report in the framework of the Austrian Presidency (second half of 2018). Also, work has started on an online resource/ one-stop-shop of information related to platform work (planned to be established in 2018).

10. Monitoring convergence in the EU

In this activity, Eurofound monitors convergence in a range of dimensions: employment, social protection, working conditions, social cohesion and quality of life, and socioeconomic factors.

Objectives are:

- to develop a conceptual framework on which to base the monitoring of convergence in various dimensions
- to start monitoring convergence in the dimensions of employment and the socioeconomic environment and provide analysis of developments for selected indicators
- to prepare a web-based repository to present convergence data and findings.

In 2017 an extensive review of literature was made, to prepare drafting of the conceptual framework. Some

technical services have been outsourced. In the last quarter of the year, the contractor delivered a structured database of indicators. A working paper was finalised which presented the preliminary framework of investigation. A report detailing the conceptual framework and corresponding indicators is expected in the second half of 2018.

Work on monitoring convergence in the employment and socioeconomic dimensions has started with a literature review. Policy briefs are expected by the end of 2018, while the report will be published in the first quarter of 2019.

Work on a web-based repository started in the first quarter of 2017. User testing of a prototype of an interactive tool took place in November. The web-database, web-repository and new interactive visualisation tool are foreseen by November 2018.

11. Survey management and development

This activity addresses the preparation of surveys, quality assessment and methodological and survey design issues. Eurofound's surveys collect original and fully comparable data covering all EU Member States and several of other countries (depending on the survey).

Objectives are:

- to ensure effective and efficient data collection and analysis to an appropriate quality standard.

In 2017 work was done in the following areas.

Preparation of the fourth implementation of the ECS, in collaboration with Cedefop: A specific agreement governing the collaboration on the ECS between Eurofound and Cedefop was reached in April. This entailed a full sharing of the survey costs and constitutes a significant saving for Eurofound. The contractor for the preparation and implementation of the survey started work in October. Draft questionnaires were developed, integrating input from colleagues of both agencies, stakeholders, experts and the contractor. Fieldwork for the survey is planned to start in January 2019, with first results becoming available in the third quarter of 2020.

Data quality assessment of the EQLS 2016: In mid-2017 a contractor started work on EQLS data quality assessment. An interim report was delivered in December. A final report is expected in April 2018.

Methodological developments in the EQLS 2016: The assessment of methodological developments in the fourth EQLS focused on the web add-on. Work was contracted out and started in May. All data were provided in November. The final version of an in-house methodological paper was submitted in December 2017.

Preparation of the seventh European Working Conditions Survey (EWCS) in 2020: Work started in the third quarter of the year. A contracted report on the 'post-test' of the sixth EWCS is expected in November 2018. A revision of tender specifications and the quality control plan is progressing. By the end of the year some EU Member States had expressed an interest in topping up their sample and some (non-EU) European countries in joining the seventh EWCS. Launch of the tender for preparation of the seventh EWCS (sampling, pre-test, translation, organisation of fieldwork etc.) and data collection (fieldwork) is foreseen in the first half of 2018.

A study on the feasibility of a combined analysis of the third ECS and the sixth EWCS: In December 2017, the working paper was published on the Eurofound website.

Options for survey development in the medium to long term: Work started in January 2017. Initially, the focus was on examining methodological developments and challenges in the field of cross-national survey research. Much attention was given to exchanging views with

other pan-European survey organisations. In September, attention shifted more to the specific challenge of developing a vision for the future of the Eurofound surveys. A contractor started synthesising main points from earlier internal Eurofound papers and mapping the coverage of the three Eurofound surveys

relative to other major cross-European surveys. Submission of a final report – including future scenarios – is expected by the end of 2018. The work needs to be completed in early 2019 in order to facilitate discussions on the future of the Eurofound surveys with the Governing Board as of March 2019.

12. Reacting to ad hoc information requests

In this activity, Eurofound reserves capacity for changing information needs that could not be foreseen at the time of programme development and ad hoc requests of policymakers.

The objective is:

- to provide relevant knowledge to the Agency's stakeholders on demand.

In 2017 two projects were addressed which required significant inputs in terms of Eurofound resources.

Firstly, an ad hoc request from the European Commission, following a request from EMCO, on Involvement of the social partners in the European Semester was addressed. In July 2017, two questionnaires were launched to the Network of Eurofound Correspondents: one general assessment covering all Member States, and one focused on an in-depth review of 12 countries. In November, results of the latter were presented to EMCO and sent to the EMPL Committee of the European Parliament. The same month, a document summarising the main findings of the project was sent to the Commission. Publication of a report is expected by April 2018.

Secondly, an ad hoc request from the European Commission on Aspects of non-standard employment in Europe in the context of the Social Protection for all initiative was received. The report was delivered in July. The Estonian EU Presidency requested a paper on a similar topic. This was delivered by mid-September 2017.

In addition, Eurofound delivered four more reports in the context of ad hoc information requests. These related to stakeholder requests of less significance in terms of Eurofound resource inputs, respectively:

- a study on *Youth in Greece*, requested by the Greek Government (delivered in April)
- a report on *Work-life balance and flexible working arrangements in the EU*, requested by the Maltese EU Presidency for its informal EPSCO (delivered in July)
- a report on *Salary-setting mechanisms across EU Member States*, requested by the Bulgarian Government as a contribution to a national debate (delivered in September)
- a report on *New forms of employment – extended summary*, requested by the European Commission (delivered in November).

Horizontal activities

Corporate communication and infrastructure

Eurofound requires a solid and responsive communication infrastructure and approach to delivering policymakers with high-quality, relevant and accessible information. This activity covers two strands:

- Corporate communication activities: All communication beyond those referred to under the strategic areas of intervention outlined above. A revised and updated publications format platform was introduced to define a reduced number of publication types and outputs for the programming period. Blogs, articles and policy briefs are an increasingly influential element in ensuring a coherent expert narrative on policy relevant issues. These are published in a print-ready format online.

The corporate [Living and working in Europe](#) annual yearbook was published in June. See Annex 4c for the list of publications

- Communication infrastructure: All applications, facilities and technological tools required to implement the communication activities. Achievements in 2017, amongst others, were as follows.
 - Eurofound's multilingualism policy was finalised, published online and translated into all languages. Executive summaries of all reports were translated into 21 languages as well as all of the relevant web access pages. Limited ad hoc demand-driven translation requirements were also facilitated.

- b. There has been increased investment in Eurofound's social media platforms and email marketing which have seen an increase in both use and impact. User numbers on all social media platforms have increased and there has been a growth in download figures and web user activity directly attributed to these channels. The new logo and design branding for the Agency was rolled out fully during 2017 with the accompanying changes required across all communication and administration channels.
- c. The events and networking programme has continued to be a core communication channel with indicators showing an increase in contributions to events hosted by relevant target organisations. EU and national-level stakeholders were targeted this year via the social partner and MEP lunches and various thematic workshops. The Foundation Forum

took place just days before the Social Summit. This high-level event was delivered at the lowest budget of any running of this event.

Organisational support and development

This activity has two strands: provision of high-value support to the development of staff and the organisation as a whole, see section 2.4; and achievement of efficiency gains by reducing cost and administrative burden for the organisation; see section 2.2 for major developments.

Continuation of 2016 Work programme

During 2017, the Agency finalised work that had started under its previous programme. 2016 was the final year of implementation of the four-year work programme 2013–2016 *From crisis to recovery: Better informed policies for a competitive and fair Europe*. This four-year programme identified four specific policy priority areas, which are described below.

Priority area 1: Increasing labour market participation and combating unemployment by creating jobs, improving labour market functioning and promoting integration

European Jobs Monitor – Occupational change, inequality and employment status in Europe 1995-2015

The project investigated job polarisation and upgrading over time in relation to developments in wage inequality. The report was published in June 2017. As part of dissemination activities, a blog was written for *Social Europe journal* (in July).

Do reduced non-wage labour costs lead to more sustainable jobs?

The project reviewed the effectiveness of measures designed to reduce the employer part of the tax wedge in an effort to stimulate positive labour market outcomes. The report was published by the end of January 2017.

New evidence on migrants and mobile workers

The project assessed the labour market integration of immigrants and their descendants in nine European countries using recent statistical data of the EU-LFS ad hoc module 2014 on the labour market situation of migrants and their descendants. Publication of an (in-house drafted) working paper was in March 2018.

Long-term unemployed youth: Characteristics and policy responses

The project investigated the characteristics, consequences and costs of long-term unemployment for young people. It also provided a review of policy measures on reintegration of this group. The consolidated report was published in December 2017.

Unemployment, underemployment or inactivity – Estimating labour market slack in Europe

The project provided a descriptive taxonomy of non-employment and under-employment in the EU, helping to identify particular labour market categories where employment outcomes can be improved. The report (drafted in-house) was published in July 2017.

Income inequalities and employment patterns in Europe before and after the Great Recession

The project investigated the impact of labour market developments on income inequalities across Europe in the last decade and how this has affected socio-economic convergence at EU level. The report was published in July 2017.

Further analysis of the ECS – Sectoral analysis

The project was to carry out an in-house analysis of ECS data to show the workplace characteristics of various sectors. Early in 2017, all sectoral reports were produced and published on the Eurofound website.

Further analysis of the ECS – Reported changes in European companies

The project provided conceptual clarification on reported changes in organisations, and the extent to which they indicate innovation. It also analysed associations between reported change, approaches to work organisation, human resource management and employee participation, and outcomes in terms of performance and well-being. The report was published on the Eurofound website in June 2017.

Priority area 2: Improving working conditions and making work sustainable throughout the life course

Sixth European Working Conditions Survey (continuation) - reporting and analysis (EWCS)

This project covered the finalisation of the EWCS overview report and dissemination of findings of the survey. In November 2016 the overview report was launched. In January 2017, an error was discovered in cross-national weightings. As a consequence, deliverables from the sixth EWCS, including the overview report, had to be checked and updated. The updated overview report was published in October 2017. A policy brief analysing EWCS data on the issue of women managers is in preparation and expected to be published in the third quarter of 2018.

Inequalities of working conditions – Exploring fraudulent forms of contracting work and self-employment in Europe

This project explored fraudulent forms of contracting work and self-employment in the EU, as well as measures to prevent and tackle these phenomena. The first step was a mapping exercise across the 28 EU Member States and Norway, leading to a comparative analytical report in 2016. The second part focused on specific forms of fraudulent contracting of work. Eurofound published five fiches on these in July 2017 (on posted workers; sham companies; traineeships;

bogus self-employment and fixed term contracts). The third part explored selected sectors, on which three fiches were published at the end of 2017 (on construction, industrial cleaning and road transport). The project was presented at a joint MEPs and EU social partner lunch (November 2017).

Working time patterns and sustainable work

This project started in 2015 and looked at the evolution of working time patterns in Europe, with emphasis on outcomes related to work-life balance and health and well-being and implications for sustainability of work over the life course. The report *Working anytime, anywhere: The effects on the world of work* (jointly published by the ILO and Eurofound) was published in February 2017. A consolidated report on *Working time patterns for sustainable work* was published in September 2017.

Exploring self-employment in Europe

This project identified and mapped characteristics of the self-employed in Europe based on analyses of sixth EWCS data, allowing for a better understanding of working conditions and job quality of the self-employed. The report was published in September 2017.

Priority area 3: Developing industrial relations to ensure equitable and productive solutions in a changing policy context

Application of the conceptual framework on key dimensions in industrial relations to European social dialogue and national relations

This project explores the application of key dimensions of industrial relations. Work on designing the structure and indicators to measure four key dimensions was finalised in spring 2017. The report was published by Eurofound in January 2018.

Towards a European Social Dialogue database

This project aims to prepare more efficient forms of data collection for the Eurofound representativeness studies. In April 2017 all parts of the project (notably a database) were delivered by the contractor. In the course of 2018 further testing of the database is foreseen. This will be done in the framework of the project on representativeness studies.

Forms of cooperation and articulation between European Work Councils and national bodies of information and consultation in transnational restructuring cases.

This project provides a description of transnational restructuring processes and analyses the local level information and consultation processes as well as the EU-level information and consultation mechanisms. This is done by looking at company practices. Eleven Case studies were contracted out and finalised in 2016. Final deliverables were a paper and a presentation for the 2017 IREC conference. The case study material may be drawn on again in the 2018 project on articulation of social dialogue at company-level.

Representativeness studies at EU level

Representativeness studies are designed to provide basic information needed for the setting up and functioning of sectoral social dialogue committees at European level. In 2017 work continued on representativeness studies launched in earlier years. Seven studies were published in 2017 (see under '2. Social dialogue', page 4). For Metal and steel, the contractor delivered first drafts of overview reports (in December), allowing the studies to be finalised around mid-2018. A final draft overview report for ICT/Telecom is expected to be ready for evaluation by the end of 2018.

European observatory of Working Life – EurWORK

EurWORK is a Eurofound observatory encompassing all of Eurofound's resources on working conditions and sustainable work and on industrial relations. It is supported by the Network of Eurofound Correspondents across all EU Member States and Norway, which regularly report on national working life developments. In 2017, the following products related to the Work programme 2016 were published on EurWORK.

- the last round of quarterly country updates (Q4) on latest developments in working life

- topical updates on:
 - Social dialogue developments in the education sector*
 - National capacity building initiatives for social partners: experiences in five Member States*
 - Addressing digital and technological change through social dialogue*
 - Religion at work*
- A set of 36 country specific-articles (i.e. spotlight reports or research in focus)
- Continuous updates for the European industrial relations dictionary (EIRD)
- Revised set of working life country profiles (2016 update) published in October
- Regular reports and articles:
 - Statutory minimum wages 2017* (February),
 - Developments in collectively agreed pay 2016* (July),
 - Developments in working time 2016/2017* (August), and
 - Developments in working life in Europe: EurWORK annual review 2016* (September).

Priority area 4: Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities

Changing places: Mid-career review, internal mobility and intergenerational initiatives to extend working life

This project examined the merits of reviewing workers' career status in mid-career and the options they have in order to stay in work longer. The report *Changing places: Mid-career review and internal mobility* was published mid-January 2017.

Reactivate, return to work of long-term excluded

This project looked at policy initiatives and activation measures aiming to bring back to the labour market those people who have been long-term absent, specifically carers and people with disabilities and/or health problems. The report was published at the end of October 2017. A dedicated blog appeared in *Social Europe journal*.

Policies addressing in-work poverty in the EU

The project examined what constitutes in-work poverty in order to understand diverging developments of the phenomenon. It also looked at the characteristics of workers experiencing poverty and measures to prevent or reduce poverty. The report was published in September 2017. A blog piece was published in *Social Europe journal* in October.

Social mobility in Europe

This project provided new evidence on patterns of intergenerational social mobility in the EU countries. The report *Social mobility in the EU* was published in April 2017. Eurofound, jointly with OECD, hosted a conference on the theme of 'social mobility and equal opportunities' (on 4 May 2017, in Paris).

Delivering public services – a greater role for the private sector

This project looked at countries and circumstances in which there has been a growing role for the private sector in hospital services and residential care. The report on hospital services was published in January. The report on residential care was published in November 2017 (with a launch event involving the Irish Minister for Mental Health and Older People).

Labour market integration of refugees

This project sought to identify and debate possible future Eurofound research on labour market integration of refugees, as a follow-up to earlier (2016) Eurofound research in this area. A working paper was published on the Eurofound website in October 2017.

1.2 Key performance results in 2017

Eurofound's strategic objective for its multi-annual programme is 'to provide scientifically sound, unbiased, timely and policy-relevant knowledge that contributes to better informed policies for upward convergence of living and working conditions in Europe'.

Eurofound's programme activities are designed to contribute in six 'Strategic Areas of Intervention': Working conditions and sustainable work; Industrial relations; Labour market change; Quality of life and public services; the Digital age: Opportunities and challenges for work and employment; and Monitoring convergence in the European Union.

To this end, the Agency invests substantially in monitoring and anticipating key EU policy initiatives in these strategic areas, tailoring its information to provide an input from a very early phase of the development process onwards. The impact of these efforts is measured through a series of metrics and Key Performance Indicators (KPIs).

Eurofound's organisational performance data in 2017 continue to be at the same high level as in previous years. This is very encouraging at the start of a new programming cycle. A high level of continuity in terms of strategic direction, areas of work and implementation approach has reduced the risk of difficult transitions in work processes and delivery.

Eurofound implemented its annual work programme in an efficient manner, with 90% of outputs planned for 2017 delivered in the year. The budget utilisation was 100% (target 98%) and staff capacity at 98% of positions in staff table filled (target 97%).

Its expertise was reflected in references to Eurofound's work in 314 EU-level policy documents, including 108 from the European Commission, 55 from the European Parliament, 37 from the European social partners and 6 from the Council. A good part of this is linked to the different documents related to the Pillar of Social Rights. During 2017, the Agency made 194 contributions to policy development, of which 49% were at EU-level events of organisations that are a priority for Eurofound, including 8 to the European Parliament.

Uptake of Eurofound's work is reflected in 178,406 downloads of publications (in PDF) from its website. In its annual stakeholder feedback survey 2017, Eurofound is mentioned in the top-three information sources by 52% of the respondents, followed closely by the European Commission (51%).

The 663 references in peer-reviewed journals are a positive indication of the sound scientific quality of Eurofound's research.

Utilisation of resources and delivery of the work programme

The following key performance indicators cover the input and output side of Eurofound's performance in 2016 and 2017, with a focus on managing an efficient and effective organisation.

Budget Implementation: Target 98%
2017: 100% EUR 20,465,000
2016: 100% EUR 20,779,061
Staff capacity: Target 97%
2017: 98% Posts in establishment plan: 93
2016: 97% Posts in establishment plan: 95
Programme delivery: Target 80%
2017: 90% 35 out of 39 deliverables
2016: 97% 31 out of 32 deliverables

Key performance indicator: Budget implementation

The budget implementation was 100%. This represents the commitment rate of the Commission subsidy and other general appropriations (so-called C1 appropriations); the figures are the same as the previous year (100%).

Overall, the operational Title 3 commitment implementation rate is 93%. (i.e. Commitment implemented for €5,715,991 against original Title 3 work programme budget of €6,151,000). The target of 80% budget implementation per activity was met except for the 'ad hoc information requests', due to a lower than expected number of requests received. Savings in almost all areas of operations, and mainly in meetings and events (e.g. the Foundation Forum) and underutilisation of the funds for 'ad hoc requests' allowed the relocation of funds to other needs. The funds not consumed within Title 3 were transferred to Title 2 where they were reallocated to projects that had been identified as urgent and important in the areas of facilities and buildings and in pending IT Infrastructure.

Key performance indicator: Staff capacity A staff management plan for 2017–2021 was included in the programming document, setting out to achieve full staffing, apart from recently occurring vacancies. This was achieved and so too the 5% reduction in staffing levels by 2017. The number of posts in the approved staff table reduced during 2017 from 93 to 91. By year end, there were 97.8% of posts filled, with 89 officials and temporary agents serving.

In spite of the strong difficulties linked to a workforce mostly with permanent contracts, Eurofound achieved the full 10% staff reduction by early 2018, thus complying with the Commission's 2013 Communication on this matter which required the so-called 'cruising speed' Agencies to double the 5% staff cut required for the other EU institutions and bodies. In planning these staff cuts, every effort was made to minimise the impact on operational activities, but, on the other, seeking to ensure that Eurofound will continue to be able to discharge its statutory and reporting responsibilities. In this context 50% of staff reductions were sourced from administrative support and neutral activities (from 29.11% of staff overall) and the remaining 50% from operational activities (from 70.89% of staff overall).

Programme delivery

This indicator measures the number of outputs actually delivered during the reporting year against the outputs originally planned. The target is set to 80% and the outputs are as published in the programming document³. Out of 39 outputs, 35 were delivered (90%). Of those, 18 were from the 2013–2016 programming period. During the year, four outputs (out of the total of 39) had to be replanned, resulting in a changed delivery date from late 2017 to early 2018. The delay related to unforeseen administrative contractual delays, as well as to re-allocation of priorities following unexpected departures of staff. The positive result in programme delivery rate reflects the investment over the past two year in improving the organisation's maturity in project management.

The uptake of Eurofound's knowledge and its contribution to the policy development process

Recognition of the scientific quality of Eurofound's research (references in peer reviewed journals)

2017: 663

2016: 627

Uptake of Eurofound's knowledge through Eurofound's website

HTML page views 2017: 3,014,859 and 2016: 2,721,643

PDF downloads 2016: 178,406 and 2016: 155,943

Contributions to priority EU-level events (out of contributions to EU-level events in total)

2017: 95 out of 194 (49%)

2016: 82 or 95 out of 232 (40%)

Use of Eurofound expertise in key EU-policy documents (out of total EU-policy documents)

2017: 99 out of 314 (32%)

2016: 78 out of 315 (25%)

For the whole of 2017 a high number of *EU policy documents were quoting or referencing Eurofound expertise (KPI-7)*: 314 documents, 99 of them being key policy documents, i.e. 32%. In 2016 this was 25% (78 out of 315). As in previous years, the data confirm that the European Commission is the 'first user' of Eurofound findings and expertise (44 EC Communications and two legislative proposals). Eurofound's research was referenced in ten Resolutions of the European Parliament during 2017 while social partner organisations made reference in a total of 37 documents. The following table lists the research most frequently referenced in 2017 EU policy documents.

Year of publication	Title of Eurofound publication	Number of 2017 EU policy documents with a reference to the publication
2015	New forms of employment	46
2016	Sixth EWCS overview report	40
2016	The gender employment gap - challenges and solutions, 2016	18
2012	NEETs - Young people not in employment, education or training: Characteristics, costs and policy responses in Europe, 2012	14
2016	Exploring the diversity of NEETs, 2016	10

³ For the two horizontal activities a selection of most strategic outputs is made.

Most-downloaded publications in 2017

Year of publication	Title	Downloads 2017
2016	Sixth EWCS overview report	7,060
2016	Working anytime, anywhere: The effects on the world of work	4,987
2016	Income inequalities and employment patterns in Europe before and after the Great Recession	2,876
2017	Social mobility in the EU	2,502
2015	New forms of employment	2,196
2017	In-work poverty in the EU	1,989
2017	Yearbook 2016 – Living and working in Europe	1,901
2017	Occupational change and wage inequality: European Jobs Monitor 2017	1,601
2017	Working time patterns for sustainable work	1,472
2016	Approaches to the labour market integration of refugees and asylum seekers	1,422

Eurofound's contribution to policy debate as evidenced by its contribution to events of relevance at EU level (KPI-6) continues to go from strength to strength. The total of contributions to external and joint events in 2017 is 194. Of these, 95 constituted contributions (i.e. presentations, moderating, chairing) to so-called priority target organisations. Active contributions to events organised by the European Commission, the European Parliament, as well as to informal EPSCO meetings, EMCO and SPC are vital in ensuring that the results of Eurofound's studies are taken into consideration in the process of policy development. In 2017 in particular, Eurofound's ongoing and intensive collaboration with the EU Presidencies assured high-level presence for the Agency at key policymaking occasions throughout the year, including the informal ministerial meetings. The topics covered related to work-life balance, making work pay, the future of work and income and wage inequalities. For a complete list of all events, see Annex 4.

Another way of looking at the uptake of Eurofound's work is through the number of PDF version of publications downloaded from Eurofound's website, and the page views of the HTML content (KPI-5). Both surpassed the figures from 2016 (PDF downloads up 14% and HTML views up 11%). Of particular interest – but of little surprise as outputs from the Agency's pan-European surveys are a regular feature of the most downloaded documents – the overview report from the sixth European Working Conditions Survey is the top downloaded publication for 2017. Other research outputs, not related to surveys, were also among those

with high uptake and impact. This is the case of *New forms of employment* (published in 2015), that was Eurofound's most referenced report in EU policy documents (in 46 documents) and the fifth most downloaded in 2017. Some reports published in previous years (like those on NEETs and on the gender employment gap) also continued to be intensively used in EU policy documents and downloaded. The joint report produced with the ILO on the ICT mobile workers *Working anytime, anywhere: The effects on the world of work* has also experienced considerable traction during the year. The report *In-work poverty in the EU* has also generated considerable interest, which is striking given that it was published only in September 2017.

Contributions by Eurofound's 2017–2020 strategic areas of intervention

Eurofound invests substantially in monitoring and anticipating key EU policy initiatives in its strategic areas of intervention, tailoring its information to provide an input from a very early phase of the development process onwards. Relationship-building with key actors and with priority target organisations, as well as the identification of policy 'hotspots' at EU level are important vehicles for providing an input to policy discussions and development. The following illustrations from the 2017 key performance data demonstrate the results of these investments. First examples are mentioned by strategic area of intervention of Eurofound's 2017–2020 programme. This is followed by focusing on one key policy development the European Pillar of Social Rights.

Eurofound's contribution by strategic area

Working conditions and sustainable work

- The European Parliament Resolution of 4 July 2017 on working conditions and precarious employment referred to the Agency's work with a 'call on Eurofound to study how social partners develop strategies to ensure job quality and tackle precarious employment'. It made use of six Eurofound reports covering various areas of intervention: *Flexible forms of work*, *Impact of the crisis on industrial relations*, *New forms of employment*, *Fraudulent contracting of work* and the *sixth European Working Conditions Survey (EWCS)*. The overview report of the latter was published at the end of 2016 and was very broadly referenced during this reporting year. This was also the case at national level, for example in Belgium, with a national report on job quality exclusively based on the data of the EWCS 2015.
- The joint report with the ILO on *Working anytime anywhere: The effect of the world of work* was used in the impact assessment of the directive on work-life balance and in the EC communication to support work-life balance. Reference to the report was also made at national level in Austria and Slovenia respectively.
- Contributions were also made to the Platform on Undeclared Work based on our reports on *exploring self-employment* and *economically dependent workers*.

Industrial relations

- Eurofound findings on social dialogue were reflected in the EESC Opinion requested by the Estonian Presidency of the EU on *the role and opportunities of social partners and other civil society organisations in the context of new forms of work*.
- Eurofound provided an in-depth analysis of 12 Member States on request from EMCO for the review with the social partners of their involvement in the European Semester at national level. This contribution provided additional input to the report *Involvement of the social partners in the European Semester 2017* that was subsequently published early 2018.
- Eurofound contributed to the the chapter on 'Fostering intergenerational solidarity through Social dialogue' of the European Commission's report *Economic and Social Development in Europe 2017*.

Labour market change

- Eurofound's 2016 report *Approaches to the labour market integration of refugees and asylum seekers* was used at the EU social partner's network-building conference 'Labour market integration of migrants, a multi-stakeholder approach'.
- Research findings on NEETs continued to be referenced in many 2017 EU-level policy documents, as well as contributing to a government commissioned report in Finland.
- The report on *Income inequalities and employment patterns in Europe before and after the Great Recession* was used in the European Parliament resolution on minimum income policies.

Quality of life and public services

- A study requested by the European Parliament's Committee on Employment on the risk of precarious work in privatised utilities made use of findings in various Eurofound studies, such as the 2015 publication *Delivering public services: A greater role for the private sector? An exploratory study in four countries*.
- The EP resolution on *Combating inequalities as a lever to boost job creation and growth* made reference to the Eurofound report *Social mobility in the EU*. The rapporteur visited Eurofound with the EMPL delegation and Eurofound staff presented findings of relevance at the EP hearing in May of 2017 (organised by the EMPL committee).

Eurofound's contribution to the European Pillar of Social Rights

This is an illustration of the corporate effort to contribute to a key policy development starting well before 2017 and including ad-hoc requests, references in the programming document alongside a new strategic area on Monitoring convergence in the EU, and re-orientation of a major event.

Eurofound made an active and intense contribution to the development process in the run-up as well as in the follow-up processes with the different institutions and stakeholders and in particular the European Parliament and the European Commission. The announcement by President Juncker of an upcoming Pillar of Social Rights was already taken into consideration during the adoption of the programming document. Ahead of the Commission's proposals, on 19 January 2017, the European Parliament adopted its Resolution on a European Pillar of Social Rights. The resolution made use of seven recent Eurofound findings: on pay, social benefits, inadequate housing in Europe, new forms of employment and the latest working conditions survey.

Eurofound's role regarding the Pillar's principles is acknowledged by the Commission (EC, SWD(2017)201 final; 26.4.2017) as the 'body supporting the work of the Commission, Member States and social partners on working conditions and sustainable work, industrial relations, monitoring structural change and managing restructuring, focusing as well on opportunities and challenges in the digital age, work-life balance, quality of life and public services'.

During 2017, the use of Eurofound's research was visible in various key policy initiatives in relation to the Social Pillar. In advance of the proposal for the revision of the Directive on transparent and predictable working conditions (the Written Statement Directive), Eurofound co-organised a seminar with the ILO on 27 June contributing to the reflection of the European Commission on changing elements of the labour market. Eurofound's findings were extensively used in the five preparatory documents for the Commission's proposal of the revision of the Directive: in the REFIT report; in the inception impact assessment; in the first and second consultations of social partners; and in the analytical report accompanying these consultations.

For the European work-life balance legislative initiative, presentations were made to Vice-President Timmermans and Commissioner Jourova's cabinets ahead of the publication of the directive, to the EP FEMM Committee hearing (28 February), and to the informal EPSCO council meeting in Tallinn (19–21 July), with an ad hoc contribution on flexible working arrangement and work-life balance. Eurofound's estimation of the gender employment gap (a hypothetical cost amounting to €370 billion) was repeatedly mentioned by the Commission when presenting the work-life balance initiative. In addition to the economic analysis, the Commission made reference in text to a number of Eurofound policy pointers on paid leave, flexible working arrangements and working time patterns of men and women (actual and preferred working time).

The recent Commission initiative on access to social protection for people in all forms of employment made extensive reference to Eurofound's report on *Exploring self-employment in the European Union*. Eurofound also prepared a report for DG Employment on *Aspects of non-standard employment in Europe*.

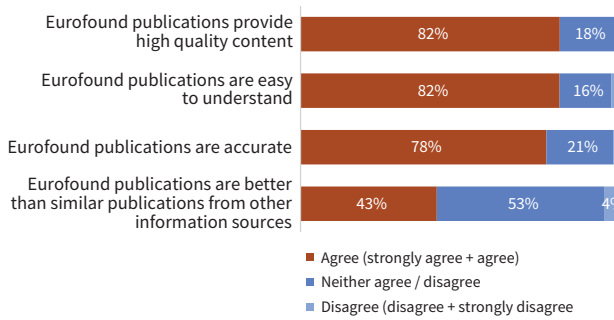
Starting with its participation at the European Commission's Social Pillar conference (on 23 January) Eurofound continued its contribution to the policy debate via presentations at informal EPSCO meetings under the Maltese and Estonian EU Presidencies (on inequalities in the EU labour market and on work-life balance, respectively) and inputs to EMCO and SPC meetings. The Foundation Forum 'Converging economies, diverging societies? Upward convergence in the EU' (on 14 and 15 November) directly contributed to the Social Summit on Fair Jobs and Growth taking place in Gothenburg (on 17 November), where the European Pillar of Social Rights was formally proclaimed. Eurofound was represented by the Director, who brought to policymakers some messages from the Forum. Newspapers at national level referred to the Forum through [a blog article by the Director](#).

The resolution of the European Parliament on the European Pillar in early 2017 called on Eurofound 'to further develop its activities in monitoring job quality and working life throughout its European Working Conditions Survey based on its concept of job quality as comprising earnings, prospects, physical environment, social environment, work intensity, skills use and discretion, working time quality; and called on Eurofound to further develop its research on policies, social partner agreements and companies practices which are supportive of better job quality and working lives.'

It is precisely this that Eurofound's 2017–2020 programming document set out, as reflected in its corporate strategic objective 'To provide scientifically sound, unbiased, timely and policy-relevant knowledge that contributes to better informed policies for upward convergence of living and working conditions in Europe.'

Sound scientific quality

As part of Eurofound’s annual stakeholder feedback survey, the 2017 edition indicated that Eurofound is mentioned in the top three information sources by 52% of the respondents, followed closely by the European Commission (51%). In addition, respondents indicated that Eurofound publications provide high-quality content, are easy to understand and accurate.



Source: Eurofound Stakeholder Feedback Survey 2017, ICF, GfK

Consistent with feedback in previous years, these findings are a positive incentive for Eurofound’s commitment to ensure timeliness, continued relevance and indeed the scientific sound quality of its work. For this reason, one key performance indicator focuses on scientific robustness by monitoring the references to Eurofound’s research in peer-reviewed journals.

In 2017 at least 663 peer-reviewed articles cited Eurofound. The data show the continued relevance of research, as many titles are being referenced long after their year of publication. While the EU-wide surveys are most quoted, other research findings also appear in the top 10, as they do in the lists of most downloaded titles (in earlier years) and the list of most references in EU policy documents. Occasionally, the performance data also capture academic book publications with a country-level focus making use of Eurofound’s work; another proxy for its scientific robustness. An example for 2017 is the book *Labour and Social Transformation in Central and Eastern Europe – Europeanization and beyond* with references to several national contributions by the Network of Eurofound Correspondents (mainly Poland). Similarly, the academic publication *Public Service Management and Employment Relations in Europe – Emerging from the Crisis* contained references to national reports from Slovakia and the Czech Republic.

Year	Title	References in peer-reviewed journals
2012	Fifth European Working Conditions Survey - Overview report	66
2007	Fourth European Working Conditions Survey - Overview report	26
2016	Sixth European Working Conditions Survey – Overview report	19
2015	First findings: Sixth European working conditions survey	15
2012	NEETs – Young people not in employment, education or training: Characteristics, costs and policy responses in Europe	15
2015	New forms of employment	13
2001	Third European Working Conditions Survey	12
2012	Trends in job quality in Europe. A report based on the fifth European Working Conditions Survey	12
2014	Psychosocial risks in Europe: Prevalence and strategies for prevention	10
2003	Preventing violence and harassment in the workplace	8

2 Management and external evaluation control system

2A Management control system

2.1 Overview of Governing Board activities

The 91st Governing Board meeting was held in Dublin on Friday 17 November. During that meeting, the Board adopted the final 2018 Work Programme (subject to adoption of the final budget by the budgetary authorities) and discussed a third draft of the 2019 programme, reflecting the new multiannual programming cycle introduced in 2017.

In between meetings of the Board a smaller equally tripartite Bureau of 11 members (3 representatives of employer and worker organisations, 3 representatives of Member State governments and 2 representatives of the European Commission) met five times. Additionally, tripartite Group meetings were held at Eurofound on 29–30 June and prior to the plenary session of the Board on 16 November.

Board members participated in Advisory Committees and seminars and events including the Foundation Forum.

The Board and Bureau were kept fully informed on progress, potential risk and mitigating measures in the implementation of the work programme.

Regular updates were provided on audit and evaluation activities.

At each meeting both the Governing Board and Bureau were informed by the representatives of the European Commission about the cross-agencies evaluation of the EU Agencies under the remit of DG Employment, about the ongoing progress with the revision of Eurofound's founding regulation and, more recently, the proposal to create a new European Labour Authority (ELA).

An extranet set up for the Governing Board as a 'one stop shop' for all Board-related matters allows members to access relevant current information anytime anywhere and also serves as a knowledge repository in relation to older meeting documents and other past data.

Attendance at the Board meeting went up from 68% in 2016 to 71% in 2017. All Bureau meetings (3 in Brussels and 2 in Dublin) were very well attended with at least two members from each Group. The informal June Group meetings which allow attendance of both full and alternate Board members were attended by 40% (38% in 2016).

	Decision	Written procedure/ Board/Bureau meeting	Internal reference number
09/01/2017	Bureau adopted amended final minutes of Bureau meeting, 9 December 2016	EF-B-261-2a	GR-17-306
09/01/2017	Bureau adopted amended final minutes of Bureau meeting, 16 September 2016	EF-B-261-2b	
09/01/2017	Bureau decided that the final draft work programme with amendments could be sent for approval by a written procedure	EF-B-262-2	GR-17-1439
31/01/2017	Adopted Programming document 2018	WPR-17-01-GB	GR-17-1005
10/03/2017	Bureau adopted minutes of Bureau meeting, 20 January 2017	EF-B-263-3	GR-17-4425
23/03/2017	Appointment of reporting officers for appraisal of Director & Deputy Director	WPR-17-02-GB	GR-17-4096
12/05/2017	Bureau adopted minutes of Bureau meeting of 10 March 2017 with amendments	EF-B-264-2	GR-17-8018
09/06/2017	Adopted final 2016 accounts	WPR-17-04-GB	GR-17-8150
09/06/2017	Adopted implementing rules to the staff regulations: decisions on part-time work; setting up a staff committee; protecting dignity of the person and preventing psychological harassment and sexual harassment; non application of Commission decision on maximum duration of recourse to temporary staff	WPR-17-05-GB	GR-17-9199
14/06/2017	Adopted Consolidated Authorising Officer's Report 2016	WPR-17-03-GB	GR-17-8409
14/07/2017	Adopted Implementing rules for archives regulation 2015/496	WPR-17-06-GB	GR-17-3750
17/11/2017	Adopted final minutes of Governing Board meeting, 11 November 2016	EF-GB-91-2	GR-16-20482[v2]

	Decision	Written procedure/ Board/Bureau meeting	Internal reference number
17/11/2017	Adopted the Programming document 2018	EF-GB-91-5	GR-17-17307
17/11/2017	Elected the Chair and vice chairs; Appointed the Bureau members	EF-GB-91-8	GR-17-15962
17/11/2017	Adopted the schedule of meetings of the Board, Bureau and Groups in 2018	EF-GB-91-9	GR-17-14500
17/11/2017	Endorsed the mission charter of the Internal Audit Service (IAS)	EF-GB-91-11	GR-17-15968
17/11/2017	Adopted a decision on implementing rules to the staff regulation (teleworking)	EF-GB-91-12	GR-17-17421
22/12/2017	Adopted amending budget 2017	WPR-17-07-GB	GR-17-21124
22/12/2017	Adopted final draft budget 2018	WPR-17-08-GB	GR-17-21123

2.2 Major activities

Eurofound has operated in a dynamic environment. EU leaders pledged to work towards ‘a social Europe’ and agreed on a European Pillar of Social Rights as a package of new legislative and non-legislative proposals. The President of the European Commission announced plans for a European Labour Authority. The intention is to build the Authority on existing structures and agencies (including Eurofound). The Agency is also awaiting the results of the trilogue between the key EU institutions on its new founding regulation, as well as the outcomes of the evaluation of the four Agencies within the remit of DG EMPL (see also section 2B). All these developments will have their conclusion in 2018 and beyond.

The year 2017 was the first year of the new four-year programme *Towards upward convergence 2017–2020*. Much effort of management was devoted to ensuring a smooth implementation of the corporate strategic priorities, the new activities, and accompanying organisational adaptations.

Organisational development

It started with a launch event for all staff to introducing a joint research and communication activity-based programme and, as follow-up from the 2016 staff engagement survey, an update on the Agency’s mission and vision, continued with additional work on a cross-unit implementation of its vision with the aim to strengthen collaboration and coherence (‘one Eurofound’ and mutual support). The management team adopted a Code of Conduct and it committed to a Leadership Programme that will continue into 2018.

To support the activity-based approach of the programming document, the reorganisation of the Research function was implemented with three redefined units and a changed management structure. This comprised the creation of a new role, Chief researcher/Coordinator, two newly appointed Heads of Research Units and the introduction of Activity Coordination roles and new arrangements in administrative support. This structure was supported in

its activities by a newly created Virtual Project Management Office and a comprehensive project management development programme with revised implementation guidelines (as per recommendation from the 2016 Internal Audit).

The medium-to-long term objective is to simplify the structure and reduce the number of units in the Agency. The retirement of the Head of HR in 2018 affords the opportunity to prepare a restructuring of the current support functions in order to strengthen collaboration. It should exploit synergies and efficiencies as also suggested in the Commission observation of July 2017 on Annex 3 (Organigram) of the 2018 Programming document. Work is ongoing, with decisions on the structure and implementation timeframe expected between July 2018 and January 2019. Staff involved will be consulted on the more detailed aspects of the change and its implementation.

Corporate sustainability is the responsibility of an organisation for the longer-term and wider impacts of its decisions and activities on society and the environment. More and more agencies report on the environmental and societal impact of their activities in addition to their economic and strategic performance. What would be the best application in Eurofound’s context is the question that was addressed in 2017. The investment for introducing more specific environmental management standards is being looked at as the most likely first implementation of corporate sustainability reporting.

Developments in operational areas

Eurofound successfully tendered for a new four-year contract period with a Network of Eurofound Correspondent in each Member State. our ‘national antenna’ that allows us to provide a European comparative perspective for policymakers.

In order to broaden its network of experts, the Agency launched a call for expression of interest for experts who may be asked to advise on planned research approaches and methodologies, or to carry out a peer review. Experts on the list can be invited on an ad hoc

basis over a period of a maximum five years. As a separate exercise, Eurofound selected two academic experts as members for its Advisory Committees in each of its four knowledge areas (Working life, Industrial relations, Employment and Quality of society).

The 2017 programme of internal knowledge exchange covered 11 seminars. The topics reflected the new activities and strategic challenges of the 2017–2020 programme (digitalisation, open science, future of the surveys) while there were also opportunities for exchanges with the ILO (on the global wage report) and the European Commission (on *Employment and Social Developments in Europe 2016*)

During the year, Eurofound continued investing in cooperation and good relations with other EU Agencies and international organisations. It implemented actions agreed in annual plans with sister Agencies EU OSHA, FRA, EIGE, ETF and Cedefop.

With the European Centre for the Development of Vocational Training (Cedefop), Eurofound is cooperating in jointly preparing the next European Company Survey. An ad hoc steering group on this subject meets on a regular basis. Eurofound and the European Institute for Gender Equality (EIGE) exchanged information and knowledge on various subjects as agreed in the annual plan, for example findings on gender differences in the fourth EQLS report; development of the Gender Equality Index, and gender segregation in education, training and the labour market. EIGE comments were received on the draft Eurofound study on *Working time patterns for sustainable work*.

With the European Agency for Safety and Health at Work (EU OSHA), there is a regular exchange of information on, for example self-employment, working time patterns, the issue of burn-out, older workers, foresight as well as on planning and work in committees of both agencies. Eurofound and the European Training Foundation (ETF) agreed to conduct preparatory work for the analysis of the fourth ECS data (fieldwork in 2018–2019), particularly in relation to the candidate countries. Exchange of information and knowledge on social partnership is also foreseen. A knowledge-sharing seminar (web-based) on quality assurance in analytical work is planned.

The Fundamental Rights Agency (FRA) and Eurofound have been in touch on social and employment dimensions of the Fundamental Rights Survey. Members of staff were invited to participate in meetings set up by the sister Agency, for example on labour market integration of refugees and on potential new research on discrimination against migrants.

As regards other international organisations, Eurofound, within its framework of cooperation with the International Labour Organization (ILO), continued joint work on monitoring and reporting on working conditions in a global perspective (a report will be published in 2018). A joint Eurofound-ILO report on the effects of telework and ICT-based mobile work on the world of work was published in February 2017. There has been an ongoing exchange of information and knowledge on social dialogue and collective bargaining issues, including a Eurofound contribution to the ILO publication (2017), *Talking through the crisis: social dialogue and industrial relations trends in selected EU countries*. Eurofound has also peer-reviewed ILO work on youth unemployment.

Exchanges and technical cooperation with the Organisation for Economic Cooperation and Development (OECD) continued likewise, in the area of job quality measurement, quality of life and other activities. Eurofound and OECD jointly hosted an international conference on social mobility in May 2017.

In 2017 Eurofound continued to be the ‘outgoing’ member of the troika charged with coordination of the Network of EU Agencies until 1 September 2017. In this capacity, the Agency has contributed to the Network meetings in February and July and helped, among other things, to get the structure established and approved for the new Shared Services Office to be located in Brussels. From 2018 on, this office will help the Network to achieve savings by providing support for shared services and professionalising the Network’s administrative and secretarial support. Through active participation in various sub-networks (procurement; performance development, communication and ICT) Eurofound staff contributed to the development of methods for calculating and reporting on costs and savings of shared services. It leads a working group on the implementation of Sysper (the European Commission’s HR software) for Agencies. It also prepared a thorough feedback process on the use of the guidelines and templates for the programming document. Following endorsement by the Network it is expected to work with the Commission on a review.

2.3 Budgetary and financial management

General development

In 2017, developments in financial management were guided by the overall objective of increased efficiency, automation and the reduction of potential risks inherent to financial transactions and systems.

The final phase of the project on Business Process Improvement (BPI) in the area of processing specific commitments, recovery orders and credit operations electronically became operational in the beginning of 2017. It focused on improvements to the financial workflows, with the aim to reduce the process duration and remove paper copies for processing all financial transactions electronically. Later on during the year, the BPI team focused on the procurement process, developing recommendations for using electronic workflow tools, including software for authenticated digital signatures which should be tested and piloted in 2018.

The new guidelines for the implementation of the activity-based budgeting (ABB) and activity-based management (ABM) approach introduced in 2016 for the new programming period 2017–2020 were further developed. The planning and reporting of Eurofound's expenditure is presented in 14 Activities. As a result of the mandatory time-recording implemented in January 2017, the data for actual consumption of staff resources is now included as part of the total activity costs. Some changes were proposed in the guidelines during the year in order to make them fully aligned with the business requirements and, therefore, the final version of the guidelines was made available in February 2018.

Financial performance

The provisional financial statements for 2016 were submitted to the Commission and the Court of Auditors by the deadline of 1 March 2017.⁴ The audit visit of the external auditors, Mazars, took place from 6–10 March 2017. Eurofound achieved a 'clean' audit report. The final financial statements were submitted on 1 July 2017.

The budget outturn account for 2017 was sent to the Commission in early January 2018 (see table on p.26).

The establishment and implementation of the budget of Eurofound must comply with the principles of unity and budget accuracy, annuity, equilibrium, unit of account, universality, specification and sound financial management, which require effective and efficient internal control and transparency. The budget implementation was 100%. This represents the commitment rate of the Commission subsidy and other general appropriations (so-called C1 appropriations); the figures are similar with the previous year (100%). Cancellations of commitment appropriations relating to the Commission subsidy were approximately €2,000 (€2,000 also in 2017).

Actual carry-over appropriations of €3,947,000 (€3,120,000 in 2016) related for the most part to multiannual projects, Network of Eurofound Correspondents and the fourth European Company Survey, that were implemented mainly in accordance with the 2017 Work Programme. Additionally, they consist of the reallocated budget funds to urgent facilities, buildings and ICT infrastructure improvement projects in Title 2 at year-end.

The cumulative planned carry-overs of €2,742,000 were established during the first quarter of 2017 by basing them on initial project, contract and procurement plans. Actual cumulative carry-overs were about €1,200,000 more than originally planned. In Title 1, the actual carry-over appropriations were €45,000 more than planned and are partly caused by some catering invoices which could not be paid and partly due to training services delivered in 2017, but not yet invoiced in 2017. In respect of Title 2, there was €590,000 more in carry-overs, mostly arising from the reallocated funds to urgent projects for which funds were only secured at year-end. In Title 3, there was altogether €570,000 more in carry-overs than initially planned. Therefore, about €70,000 arose from unsuccessful or delayed procurements as well as delayed payments due to shortcomings of a few contractors' performance. The remaining €500,000 is due to 'frontloading' of costs for the fourth ECS (use of 2017 funds ahead of initial project plan). Different to usual 'unplanned' carry-overs which might indicate delays in programme implementation, this €500,000 was actually spent ahead of time.

⁴ The accounts are kept according to the requirements of Eurofound's Financial Regulation, which was adopted on 23 December 2013 by the Governing Board to be applied from 1 January 2014, in accordance with the rules for application and with the Accounting Manual of the Commission. More precisely, they are kept in accordance with Articles 76 to 90 of the Financial Regulation and Articles 185 to 227 of the rules for application. From 1 January 2015 and according to Article 85 of the Financial Regulation, the accounting rules and methods and the harmonised chart of accounts to be applied by Eurofound shall be adopted by the Commission's Accounting Officer (also according to the General Financial Regulation of the Commission – Article 133). Therefore, the accounts for the year 2016 are kept in accordance with the Commission's Accounting Officer's decision dated 28 December 2004, where 17 accounting rules and a harmonised chart of accounts are defined.

The cancellation rate of appropriations carried forward from 2016 to 2017 decreased in comparison to the previous year. €38,000 or 1.2 % of all appropriations carried forward were cancelled (€ 94,000 or 3.6% at the end of 2016).

Budget 2017

On 23 December 2016, the Governing Board adopted the final budget 2017 by written procedure. The information received from the Commission (Budgetary circular 2014) requested still a nominal freeze of the subsidy for 2017 at the level of the 2013–2016 figure of €20,371,000. The total budget was €20,571,000.

Amending budget 2017

The amending budget was approved on 23 December 2017. All revenue and expenditure budget lines were adjusted according to the latest forecast as of end-November 2017 to give a clear and transparent view of the forecasted budget execution. The changes and transfers of funds between the different budget

lines made it possible to achieve a high budget execution. The total amending budget amounted to €20,480,000.

Budgetary reporting and results for the financial year 2017

The complete report on budgetary management 2017 is part of Eurofound's financial statements.⁵ These will be published on Eurofound's website by 1 July 2018. The initial budget allocation at activity level and their final execution is shown in Annex 5.

Overview of budgetary revenue and expenditure

The overview of budgetary revenue and expenditure is presented below. The first table shows the original and amended budgeted revenue as well as the actual revenue collected. Similarly, the second table shows the originally budgeted and amended expenditure followed by the final budget appropriations entered and committed in the financial system.

Revenue (general appropriations and assigned revenue) – €			
Type of revenue	Original budget	Amending budget	Actual collected
EU subsidy	20,371,000	20,371,000	20,371,000
IPA (Instrument for pre-accession assistance)	pm	0	0
Revenue for services rendered / other miscellaneous	200,000	109,000	69,843
	20,571,000	20,480,000	20,440,843

Expenditure (from general appropriations and assigned revenue) – €				
Title	Original budget	Amending budget	Final appropriations	Actual commitments
Title 1 – Staff	13,020,000	12,861,065	12,860,422	12,859,533
Title 2 – Administration	1,400,000	1,894,991	1,900,990	1,899,597
Title 3 – Operational	6,151,000	5,723,944	5,718,589	5,715,991
Total	20,571,000	20,480,000	20,480,000	20,475,121

⁵ <http://www.eurofound.europa.eu/financial-information-2017>

Budget outturn account

The budget outturn account is summarised in the following table. The balance of the budget outturn account for the financial year 2017 shows a small budget deficit of -€1,719 arising from exchange rate losses for the year. The small deficit will be offset against the 2018 funds. The previous year showed a surplus of €488.92 which had to be returned to the EU budget.

Waivers/Renunciations

There were no waivers of recovery orders in 2017.

BUDGET OUTTURN ACCOUNT FOR THE FINANCIAL YEAR 2017		
	2017	2016
REVENUE		
Balancing Commission subsidy	+ 20,371,000.00	20,371,000.00
Other subsidy from Commission (Phare, IPA,...)	+ 160,000.00	160,000.00
Miscellaneous revenue (Assigned C4)	+ 13,506.67	9,252.31
Miscellaneous revenue (General C1 5400 and 5900)	+ 141.59	1,803.97
Services Rendered (Assigned R0)	+ 74,476.71	74,476.71
Services Rendered (General C1)	+ 56,195.00	77,690.00
Other income (Letting of Conference Centre)	+ 900.00	900.00
Bank Interest	+ 194.55	194.55
TOTAL REVENUE (a)	20,440,843.26	20,695,317.54
EXPENDITURE		
<i>Title I: Staff</i>		
Payments	- 12,726,774.54	12,537,840.86
Appropriations carried over	- 139,982.69	91,780.72
<i>Title II: Administrative Expenses</i>		
Payments	- 1,083,985.94	1,110,206.69
Appropriations carried over	- 815,611.54	231,791.43
<i>Title III: Operating Expenditure</i>		
Payments	- 2,952,023.50	4,037,878.53
Appropriations carried over	- 3,001,451.93	3,042,517.11
TOTAL EXPENDITURE (b)	20,719,830.14	21,052,015.34
OUTTURN FOR THE FINANCIAL YEAR (a-b)	-278,986.88	-356,697.80
Cancellation of unused payment appropriations carried over from previous year	+ 37,528.29	93,802.14
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+ 241,458.60	265,372.16
Exchange differences for the year (gain +/-loss -)	+/- -1,719.71	-1,987.58
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR	-1,719.70	488.92
Balance year N-1	+/- 488.92	7,126.97
Positive balance from year N-1 reimbursed in year N to the Commission	- -488.92	-7,126.97
Result used for determining amounts in general accounting	-1,719.70	488.92
Commission subsidy - agency registers accrued revenue and Commission accrued expense	20,371,000.00	20,370,511.08
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1	0.00	488.92

2.4 Human resources management

A staff management plan for 2017–2021 was included in the programming document setting out to achieve full staffing, apart from recently occurring vacancies. This was achieved and so too the 5% reduction in staffing levels by 2017. The number of posts in the approved staff table reduced during 2017 from 93 to 91. By year end, there were 97.8% of posts filled, with 89 officials and temporary agents serving.

In spite of previous indications that it might not be possible, Eurofound achieved the full 10% staff reduction by early 2018, thus complying with the Commission's 2013 Communication on this matter. In planning these staff cuts, every effort was made to minimise the impact on operational activities, but, on the other, seeking to ensure that Eurofound will continue to be able to discharge its statutory and reporting responsibilities. In this context 50% of staff reductions were sourced from administrative support and neutral activities (from 29.11% of staff overall) and the remaining 50% from operational activities (from 70.89% of staff overall).

On 31 December 2017, the staffing (including trainees and contract staff) situation was as follows:

Contract	Category	Number
Temporary Agent 2a	AD	2
	AST	0
	Total	2
Temporary Agent 2f	AD	38
	AST	38
	Total	76
Temporary Agent 2b (filling an Official post)	AD	0
	AST	1
	Total	1
Official	AD	6
	AST	5
	Total	11
Contract Agent	FG IV	4
	FG III	2
	FG II	2
	FG I	2
	Total	10
Trainee	Total	9
SNE	Total	1
Interim	Total	0
Overall Total		110

There were three recruitments in the period January–December 2017:

Surname	Forename	Job title	Start date	Contract type
Blomsma	Martin	Policy Adviser	01/03/2017	Seconded National Expert
Guido	Bruno	HR Project Officer	15/03/2017	Contract Agent, FGIV
Massaro	Alessandra	Programme Administrator, FOME	01/12/2017	Contract Agent, FG III

Selection procedures or recruitments:

Role Title	Contract Type	Category/Grade
Research Officer – Unit A	Temporary Agent 2f	AD5
Research Officer – Unit B	Temporary Agent 2f	AD5
Legal and Internal Control Officer	Contract Agent	FG IV
Research Manager	Temporary Agent 2f	AD7
Survey Data Support Officer	Contract Agent	FG IV
Data Officer – Online Resources	Contract Agent	FG IV
Administrative Support Assistant	Contract Agent	FG II
HR Project Officer	Contract Agent	FG IV
Graduate Traineeships	Trainee	n/a

The Programme Administrator for the pilot project on the Future of Manufacturing in Europe (FOME) is not part of the Establishment plan. Eurofound receives separate funding for this pilot project. The recruitment for the administrative support assistant is aimed at setting up a reserve list.

Staff roles

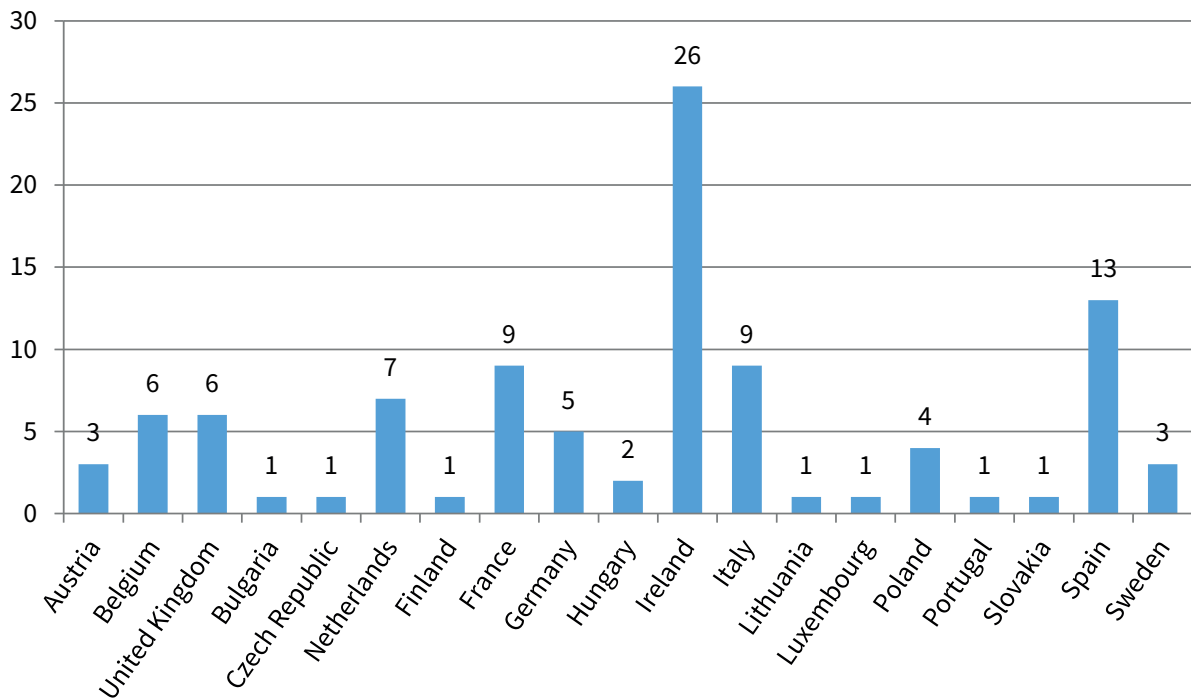
Steps have also been taken to regularise the distinction between the roles of staff on temporary agent 2f contracts and those on contract agent contracts. Where appropriate, the job descriptions are being reviewed, usually in the context of highlighting that the roles of staff who are on temporary agent contracts carry a higher level of responsibility. Role titles are also being reviewed.

Promotion and reclassification of staff

In view of budget restrictions, it was not possible to promote or reclassify all staff that might have been deserving of particular recognition. Preference was given to staff in lower grades, with particular reference to the responsibility and complexity of their role. Decisions were taken following an extensive process of consultation. A number of complaints were received from staff whose names were not included on the initial list and considered by the Joint Promotions Reclassification Committee, which reported with its recommendations to the Director. The final list of 11 staff included six at administrator level, four at assistant level and one contract agent.

The following graphs illustrate the staff capacity by geographical distribution and by gender

Geographical Distribution of Statutory Staff (incl. SNE)



Gender balance of all statutory staff

Female			Male		
Contract agent	FG I	1	Contract agent	FG I	1
	FG II	1		FG II	1
	FG III	1		FG III	1
	FG IV	1		FG IV	3
Official	AD	3	Official	AD	2
	AST	5		AST	1
Temporary agent	AD	15	Temporary agent	AD	25
	AST	26		AST	12
Total		53	Total		46

Gender balance senior and middle management team

	Number of Staff	Percentage
Female	5	50%
Male	5	50%

Job screening – 15 December 2017

	Job screening category																				
	Administrative support and Coordination										Operational				Neutral						
	DOC	HR	IA	ICT	LOG	RES DIR/HOA	LEGAL	COMM	GEN COORD	POL COORD	TOP COORD	PGM M/IMPL	EVAL	GEN OPER	FIN/CONT	LING					
Totals 2017	1	4	0	6	11	2	0	0	1	0	23.9	7	67	1	13	87.9	12	0	12.2		
as percentage											19.27%					70.89%					10.00%
Totals 2016	1	3	0	7	11	2	1	0	1	0	24.9	6.2	65	1.2	12.5	84.9	12.2	0	12.2		
as percentage											20.41%					69.59%					10.00%
Totals 2015	1	4	0	7	11	1	1	0	2	1	27.8	6	70	1	18.2	95.2	13	0	13		
as percentage											20.44%					70.00%					9.56%

It will be seen that year-on-year there is a relatively high level of stability in allocation of resources across the three main function areas. The variance is attributable mainly to contract agent vacancies waiting to be filled. Such posts may not be included in the job screening methodology, unlike officials and temporary agents where vacancies may be counted.

Learning and development

In 2017 the training programme for project management started in 2016 was continued. Researchers were in-house trained in multilevel modelling, intellectual property and Nvivo.

Individual staff members attended external training related to, for example, data protection, multilevel analysis, SPSS and Combining Data-sets.

The MAC started with a Management Development programme which will continue in 2018. In-house facilitated team building sessions, supported by individual coaching, were organised to strengthen collaboration and trust.

Regulatory issues

Staff Regulations and Implementing Rules

The reformed Staff Regulations required the application of the new Implementing Rules adopted by the Commission. Under Article 110.2 of the Staff Regulations, all Implementing Rules adopted by the Commission enter into force by analogy in the Agencies nine months after the Commission informs the Agencies of their adoption. In certain cases, where the procedure adopted for the Commission is considered to be too heavy, Agencies may opt out and a Model decision is developed by DG HR, in collaboration with the representatives of the Agencies, through the Standing Working Party (SWP). Eurofound has acted in the role of cluster representative on the SWP since July 2016 following a decision of the Network of EU decentralised Agencies (EUAN).

During 2017, Eurofound adopted the following Model Decisions on:

- Prevention of harassment
- Setting up of a staff committee
- Maximum duration for recourse to non-permanent staff in Commission services

The Commission has adopted decisions in relation to:

- Teleworking
- Implementation of a learning and development strategy
- Mission guide
- Whistleblowing
- Types of post/post titles
- The function of adviser
- Middle management
- Engagement of contract agents

These will be submitted to the Governing Board for adoption in due course.

During 2017, the following Decisions entered to force by analogy:

- Appraisal of middle managers

The SWP is finalising Model Decisions on:

- Dealing with professional incompetence (officials)
- Engagement of contract agents
- Types of posts and post titles

Decisions that are in the pipeline are:

- Outside activities
- Administrative enquiries and disciplinary procedures

The Staff Committee and Union Syndicale are consulted during the development of the Model Decisions and feedback is sent through the Agency cluster

representatives on the SWP. Under Article 110 of the Staff Regulation, all decisions to opt out of the Rules and decisions to adopt Implementing Rules before the expiry of the specified nine-month period must be submitted to the Governing Board. Model Decisions, after signature by the Commissioner, must be submitted for adoption by the Governing Board if Eurofound wishes to adopt the Model Decision in preference to the Implementing Rule.

Salaries review

Following findings by the Court of Auditors which established that there were inconsistencies in the accuracy of multiplication factors applied to staff salaries, Eurofound requested the assistance of the Audit Service of the European Union Intellectual Property Office (EUIPO) in reviewing the overall operation of the salaries function. The audit report concluded that the process was being run in a proper and satisfactory manner but made a number of recommendations, focused primarily at ensuring proper resourcing of the function and strengthening the documentation and transparency of decision-making. The report also recommended that there be one final check of all multiplication factor calculations to ensure that all staff were being paid the correct salary. The multiplication factor issue is a historical problem dating back to August 2005 and arose from the application of a methodology advised by the Commission but which did not fully reflect the fine detail of the transition provisions of the Staff Regulation (Annex XIII). The first action taken following the delivery of the report was the recruitment of a HR project officer, to address the resourcing issue and to assist with the implementation of the recommendations of the report. The recheck of the multiplication factors for all staff serving on 4 August 2005 will be conducted by an external contractor. Initial meetings have taken place between Eurofound and the contractor, PwC, to develop an appropriate methodology based on Article 7 of Annex XIII, Staff Regulations. The collaboration of DG HR has also been requested.

Article 90

A number of requests for decisions under Article 90 (1) of the Staff Regulation were received and decisions were given. Two related complaints under Article 90 (2) of the Staff Regulation were received and these have also been replied to.

Following a data breach involving confidential and sensitive personal data, Eurofound is involved in legal correspondence. Decisions have also been taken to launch administrative inquiries to look into this matter and issues relating to an Article 90.2 complaint.

Ethics and integrity

A number of workshops on ethics and integrity were delivered in November and December 2017. Attendance at these workshops was mandatory for all staff. It was the second year to organise this programme as a

commitment to strengthen ‘ethics and organisational values’ and a zero-tolerance approach to fraud.

Social dialogue

Elections to the Staff Committee were held in early 2017. A new Executive of the Union Syndicale was also elected. During 2017, both staff representative bodies have been involved in consultations by management on organisational development issues, and on recruitment and regulatory matters through the Joint Working Group and the quarterly Joint Directorate Staff Committee meetings. In all nine formal meetings were held in addition to informal consultations and breakfast meetings between the Director and the Staff Committee.

2.5 Assessment by management

Ex-post verification

In line with the Procedure Note on Ex-Post Verification, there were three ex-post verification periods. A review of the procedure was undertaken in 2017 and the conclusions were accepted by the Internal Control Committee. The review took place to look for efficiency gains. It was decided to drop ex-post verification of salaries and social contributions as no errors had been found since the ex-post exercise started in 2011 and the ex-post verification of salaries did not add any real value to ensuring the process is correct. Furthermore a top-down approach (in value) in selecting payments is used instead of a random selection.

The second and third exercises were conducted according to the updated procedure, in which the ex-post verification of reimbursements for recruitments, missions and participants’ meetings expenses took place. The results are outlined below:

Ex-post verification of payments 1 January– 31 December 2017

Type	Sample size	Total sample verified in 2017	Outcome
Reimbursements for interviewees (BL 1180)	5%	3	No reimbursements in 2017
Missions (BL1300)	10%	3	4 errors in total concerning values between 36 and 165 Euro and all corrected.
Participants’ expenses (BL3040 and 3042)	5%	69	1 error found with a material loss of just under €150.

Recommendation from 2017 annual report:

Agreement was sought from the Internal Control Committee (ICC) whether the ex-post verification exercise can be extended to other recurring and/or low value payments to be specified to reduce the burden of

the ex-ante verification. The ICC endorsed this recommendation for implementation during 2018.

Recording exceptions

Article 44.2 of the Financial Regulation requires the Authorising Officer to put in place internal management and control systems and procedures suited to the performance of his/her duties. An essential building block of the internal control system is to have appropriate arrangements in place to ensure that all instances of overriding of controls or deviations from established policies and procedures under exceptional circumstances are documented, justified and approved at an appropriate level before action is taken.

Nine exceptions were recorded during 2017. Four related to Rules for reimbursement; three were based on the Financial Regulation and Rules for Application (procurement and contract management), two were exceptions of Eurofound's procedure related to participation in tendering. The material impact was well below €1,000. Mitigating actions to avoid future similar necessities for exceptions were implemented during the same year.

Advisory committee on procurement and contracts

The Advisory Committee on Procurement and Contracts (ACPC) gives an opinion on contract proposals with a value of €250,000 and over. The committee met three times during 2017 and examined 30 dossiers.

The ACPC also carries out an annual ex-post check on a sample of files, each of a cumulative value of between €60,000 and €250,000. For 2017 this involved examining four randomly selected files from a total of 21 contracts awarded during the year.

While specific comments and recommendations were made by the ACPC in relation to individual dossiers, the ACPC was satisfied overall that procedures were adhered to in the dossiers examined as part of this ex-post check. In general, the documentation was considered to be of good quality. The four sample dossiers selected for this ex-post check represents approximately 20% of the total procurement dossiers within the contract value category for 2017. This was considered sufficient for the soundness of the ex-post check.

2.6 Assessment of audit results during the reporting year

Internal Audit Service (IAS, European Commission)

During 2017 the IAS and Eurofound agreed to carry out a performance audit on 'Prioritisation of activities and allocation of resources (HR and financial)' in early 2018.

The topic was agreed on the basis of the Strategic Internal Audit plan 2015–2017. The IAS intends to also perform a new full risk assessment. This engagement is envisaged to start in the second half of 2018 and to serve as a basis for the preparation of the new Strategic Internal Audit Plan (SIAP) covering the period of 2019–2021.

European Court of Auditors

The European Court of Auditors (ECA) acts as external auditor for Eurofound. Although the last revision of the Financial Regulation stipulates the use of a private audit firm for auditing the accounts this does not change the role of the ECA as having to provide a final opinion on the reliability of the accounts, on the legality and regularity of the transactions underlying the accounts.

The accounts for the financial year 2016 were audited by Mazars Ireland and their opinion was forwarded to the Court. The Court's report on the annual accounts for the financial year 2016 was published on 6 December 2017 (2017/C 417/34).

As in previous years, the Court issued a statement of assurance that Eurofound's 'annual accounts present fairly, in all material respects, its financial position as at 31 December 2017 and the results of its operations and its cash flow for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer'. Furthermore, the Court confirmed that 'the transactions underlying the annual accounts ... are legal and regular in all material respects'.⁶

In its comments to the statement of assurance the ECA points out that underpayments and overpayments of salaries to staff were found. The reason for this goes back to the transition to the new Staff regulations in 2005 when the multiplication factor on salaries was not correctly determined. Eurofound corrected all underpayments, but will not recover the overpayments (in line with Article 85 of the current Staff Regulations). The suggested full evaluation of the payroll function was implemented through an internal auditor of another Agency. Furthermore the Court referred in its report to the audit of the Internal Audit Service of the Commission on Project management. At the time of the Court's audit Eurofound had already agreed with the IAS on an action plan to strengthen project management and will follow up on it. Finally, the Court mentioned the level of carry-overs in title III (operational expenditure) As in previous years and with the agreement of the Court, Eurofound distinguishes between planned and unplanned carry-overs. In 2016 the Agency had planned carry-overs of €3 million (as communicated to the Court) while the actual carry-overs amounted only to €2.8 million. The lower-than-planned figure was achieved due to timely project delivery, prompt payments to the contractors in combination with budget reductions in Title III required to balance a shortfall in Title I.

⁶ Report on the annual accounts of the European Foundation for the Improvement of Living and Working Condition for the financial year 2014: http://www.eca.europa.eu/Lists/ECADocuments/EUROFOUND_2014/EUROFOUND_2014_EN.pdf

2.7 Follow-up of audit plans, audits and recommendations

Follow-up of audit plans, audits and recommendations from the Internal Audit Service 2017		
	Recommendation	Action from Eurofound
1.	Project management governance: clarification of roles and revision of guidelines (priority: Very Important)	Revised guidelines with overview of roles and responsibilities. Information sessions with staff completed in December (Actions completed; recommendation is closed)
2.	Project monitoring and reporting: addition of data on human resources -relates to roll out of full Activity based costing in 2017 (priority: Very Important)	Activity based costing was rolled out for the full year of 2017, including project-based time recording. Data will be published in the CAAR 2017 (June 2018) (Downgraded to Important)
3.	Project planning: workload allocation and deadline planning (priority: Important)	Implementation of various measures to support workload allocation, e.g. skills database, training in planning techniques (Actions completed; recommendation is closed)
4.	Project management information system: strengthen data quality check (priority: Important)	Addition of validation controls in the system, usability feedback part of ICT strategy survey 2018 (Actions completed; recommendation is closed)

2.8 Follow-up of observations from the discharge authority

The discharge report for the year 2016 was adopted by the European Parliament on 18 April 2018. It grants the

Director discharge in respect of the implementation of the budget for the financial year 2016 and approves the closure of the accounts for that year. The specific observations in relation to Eurofound are commented on and addressed in the following table.

Observations for discharge 2016	Comments and actions taken
Comments on the legality and regularity of transactions	
1. Notes from the Court's report that in the Court's 2014 report, it reported underpayments to staff for the period 2005 to 2014 in relation to the transition to the new Union Staff Regulations in 2005; notes that, although the reasons for the underpayments (2014: non-respect of minimum guaranteed salaries; 2015: wrong multiplication factor on salaries) are different, the Court has again found underpayments (EUR 43,350) and some overpayments (EUR 168,930), affecting 30 active and previous staff members; notes that the Foundation corrected all underpayments, but will not recover the overpayments (in line with Article 85 of the current Staff Regulations); calls on the Foundation to analyse again any possible mistakes in relation to the transition to the 2005 Staff Regulations, carry out a full evaluation of its payroll function and report its findings to the discharge authority; acknowledges from the Foundation that a comprehensive internal audit of the payroll function took place in April 2017; notes that the Foundation is awaiting the final report and due regard will be given to any recommendations made; calls on the Foundation to report to the discharge authority on the corrective measures that will be taken.	1. A full audit of the payroll function was done by an independent internal auditor from another Agency. The report was received and the following actions taken: <ul style="list-style-type: none"> o further review on the multiplication factor, o formalisation of salary processes through implementation of the Commission's SYSPER software started, o better documentation of files and procedures, o periodic review and revision of documents and processes, o additional resources to the payroll function were assigned
Budget and financial management	
2. Notes with satisfaction that the budget monitoring efforts during the financial year 2016 resulted in a budget implementation rate of 99.99% and that the payment appropriations execution rate was 84.80%, representing a decrease of 2.55% compared to 2015;	2. Eurofound strives for full implementation of its budget which was achieved in 2016 as well as in 2017.
3. Expresses concern about the negative budgetary impact of the growing Irish country coefficient which increasingly risks undermining the financial capability of the Foundation to deliver on its mandate; expects action to be taken by the Institutions of the Union to offset the effects;	3. The budgetary impact of the Irish country coefficient increase was about 1 million EUR for 2016 compared to 2013 (increase from 109.1 in 2013 to 118.3 in 2016). In 2017 the coefficient has further increased to 119.8. In June 2017 the Commission was approached to partly cover the additional funding requirement, but to no avail. Eurofound would highly appreciate action to be taken by the Institutions to offset the severe budgetary consequences of this increase which is outside Eurofound's control.

Observations for discharge 2016	Comments and actions taken
Commitments and carryovers	
<p>4. Notes from the Court's report that the level of committed appropriations carried forward to 2017 was high at EUR 2,800,000 (43%) for Title III (operational expenditure), compared to EUR 2,100,000 (31%) in 2015, mainly in relation to projects (studies and pilot schemes) going beyond the year end; takes note that the Foundation may consider introducing differentiated budget appropriations in order to better reflect the multiannual nature of operations and unavoidable delays between the signature of contracts, deliveries and payments;</p> <p>5. Acknowledges that the Foundation, with the agreement of the Court, distinguishes between planned and unplanned carry-overs; notes that in 2016 the Foundation had planned carry-overs of EUR 3,000,000 while the actual carry-overs amounted to only EUR 2,800,000; notes, moreover, that the Foundation is carefully considering introducing differentiated budget appropriations;</p> <p>6. Notes that carry-overs may often be partly or fully justified by the multiannual nature of the agencies' operational programmes, do not necessarily indicate weaknesses in budget planning and implementation and are not always at odds with the budgetary principle of annuality, in particular if they are planned in advance by the Foundation and communicated to the Court;</p>	<p>4. - 6. Eurofound welcomes this well-balanced observation by the Parliament. Indeed, most of the carry-overs were justified as they were planned from the outset of the Planning document and communicated to the Court.</p> <p>While Eurofound has not finalised its assessment on differentiated appropriations yet, it was already found that the possible benefits of showing lower carry-overs might not outweigh the additional administrative burden linked to the implementation of differentiated appropriations.</p>
Procurement	
<p>7. Notes that the Foundation's advisory committee on procurement and contracts (ACPC), which gives an opinion on contract proposals with a value of at least EUR 250,000, did not meet during 2016 as there were no dossiers meeting the criteria; notes in addition that the ACPC carried out an annual ex-post verification of three out of eleven contracts awarded in 2016; notes that the ACPC was satisfied overall that the Foundation adhered to the procurement procedures;</p>	<p>7. As a result of a business process improvement project in relation to procurement it was suggested to discontinue the ACPC. This was also supported by the very low number of tender procedures actually reviewed.</p>
Staff policy	
<p>8. Notes that a job-screening exercise was carried out in December 2016, which shows a relatively high level of stability over the three years in which the screening exercise took place;</p> <p>9. Observes that the establishment plan and staff breakdown provides for 107 posts (officials, temporary agents and contract agents) from December 2016, compared to 108 in 2015; notes with satisfaction that by reference to the number of posts occupied on 31 December 2016, gender balance has almost been met since the ratio is 55,14% female to 44,86% male staff;</p> <p>10. Stresses that work-life balance should be a part of the Foundation's staff policy; notes that the budget spent per staff on well-being activities amounts to EUR 80.21; observes that the average number of sick leave per staff is 6.5 days - lower than in many other EU Agencies but still worrying, and worthy of examination to see if workplace stress is a factor - and that no member of staff was on full-year sick leave;</p> <p>11. Appreciates the fact that there was no formal or informal harassment case reported in 2016; supports the training and information sessions organised to increase the awareness of the staff;</p> <p>12. Notes with satisfaction the fact that the Foundation did not receive any complaints, law-suits or reported cases linked to hiring or dismissal of staff in 2016;</p> <p>13. Welcomes the Foundation's remedial actions undertaken in relation to salary corrections following the Court's reports; notes that an audit of the salaries function was undertaken in Q2 2017 in order to provide additional assurance that the appropriate processes and controls are in place and operating well;</p>	<p>8.-14. Eurofound welcomes the thorough observations and will take action to further analyse the sick leave.</p> <p>The salary correction was already commented under point 1.</p> <p>Eurofound can only confirm and stress the critical staffing level achieved after a 10% cut over the last 5 years. Any further cuts would seriously undermine Eurofound's work abilities.</p>

Observations for discharge 2016	Comments and actions taken
Staff policy (cont'd)	
<p>14. Recalls that staffing cuts have been implemented with great difficulty and reiterates its concern towards any further cuts which would limit the agencies' ability to carry out their mandate;</p>	
Prevention and management of conflicts of interests and transparency and democracy	
<p>15. Notes with satisfaction that workshops on ethics, integrity and anti-fraud were delivered in November and December 2016; notes, moreover, that attendance at those workshops was mandatory for all staff and that those who were unable to attend were required to follow an online programme covering the same topics;</p> <p>16. Notes with satisfaction that the Foundation has in place rules on whistleblowing and that no cases were recorded in 2016;</p> <p>17. Expresses the need to establish an independent disclosure, advice and referral body with sufficient budgetary resources, in order to help whistle-blowers use the right channels to disclose their information on possible irregularities affecting the financial interests of the Union, while protecting their confidentiality and offering needed support and advice;</p> <p>18. Appreciates the fact that the Foundation had no conflicts of interests case in 2016;</p> <p>19. Calls on the Foundation to adopt an ethics code and to inform the discharging authority about alleged and confirmed conflicts of interests, how it has dealt with them, and how it will prevent them in the future;</p>	<p>17. Eurofound will assess the possibilities to establish an independent disclosure, advice and referral body.</p> <p>19. Since 2017 Eurofound has an ethics code in place and is committed to inform the discharge authority about any alleged or real conflict of interest case.</p>
Main achievements	
<p>20. Welcomes the three main achievements identified by the Foundation in 2016, namely that:</p> <ul style="list-style-type: none"> ◦ it completed the sixth European Working Conditions Survey and presented its findings to Parliament on 17 November 2016; ◦ it implemented the last year of its four-year programme cycle with 100% budget implementation and 98% programme delivery and highest level of user satisfaction feedback registered during the four-year period; ◦ the European Pillar of Social Rights package makes reference to recent Eurofound findings: on pay, social benefits, inadequate housing in Europe, new forms of employments and the latest working conditions survey; <p>21. Welcomes the successful implementation of the Foundation's four-year work programme with a high level of organisational effectiveness, as evidenced by an overall improvement of the Foundation's key performance indicators;</p> <p>22. Notes with satisfaction that the delivery of work programme outputs planned for 2016 was 97%, largely exceeding the target of 80%, which is a significant turn-around from the underachievement in the two previous years, and ensures that at the close of the four-year programming period, nearly all scheduled outputs for the final programme year were delivered on time;</p>	<p>No action required.</p> <p>Eurofound appreciates the positive assessment of achievements by the discharge authority.</p>
Internal controls	
<p>23. Notes with satisfaction that the Foundation's internal control coordinator, in line with the prioritisation presented to the bureau of governing board in January 2016, focused on five internal control standards related to its mission and vision, ethics and organisational values, Staff allocation and mobility, risk management process and assessment of internal control standards;</p>	<p>No action required.</p>

Observations for discharge 2016	Comments and actions taken
Internal audit	
<p>24. Notes from the Court's report that, in its audit report dated December 2016, the internal audit service (IAS) highlighted a need to improve the Foundation's management of projects, mainly in relation to governance arrangements, monitoring and reporting; notes with satisfaction, however, that the Foundation and the IAS agreed on a plan to take corrective action;</p> <p>25. Notes that the IAS carried out an audit in project management (PM) with the objective 'to assess the adequacy of the design and the effectiveness of the management and control systems put in place by the Foundation for its PM activities'; notes, in addition, that the IAS report contains four recommendations on the following topics: project management governance, project monitoring and reporting, project planning, project management information system; notes that the IAS accepted the Foundation's action plan for completion by the end of 2017; calls on the Foundation to report to the discharge authority on the progress made;</p> <p>26. Notes with satisfaction that all recommendations addressed by the IAS from earlier audits prior to the reporting year are closed;</p>	<p>24.-25. The implementation of the action plan addressing the IAS findings in relation to project management has been finalised and all agreed actions have been introduced.</p>
Other comments	
<p>27. Regrets the fact that Regulation (EEC) No 1365/75 does not explicitly require external evaluations of the Foundation's activities; notes, however, that the Commission's proposal for a new founding regulation includes the obligation of performing an evaluation every five years; also welcomes the fact that at the moment each of the four-year work programmes is subject to an external evaluation;</p> <p>28. Acknowledges that the 'Foundation' remained an essential contributor to policy development and that the use of its expertise in key Union policy documents remained significant;</p> <p>29. Acknowledges the work of the Foundation during the four-year work programme 2013-2016 From crisis to recovery: Better informed policies for a competitive and fair Europe; welcomes the Foundation's high-quality analysis and policy input as regards living and working conditions, industrial relations and employment and labour market developments, in particular the Overview report of the sixth European Working Conditions Survey and the New Forms of Employment; underlines the importance of the tripartite management of the Foundation which enables a comprehensive overview of the economic and social reality to be conducted;</p> <p>30. Stresses the necessity to maintain strong cooperation between the Foundation and the Committee on Employment and Social Affairs in order to benefit from the Foundation's expertise and to engage in constructive and evidence-based discussions;</p> <p>31. Welcomes the fact that Parliament, the Commission, and other stakeholders are the main users of knowhow provided by the Foundation, and that they are aware of its quality and interest;</p> <p>32. Notes the revision of Council Regulation No 1365/75/EEC(12), which established the Foundation, and welcomes the inclusion by Parliament and the Commission of an explicit reference to the use of external audit reports and evaluations;</p> <p>33. Welcomes the good cooperation between the Foundation and other Union agencies, in particular Cedefop, EU-OSHA, ETF, FRA and ElGE, during the planning and implementation of its work in order to ensure good coordination and synergies in its activities;</p> <p>34. Notes how strongly the Foundation has contributed to combating poverty and fraudulent contracting of work in several actions across the Union.</p>	<p>No action required.</p> <p>Eurofound is fully committed to maintain and further improve the cooperation with all EU Institutions and other Union agencies.</p>

2.9 Report from the Data Protection Officer

During the course of 2017, 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.

Preparations were under way for the introduction of the new General Data Protection Regulation (EU) 2016/679 which comes into force on 25 May 2018, along with a replacement for 45/2001 applicable in the Agency.

Taking account of the impending changes with GDPR, internal procedures and forms were reviewed and updated where necessary. These included internal forms for documenting personal data processing (GDPR obliges controllers to keep records of processing) and forms for notifying data breaches.

The DPO team attended meetings of the DPO network in Tallinn in May and London in October 2017. The DPO was part of a working group looking at a Data Protection Impact Assessment (DPIA) workflow that might be used in the Agencies (a DPIA will be required

for data processing likely to pose a high risk to the privacy of data subjects). In June, the DPO team presented the upcoming changes to Eurofound's management team and set out plans for communicating those changes to staff.

In October, it became apparent that the replacement for 45/2001 might not be available by the May 2018 deadline so preparations continued on the basis of the draft text proposed by the Commission in January 2017. These included reviewing current processes and privacy statements, and anticipating requirements for any new processing planned.

In September, Sarah Hayes, Deputy DPO, was appointed Acting DPO by the Director following the departure of the DPO, Pierre Faller.

Throughout the year, the DPO team maintained close contact with the European Data Protection Supervisor (EDPS), consulting with colleagues for advice and support on data protection matters.

In the 2017 survey by the EDPS, measuring compliance with data protection rules in the EU institutions, Eurofound performed well with regard to the level of completed Article 25 and Article 27 Notifications.

2B Evaluation

2.10 Implementation of evaluation programme

1. Following an open tender procedure, a new inter-agencies framework contract (with eight participating agencies, led by Eurofound) for evaluation and feedback services was successfully put in place with a consortium of ICF SA (Brussels, Belgium) and GfK Belgium NV (Leuven, Belgium), and two further consortia in a cascade, to run for the four-year period.
2. Three ex-ante evaluation activities for the genuinely new activities 'digital age' and 'convergence' as well as for the activity 'survey management and development' have been completed by year-end as planned, and the final reports are available on the Governing Board Extranet. The aim of these ex-ante evaluations was to better define and document the relevance, coherence, intervention logics, intended impact and unique added value for these new activities.
3. The evaluation contractor consortium of ICF and GfK is also involved with a review of the reflections on the future of the surveys, which continues in 2018. Such external expertise will serve as a good start for further internal reflection in advance of the exchange and decision with the Governing Board.
4. The evaluation contract is also used as a resource to support the following projects with relevant methodological support:
 - External evaluation peer review and support for ex-ante evaluations of new activities (see point 2)
 - Economic ex-ante option appraisals for outsourcing options
 - Economic ex-post evaluations of procurements (in the context of Shared Services)
 - Evaluation methodological assistance for the project Employment effects of public or social partner-based innovation support measures and for the project Indicators of labour market segmentation and policies to combat it
 - Online consultation of service providers – support for the project Access of young people to information and support services

2.11 Other monitoring and evaluation activities during 2017

The Eurofound Performance Monitoring System is set up to monitor and report on Eurofound's organisational performance in a reliable and timely manner, providing guidance to the management of Eurofound and learning points for the Agency. It is based on a rich collection of

data on seven key performance indicators (KPIs) and many metrics as well as information from feedback services and evaluation projects.

1. Work on the robustness of data collection and more coherence in reporting was completed at start of quarter 4.
2. The focus for the feedback programme in 2017–2020 is envisaged to be more about the user experience in engaging with Eurofound's contributions through the various contribution channels (rather than traditional user satisfaction).
3. The annual feedback survey was launched at the end of October, providing a wide selection of contacts with the opportunity to give their opinion about Eurofound and its work. The deadline for participating was 1 December 2017. Eurofound is mentioned in the top three information sources by 52% of the respondents, followed closely by the European Commission (51%). Eurofound is the preferred source of information on working and living condition by 50% of the respondents.

During 2017, Eurofound was subject of the external 'cross-agencies' evaluation, together with the other EU agencies under the remit of DG EMPL (Cedefop, EU-OSHA and ETF). This external evaluation was commissioned and managed by the European Commission, and conducted by external evaluation contractors. The evaluation covered the period 2012–2016 and focused on:

- 1) the assessment of the Agencies' work regarding relevance, effectiveness, efficiency, coherence and EU added-value, and
- 2) the future of the four Agencies, gathering new ideas on issues central to their future, including cross-cutting and governance issues.

Eurofound provided relevant data and information to the contractors on request. Eurofound management, staff and stakeholders participated in the field research for the evaluation (staff survey with a response rate of more than 70%, interview programme, stakeholder consultation). In December 2017, two Eurofound management and staff representatives as well as some Governing Board and stakeholder representatives from all four evaluated EU agencies were invited to attend a validation seminar in Brussels on the draft final report of the evaluation, and had an opportunity to provide clarifications and additional information to feed into the final report of the contractors.

3 Assessment of the effectiveness of the internal control systems

3.1 Risk management

The corporate risk register has a multi-annual perspective. During 2017 the new 2017–2020 register as per Annex VIII of its programming document was

monitored and reviewed. Following the review process at management level, no new risks were identified and the continued relevance of any mitigating actions was confirmed.

3.2 Compliance and effectiveness of internal control standards

Internal Control Standard	ICC work plan for 2017	State of play at year-end
Commitment to integrity and ethical values	Staff information sessions during the annual ‘Ethics month’ based on the model of this new initiative during 2016 (specific topic to be confirmed)	The 2017 topic for the mandatory workshops during the second annual ‘Ethics month’ was focusing on avoiding reputational risks. Staff worked with relevant examples of ethical dilemmas using the suggestions for ethical reasoning from the <i>Practical Guide to Staff Ethics and Conduct</i> .
Risk assessment	Review of risk assessment process by April 2017. Strengthening risk identification: Implementation of a second series of anti-fraud training	The plan for this was adapted due to resource limitations. A more in-depth review of the corporate multi-annual risk register took place at management level. Avoiding/reducing reputational risk was highlighted as an important topic of Eurofound’s strategy to zero-tolerance of fraud and as such take up in the ethics workshops (see above).
Assessment of internal control	Adapting the revised internal control framework ⁸ to Eurofound’s environment	The revised framework relies on the identification of principles and characteristics specific to the Agency’s environment. A bigger emphasis is put on monitoring the performance of the internal control system. The practical application of this in the context of limited resource availability will be explored during 2018.

4 Management assurance

4.1 Review of the elements supporting assurance

The reliability of the information contained in this report is supported by the following building blocks of assurance:

- Eurofound Performance Monitoring System and Project management system (see section 1.2. and Annex 1);
- Eurofound's exception reports and analysis (see section 2.5);
- Results of the ex-post controls (see section 2.5);
- Results of evaluation activities (see section 2B);
- Outcome of the risk management exercise (see section 3.1);
- Annual review of Internal Control Standards;
- Audit work of the Internal Audit Service;
- Follow-up of recommendations from the European Court of Auditors and the IAS, and from other sources of assurance;
- Eurofound's Provisional Accounts drawn up by the Accounting Officer and the certification by the Accounting Officer of Eurofound of the final accounts 2017;
- Assurance received from the Authorising Officers by Delegation;
- Statement of the Internal Control Coordinator (see section 4.3).

The information provided in the various building blocks provides reasonable assurance that the information therein is complete and reliable.

4.2 Reservations

No reservations

4.3 Overall conclusion on assurance

In light of the information and the building blocks of assurance contained in this report, and the fact that no reservation has been detected, assurance can be given as per the following declarations.

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 2017 Internal Control Annual Work Plan.

Place: **Dublin**

Date: **4 May 2018**



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

5 Declaration of the Authorising Officer

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 May 2018**



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

Annexes

Annex 1: Core business statistics

Key Performance Indicator (KPI)	Target 2017	2017	(2016)
1. Budget implementation	98%	100% Amended budget figure at year – end: EUR 20,465,000. Amending budget: EUR 20,480,000	(100%) Amended budget figure at year – end: EUR 20,779,061
2. Staff capacity	97%	98% Posts as per establishment plan: 93	(97%) Posts as per establishment plan: 95
3. Programme Delivery	80%	90% 35 out of 39 deliverables	(97%) 31 out of 32 deliverables
4. Recognition of the scientific quality of Eurofound’s research (references in peer reviewed journals)	N/A	663	627
5. Uptake of Eurofound’s knowledge through Eurofound’s website	HTML page views	N/A	3,014,859
	PDF Downloads	N/A	178,406
6. Contributions to policy development at priority EU-level events (<i>out of contributions to EU-level events in total</i>)	N/A	95 out of 194 (49%)	95 out of 232 (40%)
7. Use of Eurofound expertise in key EU-policy documents (<i>out of total EU-policy documents</i>)	N/A	99 out of 314 (32%)	(78 out of a total of 315 (25%))

Annex 2: Statistics on financial management

Summary of budget implementation in 2017 – all fund sources

The below table shows the amended budget revenue and actual revenue collected, as well as the final budget appropriations entered in the financial system. Entered

final budget appropriations show expenditure on fund sources C1, R0, C4 in current year. Appropriations carried over from previous year(s) include expenditure on C3, R0, C8, C5 funds sources.

(1 000 euro)

REVENUE			EXPENDITURE										
Source of revenue	Revenue entered in the final budget for the financial year	Revenue collected	Allocation of expenditure	Final budget appropriations					Appropriations carried forward from previous financial year(s)				
				entered	committed	paid	carried forward	cancelled	entered	committed	paid	to be carried forward	cancelled
General Community Subsidy (IC1)	20,371	20,371	Title I Staff	12,855	12,854	12,715	139	0	84		81		3
Other revenue - miscellaneous (IC1)			Title II Administration	1,897	1,895	1,084	811	1	232		223		8
Other revenue - services rendered (IC1)	96	56	Title III Operating activities	5,715	5,715	2,718	2,996	0	2,808		2,783		26
Internally Assigned revenue (IC4)	13	14	Expenditure from Internally Assigned revenue (C4 and C5)	14	10	6	7	0	6	6	6		0
Externally Assigned revenue (IPA IR1)		-	Expenditure from Externally Assigned revenue (IPA R0)	0	0	0	0	0	160	0	160		
Externally Assigned revenue (Other IR1)			Expenditure from Externally Assigned revenue (Other R0)			0			74		73	2	
TOTAL	20,480	20,441	TOTAL	20,480	20,475	16,524	3,955	2	3,365	7	3,326	2	37

C1 = Appropriations for Current Year
C4 = Appropriations for re-use
R0 = Appropriations arising from assigned revenue

C8= Appropriations Carried over from previous year
C3 =Appropriations Carried over by decision of Board
C5= Carry Over Appropriations for re-use

Overview of the financial statements

In accordance with Articles 92 to 106 of the Financial Regulation the financial statements of Eurofound for the financial year 2017 comprise:

- The balance sheet and the statement of financial performance (previously: economic outturn account).

- The cash-flow statement.
- The notes to the financial statements.

Balance sheet

ASSETS	31.12.2017	31.12.2016	Variation
A. NON CURRENT ASSETS			
Intangible assets	0	156	-156
Property, plant and equipment	929,382	1,234,031	-304,649
Land and buildings	548,842	692,851	-144,009
Plant and equipment	24,187	31,975	-7,788
Computer hardware	62,481	150,803	-88,322
Furniture and vehicles	112,175	140,522	-28,347
Other fixtures and fittings	181,697	217,880	-36,183
TOTAL NON CURRENT ASSETS	929,382	1,234,187	-304,805

B. CURRENT ASSETS			
Short-term pre-financing	0	0	0
Short-term pre-financing	0	0	0
Short-term receivables	212,124	708,793	-496,669
Current receivables	548	1,521	-972
Sundry receivables	18,480	18,054	426
Other	193,096	689,218	-496,122
Deferred charges	193,096	186,985	6,111
Accrued income with consolidated EU entities	0	502,233	-502,233
Cash and cash equivalents	5,103,233	4,794,894	308,339
TOTAL CURRENT ASSETS	5,315,357	5,503,687	-188,330
TOTAL	6,244,740	6,737,874	-493,135

LIABILITIES	31.12.2017	31.12.2016	Variation
Net Assets	4,252,872	3,237,937	1,014,935
Accumulated surplus/deficit	3,237,938	3,545,928	-307,990
Economic outturn for the year - profit+/loss-	1,014,934	-307,991	1,322,925
TOTAL	4,252,872	3,237,937	1,014,935
CURRENT LIABILITIES	1,991,867	3,499,937	-1,508,070
Provisions for risks and charges	20,000	56,493	-36,493
Accounts payable	1,971,867	3,443,443	-1,471,576
Current payables	0	0	0
Sundry payables	1,421	24,178	-22,756
Other	1,139,696	1,632,044	-492,350
Accrued charges	1,119,596	1,632,044	-512,450
Other passive accruals and deferrals	20,100	0	20,100
Accounts payable with consolidated EU entities	830,751	1,787,221	-956,471
Pre-financing received from consolidated EU entities	830,751	1,787,221	-956,471
TOTAL CURRENT LIABILITIES	1,991,867	3,499,937	-1,508,070

Statement of financial performance

		2017	2016
		21,193,842	21,017,855
Operating revenue			
	European Commission General Subsidy from DG EMPL	20,371,000	20,370,511
	FOME Funds from DG GROW	680,731	232,798
	Accrued Income for FOME Project from DG GROW	126,491	170,326
	Reverse 2016 Accrued Income for FOME Project from DG GROW	-170,326	0
	IPA Funds from DG NEAR	460,000	0
	Accrued Income for IPA funds from DG NEAR	0	111,919
	Reverse 2016 Accrued Income for IPA funds from DG NEAR	-331,907	0
	ISFOL Contribution to 4th EQLS	0	74,477
	Norway contribution to NEC	56,195	53,690
	Realised Exchange Rate Gains	553	1,105
	Royalties	142	951
	Insurance claim for stolen laptop	963	0
	Hiring out of Conference Centre	0	900
	Liquidated Damages from IPSOS	0	819
	Bank interest	0	194
	Reimbursement of Hotel Allowance	0	130
	Refund from contractor	0	35
TOTAL OPERATING REVENUE		21,193,842	21,017,855

		2017	2016
Administrative expenses		12,570,011	12,543,883
	All Staff expenses	12,252,796	12,056,902
	Fixed asset related expenses	317,215	486,981
Other administrative expenses		1,886,422	1,939,835
	Rent of Land & Buildings	21,928	21,492
	Maintenance & Security	390,746	363,422
	Insurance - Building	25,202	28,727
	Taxes	20,815	20,539
	Office Supplies	7,373	11,086
	Legal Expense	8,000	0
	Communications	71,899	83,792
	Insurance - Others	4,988	1,642
	Car & Transport expenses	2,395	1,981
	Recruitment Costs	6,497	38,358
	Training costs	123,441	91,926
	Missions	261,109	309,170
	IT Costs	582,455	551,841
	Other external service provider (non-IT)	354,511	414,030
	Expenses with other Consolidated Entities	5,063	1,829
Operational expenses		5,722,041	6,840,567
	Documentation System	429,105	417,886
	Publications	152,683	165,458
	Marketing & Promotion	182,746	252,627
	Studies	4,012,894	5,053,023
	Meetings	480,241	404,529
	Interpretation	4,900	13,977
	Governing Board	127,780	137,416
	Translations	329,418	392,559
	Realised Exchange Rate Losses	2,273	3,092
Other Financial Expenses		433	1,561
TOTAL OPERATING EXPENSES		20,178,907	21,325,846
ECONOMIC OUTTURN FOR THE YEAR		1,014,935	-307,991

1. Cash-flow statement (indirect method)

Cash Flows from ordinary activities	2017	2016	Variation
Surplus/(deficit) from ordinary activities	1,014,934	-307,991	1,322,925
Operating activities			
Adjustments			
Amortization (intangible fixed assets) +	156	155	1
Depreciation (tangible fixed assets) +	316,461	486,836	-170,375
Increase/(decrease) in Provisions for risks and liabilities	-36,493	41,493	-77,986
(Increase)/decrease in Short term Pre-financing	0	0	0
(Increase)/decrease in Short term Receivables	370,177	-296,321	666,498
			0
			-
Increase/(decrease) in Accounts payable	-515,105	587,144	1,102,249
Increase/(decrease) in Liabilities related to consolidated EU entities	-829,980	-123,748	-706,232
			0
Other non-cash movements	598	-10	608
			0
Net cash Flow from operating activities	320,748	387,558	-66,810
Cash Flows from investing activities			0
			0
Increase of tangible and intangible fixed assets (-)	-12,410	-274,343	261,933
Proceeds from tangible and intangible fixed assets (+)		0	0
			0
Net cash flow from investing activities	-12,410	-274,343	261,933
			0
Net increase/(decrease) in cash and cash equivalents	308,338	113,215	195,123
Cash and cash equivalents at the beginning of the period	4,794,895	4,681,679	113,216
Cash and cash equivalents at the end of the period	5,103,233	4,794,895	308,339

Notes to the financial statements

A. Revenue

Revenue and corresponding receivables are measured at fair value and are accounted for in the period to which they relate. Eurofound's main source of revenue is the annual subsidy from the European Commission. Calculation of this revenue is based on the results of the budget outturn. A positive result is shown as a liability and returned to the Commission the following year.

B. Expenditure

Expenditure and corresponding payables are measured at their fair value and accounted for in the period to which they relate.

Eurofound's statements follow the format used by the Commission and divide expenses into three categories: Administrative, Operational and Financial.

a) Administrative expenses

These are subdivided into three sub-categories:

- i) Staff expenses – these costs essentially correspond to Title 1 budget lines.
- ii) Fixed asset expenses, relating to depreciation costs.
- iii) Other administrative expenses, essentially following the Title 2 budget costs. These include such items as utilities, telecommunications, IT and building upkeep.

- b) Operational expenses corresponding to Title 3 costs.

A large part of these costs relate to commissioning research and surveys, organising meetings, website development and maintenance and interpretation and publication costs for the dissemination of Eurofound's research and policy work.

- c) Financial expenses relating to bank charges.

C. Economic result for the year

The economic result is calculated by deducting expenses incurred in the year from the revenue received in year and shows a surplus of 1,014,933.95 € for the financial year 2017. This surplus is mainly due to the difference in Carry Forward appropriations from 2016 to 2017 and Carry Forward appropriation from 2017 to 2018. Monies moved from pre-financing to Revenue for both DG GROW and DG NEAR have also had a positive effect.

D. Budgetary reporting and results for the financial year 2017

The complete Annual Accounts 2017 is part of Eurofound's financial statements. These will be published on Eurofound's website by 31 July 2018.⁹

List of exceptional negotiated procedures 2017

The negotiated procedure is one of the procurement procedures provided by the EU Financial Regulation. According to Article 66.9 of the same Regulation and Article 53 of its Rule of application, Eurofound is obliged to report on the negotiated procedures conducted during the year, in this case 2017. An exceptional negotiated procedure is referred to in Articles 134 and 135 of the same Rules, that is, a procedure without prior publication of a contract notice (Art.134) or a procedure after prior publication of a contract notice (Art.135).¹⁰

Contract number	Contract title	Contractor	Contract start date	Procurement procedure	Type of contract	Value of contract
17-2020-01	Provision of electricity at Eurofound	Go Power (LCC Power)	07/01/2017	Art. 104.1(d) Negotiated (exceptional)	Supplies	€225,000.00
17-2300-02	Provision of general stationary products	Banner Group Limited	09/09/2017	Art. 104.1(d) Negotiated (exceptional)	Supplies	€44,000.00

⁹ <http://www.eurofound.europa.eu/financial-information-2017>

¹⁰ Article 104.1(d) of the Financial Regulations – as provided by Article 66.9 of the Financial Regulations and Article 53 of its Rules of Application

Annex 3: Human resources

a. Establishment plan (approved version for 2017)

Staff population		Staff population in voted EU budget 2017 ¹¹	Staff population actually filled at 31.12.2017
Officials	AD	7	5
	AST	8	6
	AST/SC	0	0
TA	AD	43	41
	AST	35	37 ¹²
	AST/SC	0	0
Total		93	89
CA GF IV		3	4
CA GF III		4	2
CA GF II		5	2
CA GF I		2	2
Total CA¹³		14	10
SNE¹⁴		1	1
Structural service providers ¹⁵		7 ¹⁶	7
Total		115	107
External staff ¹⁷ for occasional replacement ¹⁸			0

11 Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013–2017.

12 Includes a staff member at AST level who will retire in first half of 2018 and whose post will not be filled in the context of achieving the 10% staff reduction target

13 FTE

14 FTE

15 Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission, the following general criteria should be fulfilled: (1) no individual contract with the Commission; (2) on the Commission premises, usually with a PC and desk; (3) administratively followed by the Commission (badge, etc.); and (4) contributing to the value added of the Commission. Expressed as FTE.

16 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security personnel.

17 FTE

18 For instance, replacement due to maternity leave or long sick leave.

b. Human resources statistics as December 2017

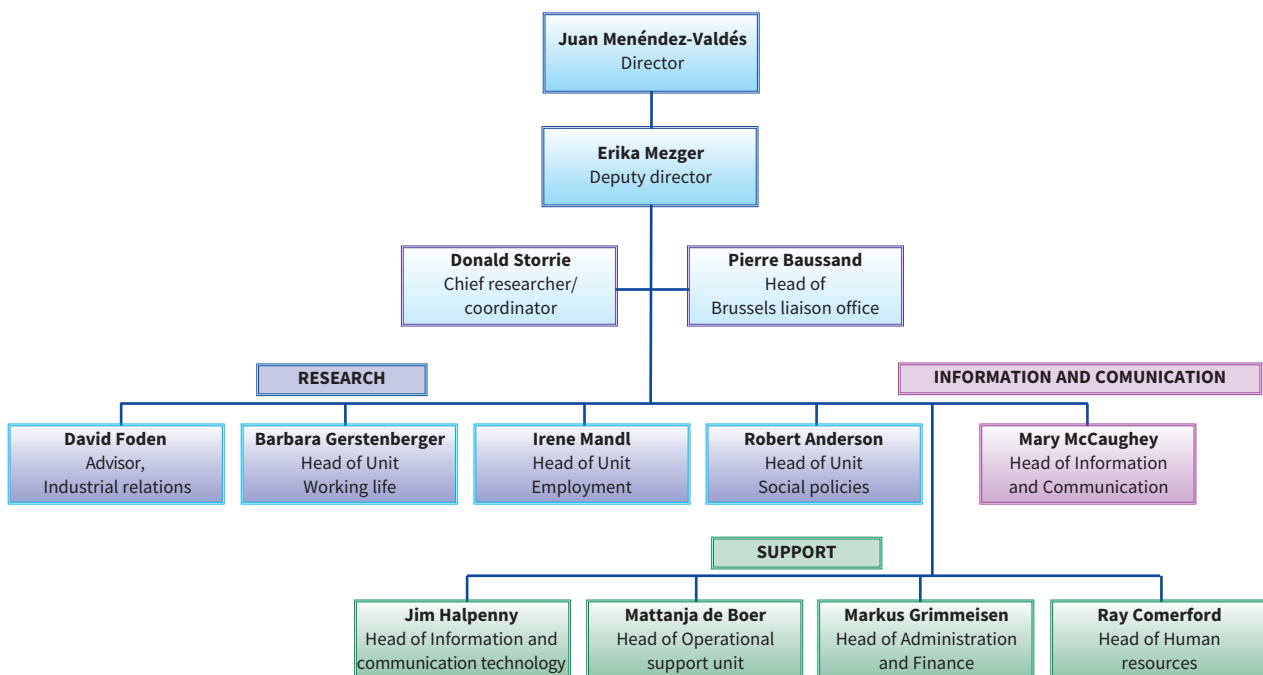
Staff by nationality (officials, temporary agents, contract agents and SNE):

Nationality	Number
AT	3
BE	6
BG	1
CZ	1
DE	5
ES	12
FI	1
FR	8
GR	2
HU	2
IE	26
IT	8
LT	1
LU	1
NL	8
PL	4
PT	1
RO	1
SE	3
SK	1
UK	6
Total	100

Stagiaires by nationality

Nationality	Number
DE	1
ES	1
FI	3
HU	1
IE	2
NL	1
PL	1
Total	10

Organisational chart (31 December 2017)



Annex 4: List of Governing Board members, events and publications

Annex 4a: Members of the Governing Board status at 31 December 2017

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	Harald Fugger Federal Ministry Of Labour, Social Affairs and Consumer Protection	Petra Pencs Federal Ministry Of Labour, Social Affairs and Consumer Protection	Katharina Lindner Federation of Austrian Industry (IV)	Heidrun Maier-de Kruijff Austrian Association for Public and Social Economy (VÖWG)	Dinah Djalinous-Glatz Austrian Federation of Trade Unions (ÖGB)	Adi Buxbaum Austrian Federal Chamber of Labour
Belgium	Michel De Gols Federal Public Service Ministry of Employment, Labour and Social Dialogue	Alain Piette Federal Public Service Ministry of Employment, Labour and Social Dialogue	Kris De Meester Federation of Enterprises in Belgium (FEB-VBO)	Roland Waeyaert Organisation for the Self-employed and SMEs (UNIZO)	Herman Fonck Confederation of Christian Trade Unions (ACV/CSC)	Caroline Verdoot Belgian General Federation of Labour (FGTB/ABVV)
Bulgaria	Teodora Todorova Ministry of Labour and Social Policy	Iskren Angelov Ministry of Labour and Social Policy	Dimiter Brankov Bulgarian Industrial Capital Association (BICA)	Theodor Dechev Bulgarian Industrial Capital Association (BICA)	Ivan Kokalov Confederation of Independent Trade Unions in Bulgaria (CITUB)	Vesselin Mitov Confederation of Labour (Podkrepa)
Croatia	Vatroslav Subotić Ministry of Labour and Pension System	Narcisa Manojlović Ministry of Social Policy and Youth	Bernard Jakelić Croatian Employers' Association (CEA)	Nenad Seifert Croatian Employers' Association HUP	Marija Hanževački Independent Trade Unions of Croatia NHS	Djana Sobota Union of Autonomous Trade Unions of Croatia
Cyprus	Marina Ioannou-Hasapi Ministry of Labour, Welfare and Social Insurance	Orestis Messios Ministry of Labour, Welfare and Social Insurance	Michael Antoniou Cyprus Employers and Industrialists Federation (OEB)	Polyvios Polyviou Cyprus Employers and Industrialists Federation (OEB)	Panikos Argyrides Cyprus Workers' Confederation (SEK)	Christos Karydis Cyprus Workers Confederation - SEK
Czech Republic	Vlastimil Vana Ministry of Labour and Social Affairs	Matěj Gregárek Ministry of Labour and Social Affairs	Vladimíra Drbalová Confederation of Industry of the Czech Republic (SPCR)	Pavla Brecková Association of Small and Medium-Sized Enterprises and Crafts of the Czech Republic	Lucie Studničná Czech-Moravian Confederation of Trade Unions (CMKOS)	Tomas Pavelka Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	Lone Henriksen Ministry of Employment	Andreas Sommer Moller Ministry of Employment	Dorthe Andersen Confederation of Danish Employers (DA)	Steen Muntzberg Danish Confederation of Employers	Thomas Hoelgaard Confederation of Professionals in Denmark (FTF)	Maria Bjerre Danish Confederation of Trade Unions (LO)
Estonia	Liina Kaldmäe Ministry of Social Affairs	Ester Rünkla Ministry of Social Affairs	Eve Päärendson Estonian Employers' Confederation (ETTK)	Raul Eamets Estonian Traders Association	Kalle Kalda Estonian Trade Union Confederation (EAKL)	Hedi-Liis Toome Estonian Broadcasting Professionals' Union (ERR)
Finland	Maija Lyly-Yrjänäinen Ministry of Employment and Economy	Erno Mänonen Ministry of Employment and Economy	Minna Etu-Seppälä Confederation of Finnish Industries (EK)	Mika Kärkkäinen Confederation of Finnish Industries (EK)	Juha Antila Central Organisation of Finnish Trade Unions (SAK)	Leila Kurki Finnish Confederation of Salaried Employees (STTK)
France	Régis Bac Ministry of Labour, Employment, Professional Training and Social Dialogue	Marie Soline Chomel Ministry of Labour, Labour Relations, Family, Solidarity and Urban Affairs	Thierry Durnerin European Centre of Employers and Enterprises Providing Public services and services of General Interest (CEEP)	vacant	Pierre-Gaël Loreal Federation - FNCFD French Democratic Confederation of Labour	Romain Lasserre General Federation of Labour (FO)
Germany	Thomas Voigtländer Federal Ministry of Labour and Social Affairs (BMAS)	Thomas Kovács Federal Ministry of Labour and Social Affairs (BMAS)	Lutz Mühl German Federation of Chemical Employers' Associations (BAVC)	Renate Hornung-Draus Confederation of German Employers' Associations (BDA)	Stefan Gran Confederation of German Trade Unions (DGB)	Susanne Wixforth German Trade Union Confederation (DGB)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Greece	Despoina Michailidou Ministry of Employment and Social Protection	Ioannis Konstantakopoulos Ministry of Employment and Social Protection	Irini Bardani Hellenic Federation of Enterprises (SEV)	Katerina Daskalaki Hellenic Federation of Enterprises (SEV)	Panagiotis Syriopoulos Greek General Confederation of Labour, GSEE	Panagiotis Kordatos Greek General Confederation of Labour, GSEE
Hungary	Katalin Kissné Bencze Ministry of National Economy	Linda Niki Volosinovskiy Ministry of Human Resources	Antal Csuport National Association of Strategic and Public Utility Companies (STRATOS)	Adrienn Balint Confederation of Hungarian Employers and Industrialists (MSZOSZ)	Melinda Kelemen Democratic League of Independent Trade Unions (LIGA)	András Pásztóy National Confederation of Hungarian Trade Unions (MSZOSZ)
Ireland	Mary O'Sullivan Department of Social Protection	Fiona Ward Department of Enterprise, Trade and Innovation	Maeve McElwee Irish Business and Employers Confederation (IBEC)	Roisin Bradley Irish Business and Employers Confederation (IBEC)	Jack O'Connor Irish Congress of Trade Unions (ICTU)	Peter Rigney Irish Congress of Trade Unions (ICTU)
Italy	Aviana Bulgarelli National Institute for the Analysis of Public Policy (INAPP)	Carmen Ferraiolo Ministry of Labour, Health and Social Policy	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Paola Astorri General Confederation of Italian Industry (Confindustria)	Rossella Benedetti Union of Italian Workers (UIL)	Andrea Mone Italian Confederation of Workers' Trade Unions (CISL)
Latvia	Ineta Tāre Ministry of Welfare	Ineta Vjakse Ministry of Welfare	Ilona Kiukucane Employers' Confederation of Latvia (LDDK)	Anita Līce Employers' Confederation of Latvia (LDDK)	Irena Liepina Free Trade Union Confederation of Latvia (LBAS)	Linda Romele Free Trade Union Confederation of Latvia (LBAS)
Lithuania	Rita Skrebiškiene Ministry of Social Security and Labour	Evaldas Bacevičius Ministry of Social Security and Labour	Danukas Arlauskas Lithuanian Business Employers' Federation	Ruta Didike Lithuanian Business Employers' Federation	Kristina Krupaviciene Lithuanian Trade Union 'Solidarumas' (LPS)	Danute Slionskiene Lithuanian Trade Union Confederation (LPSK)
Luxembourg	Nadine Welter Ministry of Labour and Employment	Gary Tunsch Ministry of Labour and Employment	Patricia Hemmen Business Federation Luxembourg (FEDIL)	Magalie Lysiak Business Federation Luxembourg (FEDIL)	Vincent Jacquet Christian Trade Union Confederation (LCGB)	Veronique Eischen Christian Trade Union Confederation (LCGB)
Malta	Kaeren Theuma Department of Industrial and Employment Relations	Mark Grech Department of Industrial and Employment Relations	Joe Farrugia Malta Employers Association	Joan Haber Malta Chamber of Small and Medium Enterprise	Joseph Bugeja General Workers' Union (UGT)	Colin Galea Forum of Maltese Employers
Netherlands	Roel Gans Ministry of Social Affairs and Employment	Dirk Scheele Ministry of Social Affairs and Employment	Mario Van Mierlo Confederation of Netherlands Industry and Employers (VNO-NCW)	vacant	Jan Kouwenberg Federation Dutch Labour Movement (FNV)	vacant
Poland	Jerzy Ciechański Ministry of Labour and Social Policy	Urszula Karpiński Ministry of Labour and Social Policy	Anna Kwiatkiewicz Polish Confederation of Private Employers Lewiatan	Lukasz Kozłowski Employers of Poland	Bogdan Olszewski Independent and Self-Governing Trade Union Solidarnosc (NSZZ)	Piotr Ostrowski All-Poland Alliance of Trade Unions (OPZZ)
Portugal	Manuel Roxo Ministry of Labour and Solidarity	Fernando Catarino José Ministry of Labour and Solidarity	Marcelino Pena Costa Confederation of Trade and Services of Portugal (CCP)	Luis Henrique Confederation of Portuguese Industry (CIP)	Carlos Alves General Workers' Union (UGT)	Augusto Coelho Praça General Workers' Union (UGT)
Romania	Ioan Cristinel Raileanu Ministry of Labour, Family and Social Protection and Elderly	Ioana Dumitresu Ministry of Labour, Family and Social Protection and Elderly	Stefan Varfalvi General Union of Romanian Industrialists	Stefan Rădeanu General Union of Romanian Industrialists	Adrian Marin Democratic Trade Union Confederation of Romania	Cecilia Gostin National Trade Union Confederation - Cartel ALFA

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Slovakia	Silvia Gregorcová Ministry of Labour, Social Affairs and Family	Jan Gabura Ministry of Labour, Social Affairs and Family	Radovan Maxin Association of Employment Services (APSZ SR)	Martin Hošťák National Union of Employers (RUZ)	Miroslav Hajnos Confederation of Trade Unions of the Slovak Republic (KOZ SR)	vacant
Slovenia	Vladka Komel Ministry of Labour, Family and Social Affairs	Andraž Bobovnik Ministry of Labour, Family and Social Affairs	Maja Skorupan Association of Employers of Slovenia (ZDS)	Igor Antauer Association of Employers of Craft Activities of Slovenia (ZDOPS)	Maja Konjar Association of Free Trade Unions of Slovenia (ZSSS)	Katja Gorisek Association of Free Trade Unions of Slovenia (ZSSS)
Spain	Paula Bueno de Vicente Ministry of Employment and Social Security	Marcos Fraile Pastor Ministry of Employment and Social Security	Miguel Canales Gutiérrez Spanish Association of the Electrical Industry (UNESA)	Javier Blasco de Luna Asociación Grandes Empresas Trabajo Temporal (AGETT)	Antonia Ramos Yuste General Union of Workers (UGT)	Fernando Rocha Federation of Workers' Commissions (CCOO)
Sweden	Susanna Ribrant Ministry of Employment	Håkan Nyman Ministry of Health and Social Affairs	Patrik Karlsson Confederation of Swedish Enterprises	Niklas Beckman Confederation of Swedish Enterprises	Mats Essemyr Swedish Confederation for Professional Employees (TCO)	Malin Wreder Swedish Trade Union Confederation (LO-S)
United Kingdom	Cara Maguire Department for Business Innovation and Skills	Mansi Konar Department for Business Innovation and Skills	Matthew Percival Confederation of British Industry (CBI)	Fionnuala Horrocks-Burns Confederation of British Industry (CBI)	Paul Sellers Trades Union Congress (TUC)	Elena Crasta Trades Union Congress (TUC)

EFTA-EEA Observers

Thorfrid Hansen Ministry of Labour and Inclusion, Norway	Anna Skarberg Ministry of Labour and Inclusion, Norway	Rasmus Eiternes Guldvik Confederation of Norwegian Enterprise (NHO, Norway)	Stein Reegard Norwegian Confederation of Trade Unions, (LO Norway)
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Representatives of the Commission

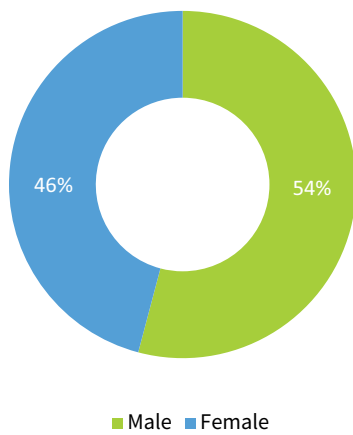
Barbara Kauffmann DG Employment, Social Affairs and Inclusion	Jörg Tagger DG Employment, Social Affairs and Inclusion	Wojciech Kalamarz DG Health and Food Safety	Juergen Scheftlein DG Health and Food Safety	Elisabeth Lipiatou DG Research and Innovation	vacant
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Members of the Bureau

	Member	Alternate
Government group	Vice-Chairperson of the Governing Board Aviana BULGARELLI National Institute for the Analysis of Public Policy (INAPP) - Italy	
	Rita SKREBIŠKIENE Ministry of Social Security and Labour - Lithuania	Thomas VOIGTLÄNDER Federal Ministry of Labour and Social Affairs (BMAS) - Germany
	Coordinator Nadine WELTER Ministry of Employment - Luxembourg	Jerzy CIECHAŃSKI Ministry of Labour and Social Policy - Poland
Employers group	Chairperson of the Governing Board Stefania ROSSI General Confederation of Italian Industry (Confindustria) - Italy	
	Lutz MÜHL German Federation of Chemical Employers' Associations (BAVC) - Germany	Dorthe ANDERSEN Confederation of Danish Employers - Denmark
	Coordinator Magdalena BOBER Busesseurope	

Members of the Bureau		
	Member	Alternate
Trade union group	Vice-Chairperson of the Governing Board Herman FONCK Christian Confederation of Trade Unions (ACV-CSC) - Belgium	Mats ESSEMYR Swedish Confederation for Professional Employees (TCO) – Sweden
	Ivan KOKALOV Confederation of Independent Trade Unions in Bulgaria (CITUB) - Bulgaria	Melinda KELEMEN Democratic League of Independent Trade Unions (LIGA) - Hungary
	Coordinator Peter SCHERRER European Trade Union Confederation, ETUC	Deputy Coordinator Aline HOFFMANN European Trade Union Institute, ETUI
European Commission	Vice Chairperson of the Governing Board Barbara KAUFFMANN DG Employment, Social Affairs and Inclusion	
	Jörg TAGGER DG Employment, Social Affairs and Inclusion	

Members by gender



Advisory Committees as at 31 December 2017

Advisory Committee for Working Conditions and Sustainable Work

Coordinator: Barbara Gerstenberger

Representation

Governments: Thomas Voigtländer (DE)
Dirk Scheele (NL)
Petra Pencs (AT)
Vladka Komel (SI)

Employers: Lutz Mühl (DE)
Mario Van Mierlo (NL)
Kris De Meester (BE)
Vacancy

Employees: Herman Fonck (BE)
Juha Antila (FI)
Fabienne Scandella, ETUI
Jack O'Connor (IE)

Commission: Maria Hadjiantoni, DG Employment, Social Affairs & Inclusion (Substitute member, Ilaria Volpe)
Tim van Rie, DG Employment, Social Affairs & Inclusion

Experts: Colette Fagan, University of Manchester
Jouko Natti, University of Jyväskylä

Advisory Committee for Quality of Life and Public Services

Coordinator: Robert Anderson

Representation

Governments: Silvia Gregorcová (SK)
Vlastimil Váňa (CZ)
Dirk Scheele (NL)
Jerzy Ciechański (PL)

Employers: Marcelino Pena Costa (PT)
Hector Torres Laguna (ES)
Antal Csúport (HU)
Vacancy

Employees: Bogdan Olszewski (PL)
Ivan Kokalov (BG)
Sotiria Theodoropoulou, ETUI
Adi Buxbaum (AT)

Commission: Stefano Martinelli, DG Employment, Social Affairs & Inclusion (Substitute member, Alessia Fulvimari)
Jurgen Scheftlein, DG Health and Food Safety (Substitute member, Fritz Von Nordheim DG Employment, Social Affairs & Inclusion)

Experts: Gerhard Naegele, TU Dortmund University, Germany
Bogdan Voicu, Romanian Academy of Science, Romania

Advisory Committee for Industrial Relations

Coordinator: David Foden

Representation

Governments: Orestis Messios (CY)
Michel De Gols (BE)
Gary Tunsch (LU)
Ineta Tare (LV)

Employers: Lutz Mühl (DE)
Mario Van Mierlo (NL)
Kris De Meester (BE)
Jože Smole (SI)

Employees: Andrea Mone (IT)
Mats Essemeyr (SE)
Philippe Pochet (BE)
Antonia Ramos Yuste (ES)

Commission: Evi Roelen, DG Employment, Social Affairs & Social Inclusion
Ilaria Volpe, DG Employment, Social Affairs & Inclusion (Substitute member, Sigfried Caspar)

Experts: Bernd Brandl, University of York, UK
Melanie Simms, University of Glasgow, UK

Advisory Committee for Labour Market Change

Coordinator: Irene Mandl

Representation

Governments: Erno Mahonen (FI)
Harald Fugger (AT)
Theodora Todorova (BG)
Ioan-Cristinel Raileanu (IT)

Employers: Katharina Lindner (AT)
Roland Waeyaert (BE)
Liliane Volozinskis, UEAPME
Martin Hošťák (SK)

Employees: Melinda Kelemen (HU)
Rossella Benedetti (IT)
Béla Galgóczi, ETUI
Paul Sellers (UK)

Commission: Sigfried Caspar, DG Employment, Social Affairs & Inclusion (Substitute member, Carola Bouton)
Francisco Caballero Sanz, DG GROW (Substitute member Maria Nyberg, DG Employment, Social Affairs & Inclusion)

Experts: Željko Mrnjavac, University of Split, Croatia
Claudio Lucifora, Catholic University Milan, Italy

Annex 4b: Highlights of events as reported chronologically to Eurofound's Bureau by December 2017

2017 Governance and Advisory Committees (Board/Bureau/Advisory)

Date	Event	City	Country
20 January	261st Bureau meeting	Brussels	Belgium
10 March	262nd Bureau meeting	Dublin	Ireland
30 March	Advisory Committee: Labour Market Change	Dublin	Ireland
04 April	Advisory Committee: Industrial Relations	Brussels	Belgium
05 April	Advisory Committee: Working Conditions and Sustainable Work	Brussels	Belgium
06 April	Advisory Committee: Quality of Life and Public Services	Brussels	Belgium
12 May	263rd Bureau meeting	Brussels	Belgium
29 June	Summer Group meetings of the Governing Board	Dublin	Ireland
14 September	Advisory Committee: Industrial Relations – Evaluation of Representativeness study reports	Brussels	Belgium
15 September	264th Bureau meeting	Brussels	Belgium
21 September	Advisory Committee: Labour Market Change	Brussels	Belgium
28 September	Advisory Committee: Quality of Life and Public Services	Dublin	Ireland
03 October	Advisory Committee: Quality of Life and Public Services	Dublin	Ireland
04 October	Advisory Committee: Working Conditions and Sustainable Work	Dublin	Ireland
16 November	91st Governing Board and 265th Bureau meetings	Dublin	Ireland

EU Presidency events 2017

Date	Event	City	Country
03 April	Informal meeting of the Employment and Social Affairs Committee (EPSCO): Inequalities in the EU labour market	Valletta	Malta
10 April	Informal meeting of the Employment Committee (EMCO): Making work pay	Valletta	Malta
26 April	Occupational Health and Safety (OHS) tripartite conference: Safeguarding vulnerable groups	St Julian's	Malta
19 July	Informal meeting of the Employment and Social Affairs Committee (EPSCO): Does work-life balance and gender equality exist in the EU Member States?	Tallinn	Estonia
13 September	Future of Work: Making it e-Easy	Tallinn	Estonia
18 September	Informal meeting of the EU Social Protection Committee (SPC): Long-term care	Tallinn	Estonia
21 September	Informal meeting of the EU Employment Committee (EMCO): Future of Work	Tallinn	Estonia
12 October	Dignity and Independent Living = DI	Tallinn	Estonia

Highlights of internal visits 2017

Date	Event	City	Country
12 January	Katia Georgiou, Greek Ambassador to Ireland	Athens	Greece
13 January	Enrique Calvet Chambon MEP (ALDE), Spain	Madrid	Spain
19 January	French National Institute for Labour, Employment and Vocational Training (INTEFP) – Pre-visit meeting French Embassy Dublin	Paris	France
20 February	European Parliament Employment and Social Affairs Committee (EMPL) delegation	Dublin	Ireland
24 February	Romanian delegation: Project SIPOCA (Innovative instrument for supporting public policies 2016–2018)	Bucharest	Romania
24 February	Irish Government delegation: Department of Foreign Affairs and Department of Health	Dublin	Ireland

Highlights of internal visits 2017

Date	Event	City	Country
20 March	Dr Hugh Frazer, Coordinator, European Social Policy Network	Dublin	Ireland
23 March	Head of European Commission Representation in Ireland and Head of European Parliament Office in Ireland	Dublin	Ireland
26 April	Deputy Head of Mission, French Embassy Dublin	Dublin	Ireland
11 May	Nicolas Niemtchinow, Special Adviser on the Future of Work Initiative, ILO	Geneva	Switzerland
17 May	All Together in Dignity Ireland: 'Our Voices' EU project on social inclusion	Dublin	Ireland
18 May	French National Institute for Employment and Training (INTEFP)	Paris	France
19 May	French employers association for contract cleaning industry (FARE)	Paris	France
08 June	Federation of German Employer Associations (Gesamtmetall)	Berlin	Germany
28 June	Josef Reichhardt, Deputy Head of Mission, German Embassy Dublin	Dublin	Ireland
25 July	Tomas Zdechovsky MEP (European People's Party), Czech Republic	Prague	Czech Republic
20 September	Association of Works Councils of Slovenia	Ljubljana	Slovenia
25 September	Norwegian Society of Engineers and Technologists (NITO)	Oslo	Norway
25 October	Jonathan Claridge, Head of Information and Communication, European Commission Representation in Ireland	Dublin	Ireland
13 November	John Rowan, Head of Employment Committee (EMCO) Support Team, DG Employment, Social Affairs and Inclusion	Brussels	Belgium
17 November	Serbian delegation: Social Inclusion and Poverty Reduction Unit, Government of Serbia	Belgrade	Serbia
29 November	French Ambassador to Ireland and Deputy Head of Mission	Dublin	Ireland
30 November	Mary Harney, Chair of the European Steering Group on Sustainable Healthcare (ESG)	Brussels	Belgium
05 December	Benelux delegation: Ambassadors to Ireland from Belgium and The Netherlands and Honorary Consul of Luxembourg to Dublin	Dublin	Ireland
14 December	Danish Trade Union of public workers (FOA)	Copenhagen	Denmark

Highlights of own events 2017

Date	Event	City	Country
17 January	Lunch debate with EU-level social partners	Brussels	Belgium
27 March	Annual meeting: Network of Eurofound Correspondents	Dublin	Ireland
30 March	Expert meeting: Delivering residential care services	Dublin	Ireland
16 May	EU Agencies stakeholder workshop: Neighbourhood quality and role of local level measures in building up quality of life	Brussels	Belgium
18 May	Inter-Agency Competency Framework workshop	Dublin	Ireland
13 June	Expert workshop: Monitoring convergence in the European Union	Dublin	Ireland
26 September	Expert workshop: Access of young people to information and support services	Dublin	Ireland
8 November	MEP and social partner working lunch debate: Fraudulent forms of contracting	Brussels	Belgium
14 November	Eurofound Foundation Forum 2017: Converging economies, diverging societies? Upward convergence in the EU	Dublin	Ireland
28 November	Launch event for Eurofound report: 'Care homes for older Europeans'	Dublin	Ireland
01 December	Expert seminar: The digitalisation of social services	Brussels	Belgium
13 December	Expert workshop: Intergenerational differences (Secondary analysis of 4th EQLS data)	Brussels	Belgium

Highlights of joint events 2017

Date	Event	City	Country
15 February	Press event to launch the joint ILO–Eurofound report, 'Working anytime, anywhere'	Geneva	Switzerland
23 February	Centre for European Policy Studies (CEPS) Ideas Lab 2017: Reconstructing the Union	Brussels	Belgium
04 May	Joint OECD–Eurofound conference: Social mobility and equal opportunities	Paris	France
26 June	25th European Social Services conference: Transforming lives through innovation and technology	Valletta	Malta

Highlights of contributions to external events 2017

Date	Event	City	Country
10 January	European Public Service Unions (EPSU) conference on quality employment	Brussels	Belgium
11 January	Progressive Alliance of Socialists and Democrats (S&D) conference: Winning the fight against child poverty – Implementation of a European Child Guarantee	Brussels	Belgium
12 January	2nd Meeting of the Advisory Group for the OECD Guidelines for Measuring the Quality of the Working Environment	Paris	France
16 January	Presentation of the sixth European Working Conditions Survey to the Finnish Ministry of Economic Affairs and Employment	Helsinki	Finland
17 January	InGRID (network of European research infrastructures) final conference	Brussels	Belgium
18 January	Meeting with the Management Board of Finnish Institute of Occupational Health (FIOH)	Helsinki	Finland
19 January	Presentation of the sixth European Working Conditions Survey (EWCS) to Etterbeeker Kreis	Brussels	Belgium
19 January	ETUI meeting: European Works Council Recast & looking forward	Brussels	Belgium
20 January	COST Action Workshop: European framework supporting transnational cooperation among researchers, engineers and scholars	Madrid	Spain
23 January	European Commission: European Pillar of Social Rights – Going forward together	Brussels	Belgium
24 January	Social Mobility Summit 2017	Oxford	UK
25 January	European Movement: Briefing on the Maltese Presidency	Dublin	Ireland
26 January	EU–OSHA Governing Board meeting and ESENER-3 Seminar (European Survey of Enterprises on New and Emerging Risks)	Bilbao	Spain
26 January	European Commission Liaison Forum: Integration of refugees and migrants into the labour market	Brussels	Belgium
26 January	Presentation of Eurofound's 2017 work programme to the European Parliament Employment and Social Affairs Committee (EMPL)	Brussels	Belgium
31 January	European Trade Union Institute (ETUI) event: The boundless working life	Vienna	Austria
31 January	Europeanisation of board-level representation: achievements, hurdles and challenges	Brussels	Belgium
02 February	Bertelsmann Foundation: Presentation of Eurofound's Future of Work project in the context of its 2017–2020 work programme	Gütersloh	Germany
02 February	European Parliament Ireland event: Consultation on Posted Workers Directive	Dublin	Ireland
06 February	Gender Equality Index working group meeting	Vilnius	Lithuania
06 February	EU–OSHA workshop: Foresight on new and emerging Occupational Safety and Health (OSH) risks associated with ICT by 2025	Brussels	Belgium
07 February	European Trade Union Institute (ETUI) expert workshop: Living wages in Europe	Brussels	Belgium
09 February	Inter-agency meeting on employers surveys	Brussels	Belgium
13 February	European Trade Union Institute (ETUI) seminar: His and hers – Occupational hazards, health, justice and prevention actors	Brussels	Belgium

Highlights of contributions to external events 2017

Date	Event	City	Country
13 February	Presentation of the sixth European Working Conditions Survey (EWCS) results to European Trade Union Institute (ETUI) researchers and ETUC	Brussels	Belgium
20 February	World Day of Social Justice seminar 2017: How is Ireland performing on the Global (sustainable development) Goals?	Dublin	Ireland
23 February	New start for working parents expert Meeting	Brussels	Belgium
23 February	Migration of healthcare workers	Warsaw	Poland
23 February	Irish Services, Industrial, Professional and Technical Union (SIPTU) Lunchtime seminar: Prospects and implications of the EU's forthcoming work-life balance package	Dublin	Ireland
24 February	European Commission – Sectoral social dialogue meeting: Chemical industry	Brussels	Belgium
28 February	Heads of EU Agencies Network and Heads of Administration meeting	Brussels	Belgium
28 February	European Economic and Social Committee (EESC) and Labour Market Observatory (LMO) conference on long-term unemployment	Brussels	Belgium
28 February	Eurofound presentation on work-life reconciliation at the European Parliament Committee on Women's Rights and Gender Equality (FEMM) meeting	Brussels	Belgium
01 March	EU Employment Committee (EMCO) Indicators Group meeting	Brussels	Belgium
02 March	GESIS 5th European User conference: Microdata from Eurostat	Mannheim	Germany
02 March	EIGE: Expert consultation on Gender segregation in education, training and labour market,	Vilnius	Lithuania
02 March	Meeting of the European Directors of social statistics	Luxembourg	Luxembourg
07 March	European Commission – Sectoral social dialogue meeting: Metal industry	Brussels	Belgium
07 March	Eurofound presentation of its 2017 work programme at the European Economic and Social Committee (EESC) SOC Section	Brussels	Belgium
08 March	Progressive Alliance of Socialists and Democrats (S&D) group seminar: Equal treatment and rights for migrant workers	Brussels	Belgium
09 March	European Platform tackling Undeclared Work meeting	Brussels	Belgium
09 March	Institute for Quality of Life Research Romania conference: Mapping poverty, social services and specific infrastructure	Bucharest	Romania
10 March	Michael Smurfit Graduate Business School UCD – HR Management and Employee Relations seminar Series: The WRC in a changing work environment	Dublin	Ireland
16 March	International Workshop on Comparative Survey Design and Implementation (CSDI)	Mannheim	Germany
20 March	EU-OSHA: 12th PRAG meeting	Bilbao	Spain
22 March	2nd International conference: Smart and sustainable planning for cities and regions 2017	Bolzano	Italy
22 March	Centre for Global Human Resource Management conference	Gothenburg	Sweden
23 March	ILO Training Centre: Presentation at Master class in industrial relations	Turin	Italy
24 March	Ruhr-Universität Bochum: Editorial board meeting on modernisation of the public sector	Berlin	Germany
24 March	European Working Conditions Survey (EWCS) South Tyrol inaugural event	Bozen/Bolzano	Italy
28 March	EU Agencies Heads of Information and Communication Network (HCIN) meeting	Parma	Italy
28 March	ILO national conference on the Future of Work	Madrid	Spain
29 March	Global Employers workshop on the Future of Work	Madrid	Spain
30 March	Belgian Ergonomics Society (BES): Ergonomics and mobile work	Brussels	Belgium
30 March	BARCOM (Innovative tools for bargaining support in the commerce sector) meeting	Amsterdam	Netherlands
30 March	ILO book launch event on social dialogue post-crisis	Brussels	Belgium
31 March	Nordic Council of Ministers' Office in Estonia conference: Immigration to the Nordic-Baltic countries – New challenges	Tallinn	Estonia

Highlights of contributions to external events 2017

Date	Event	City	Country
03 April	International research conference: Europe's changing workplaces	Dublin	Ireland
03 April	European Commission Liaison Forum	Brussels	Belgium
03 April	Norwegian Society of Engineers and Technologists (NITO) workshop: Extending working lives and flexible retirement schemes	Dublin	Ireland
04 April	Meeting with Directorate General for Employment, Social Affairs and Inclusion	Brussels	Belgium
05 April	Presentation of the sixth European Working Conditions Survey (EWCS) to the Director General for Employment, Social Affairs and Inclusion	Brussels	Belgium
06 April	DEMOSOC research group at Universitat Pompeu Fabra seminar: Job polarisation	Barcelona	Spain
06 April	Federation of social and health care organisations (Eurodiaconia) meeting on long-term care	Brussels	Belgium
06 April	Presentation of sixth European Working Conditions Survey (EWCS) results on job quality to EU Employment Committee indicators group	Brussels	Belgium
06 April	ETUC Employment and Labour Market Committee meeting	Brussels	Belgium
12 April	OECD experts meeting on collective bargaining	Paris	France
19 April	European Commission expert meeting on work-life balance	Brussels	Belgium
25 April	Eurodetachment project (posting of workers) 2016-2017: Seminar on construction industry	Dublin	Ireland
26 April	H2020 research project QuInnE (Quality of Jobs and Innovation Generated Employment Outcomes) meeting: Mid-term Europe 2020	Barcelona	Spain
26 April	Centre for European Policy Studies (CEPS) conference: Is a longer working life for everyone? Exploring emerging inequalities among older workers	Brussels	Belgium
27 April	Hans Böckler Foundation meeting: European social dialogue 2017	Brussels	Belgium
27 April	Inter-Agency Legal Network meeting	Parma	Italy
28 April	Pontifical Academy of Social Sciences conference: Towards a participatory society – New roads to social and cultural integration	Vatican city	Vatican
03 May	40th anniversary of Bertelsmann Foundation	Gütersloh	Germany
03 May	Sinergiak Social Innovation cycle of conferences on workplace innovation	San Sebastian	Spain
04 May	European Services Workers Union (UNI Europa) conference: Best practices that aim to improve the reconciliation of professional and family life in a digital economy	Brussels	Belgium
04 May	Institute for Economic and Social Research (WSI) conference: Collective bargaining	Dusseldorf	Germany
09 May	Presentation of the sixth European Working Conditions Survey (EWCS) results to the Netherlands Ministry of Employment and Social Affairs	Hague	Netherlands
10 May	European Court of Auditors (ECA) conference: Youth employment – Confronting challenges and finding solutions	Brussels	Belgium
11 May	Swedish Work Environment Authority national meeting: Undeclared work, unhealthy competition and fraudulent work	Stockholm	Sweden
12 May	ILO and Irish Department of Jobs and Innovation conference: The future of work	Dublin	Ireland
12 May	Italian Labour Union (UIL) REST@Work project final conference	Rome	Italy
15 May	Association of Nordic Engineers workshop to mark its 10th anniversary	Stockholm	Sweden
15 May	BusinessEurope conference: Involvement of the social partners in EU economic governance	Brussels	Belgium
16 May	Austrian Federal Ministry of Labour, Social Affairs and Consumer Protection conference: Promoting uptake of paternity and parental leave among fathers	Vienna	Austria
16 May	European Centre for the Development of Vocational Training (Cedefop) policy learning forum: VET as a solution to leaving education early	Thessaloniki	Greece
16 May	ETUC: Social dialogue Academy	Brussels	Belgium

Highlights of contributions to external events 2017

Date	Event	City	Country
17 May	2nd Global Employers' Summit: Making the G20 a success	Bad Neuenahr	Germany
22 May	UK Economic and Social Research Council WAF project conference: Flexible working: Time for a reflection?	London	UK
23 May	Scientific committee of the French national agency for improving working conditions (ANACT) meeting	Paris	France
24 May	French national agency for improving working conditions (ANACT) workshop: Renewal of working conditions	Lyon	France
24 May	Slovene Ministry of Labour, Family, Social Affairs and Equal Opportunities – 5th Human Resource development conference: Overcoming the challenges of tomorrow	Lasko	Slovenia
26 May	Lithuanian Labour Federation: International seminar: Changing realities in the world of work - Transformation of social risks and needs	Vilnius	Lithuania
29 May	Herman Deleeck Centre for Social Policy seminar: Different approaches towards measuring non-take up	Antwerp	Belgium
29 May	European Parliament Employment and Social Affairs Committee (EMPL) hearing: Preparing the draft Own Initiative report on Combating inequalities as a lever to boost job creation and growth	Brussels	Belgium
30 May	Presentation of sixth European Working Conditions Survey (EWCS) to the Confédération française démocratique du travail (CFDT)	Paris	France
30 May	EU Agencies Network for Scientific Advice (ANSA): 9th meeting	Brussels	Belgium
30 May	ILO: Tripartite validation workshop	Ankara	Turkey
31 May	28th American Council on Science and Health: Plenary Session	Luxembourg	Luxembourg
31 May	Office of Publications seminar for EU Agencies	Luxembourg	Luxembourg
31 May	Scientific Advisory Board of the project Social inequalities in extending working lives of an ageing workforce	London	UK
01 June	EU-OSHA Governing Board meeting	Luxembourg	Luxembourg
01 June	Public Policy Exchange symposium: Strengthening youth employment in the EU – Ensuring bright futures for the young generation	Brussels	Belgium
01 June	Durham University Business School workshop: Visible and invisible hands in the transnational wage setting in Europe	Durham	UK
01 June	SIPTU and Forum Polonia seminar: Migrant workers in Ireland - Contribution, integration and challenges	Dublin	Ireland
06 June	Eurostat Working Group meeting on income and living conditions	Luxembourg	Luxembourg
06 June	OECD Forum: Bridging divides	Paris	France
07 June	European Financial Congress	Sopot	Poland
09 June	14th Euroframe conference on economic policy issues in the European Union	Berlin	Germany
12 June	FOME: 3rd regional industrial seminar	Shannon	Ireland
12 June	OECD workshop: The future of social protection	Berlin	Germany
14 June	London School of Economics: Third annual conference of the International Inequalities Institute on Challenging inequalities – Developing a global response	London	UK
16 June	ALDE (Alliance of Liberals and Democrats for Europe) Committee of the Regions meeting	Dublin	Ireland
16 June	17th Auditnet meeting for EU bodies	Brussels	Belgium
16 June	17th Auditnet meeting for EU bodies	Brdo	Slovenia
16 June	Think-Tank for Action on Social Change (TASC) conference: Solid foundations? Economic inequality and the housing crisis	Dublin	Ireland
22 June	International Bar Association (IBA) and Global Employment Institute (GEI) annual meeting	Paris	France
22 June	Irish Proshare Association (IPSA): Employee Share Ownership Day 2017	Dublin	Ireland
26 June	European Trade Union Institute (ETUI) conference: How to improve working conditions by participative methods	Brussels	Belgium

Highlights of contributions to external events 2017

Date	Event	City	Country
26 June	Eduworks Network workshop: Labour market matching processes in the 21st Century	Brussels	Belgium
26 June	European Commission Liaison Forum	Brussels	Belgium
27 June	Hans Böckler Foundation conference: Future of Work	Berlin	Germany
28 June	Presentation of the sixth European Working Conditions Survey (EWCS) results to the Directorate-General for Human Resources and Security	Brussels	Belgium
28 June	Europa Universitat Viadrina Frankfurt workshop: Employer cooperation for securing skilled employees – labour legislative and structural requirements	Berlin	Germany
28 June	Directorate General for Employment, Social Affairs and Inclusion (DG EMPL) workshop: Delivering higher effective retirement ages	Brussels	Belgium
01 July	24th conference of the Japanese Society for Occupational Mental Health Association	Tokyo	Japan
03 July	ILO: 5th Conference of the Regulating for Decent Work Network	Geneva	Switzerland
04 July	Ministry for Labour and Social Affairs Germany symposium: Labour market and structural change reporting	Berlin	Germany
06 July	University of Tübingen – Transnational experts' meeting: Digitalisation and its impact on labour relations from a European perspective	Stuttgart	Germany
06 July	IG Metall workshop: Online labour platforms – Coordinating data collection, sharing data, funding opportunities, certifying platforms	Geneva	Switzerland
06 July	ILO workshop: Working conditions on digital labour platforms: Coordinating data collection, sharing data, funding opportunities, certifying platforms	Geneva	Switzerland
11 July	European Economic and Social Committee (EESC) SOC Study Group meeting: Work-life balance of working parents and caregivers	Brussels	Belgium
11 July	Representation of the State of Hessen to the EU: The White Paper on the Future of Europe	Brussels	Belgium
13 July	Representation of the State of Hessen to the EU: The White Paper on the Future of Europe	Lisbon	Portugal
17 July	University of Lisbon: 7th Conference of the European Survey Research Association (ESRA)	Lisbon	Portugal
8 August	International Sociological Association (ISA) conference: Increasing mobility and reducing inequality: What guidance is provided by sociological research?	New York	USA
04 September	6th EUGEO (EU Geographical societies) Congress	Brussels	Belgium
04 September	Synergies for Europe's Research Infrastructures in the Social Sciences (SERISS) workshop: Harmonised coding for socio-economic survey questions	Amsterdam	Netherlands
07 September	Low Pay Commission: Fifth Annual Research Symposium	London	UK
08 September	Low Pay Commission international workshop	London	UK
11 September	University of London - European Social Survey workshop: Strengthening links between cross-national and cross-cultural social surveys	London	UK
12 September	European Centre of Expertise (ECE) expert meeting on the functioning and effectiveness of social dialogue	Brussels	Belgium
12 September	European Commission workshop: Study to support an impact assessment on the Written Statement Directive (WSD)	Brussels	Belgium
13 September	European Platform tackling Undeclared Work seminar: Taking learning forward and employing results	Brussels	Belgium
14 September	World Employment Confederation Europe and Europa Global Union stakeholder workshop: Online talent platforms, labour market intermediaries and the changing world of work	Brussels	Belgium
20 September	United Nations Economic Commission for Europe (UNECE): Working Group on Ageing	Lisbon	Portugal
20 September	Directorate General for Employment, Social Affairs and Inclusion Evaluation Committee meeting: VP/2017/004 'Improving expertise in the field of industrial relations'	Brussels	Belgium

Highlights of contributions to external events 2017

Date	Event	City	Country
21 September	Gestes (Groupe d'études sur le travail et la santé au travail) scientific committee meeting	Paris	France
21 September	United Nations Economic Commission for Europe (UNECE) Ministerial Conference on Ageing: A sustainable society for all ages – Realising the potential of living longer	Lisbon	Portugal
21 September	International Metropolis Conference 2017	The Hague	Netherlands
25 September	European Commission: EU-China policy dialogue with the Chinese Ministry of Human Resources and Social Security	Brussels	Belgium
25 September	Chamber of Labour of Upper Austria: Focus on working life – 20 year Work Climate Index	Vienna	Austria
25 September	4th Meeting of the Working Group for the Revision of the International Classification of Status in Employment (ICSE-93)	Geneva	Switzerland
25 September	ESPAnet Poland 4th International Conference: Social policy – controversies and paradoxes	Wroclaw	Poland
25 September	National Youth Policy Institute (South Korea) International seminar: NEET Youth 2017	Seoul	South Korea
26 September	European Political Strategy Centre (EPSC) High-Level Policy Dinner: Fair Jobs and Growth	Brussels	Belgium
27 September	20th International Long-Term Care Conference and the 15th Congress of the European Association for Directors and Providers of Long-Term Care Services for the Elderly	Torun	Poland
02 October	Social Statistics in the European Statistical System in the context of rapidly changing societies	Vienna	Austria
02 October	ILO Tenth European Regional Meeting	Istanbul	Turkey
03 October	European Commission 2nd European Directors of Social Statistics meeting	Luxembourg	Luxembourg
05 October	Think Tank Bruegel event: Crowd Employment	Brussels	Belgium
10 October	Responsible Innovation summit	Dublin	Ireland
10 October	Employment and Social Developments in Europe (ESDE) conference: Intergenerational fairness and solidarity	Brussels	Belgium
11 October	GDA Experts' Committee meeting: Joint German Occupational Safety and Health Strategy	Berlin	Germany
11 October	EIGE: Launch of Gender Equality Index 2017	Brussels	Belgium
12 October	United Nations Economic Commission for Europe (UNECE): Active Ageing Index Advisory Group meeting	Brussels	Belgium
13 October	European Commission – Sectoral social dialogue meeting: Audiovisual sector	Brussels	Belgium
17 October	EU Agencies Heads of Communication and Information Network (HCIN) meeting	Parma	Italy
17 October	AGZ European conference on strategic employee sharing	Vienna	Austria
17 October	European Parliament Greens and German Trade Union Confederation (DGB) joint event: Fair care? Posted workers in the care sector	Brussels	Belgium
18 October	European Globalisation Adjustment Fund (EGF) seminar	Tallinn	Estonia
18 October	European Commission: Single Market Forum 2017–2018 – Collaborative Economy Workshop	Dublin	Ireland
19 October	European Commission conference: Reinventing convergence	Brussels	Belgium
19 October	European Platform tackling Undeclared Work meeting	Brussels	Belgium
19 October	UNIEuropa workshop: Shaping industrial relations in a digitalising service industry	Brussels	Belgium
19 October	Member State Directors-General for Industrial Relations on the Working Time Directive	Brussels	Belgium
20 October	EZA-UNAIE seminar: Europe of everybody and for everyone: the pillar of social rights	Riva del Garda	Italy

Highlights of contributions to external events 2017

Date	Event	City	Country
23 October	German-Italian Centre of Expertise in the Social Sciences – 12th Conference: Social monitoring and reporting in Europe: Resilience an asset in difficult times?	Villa Vigoni	Italy
23 October	EU-OSHA: OSH Knowledge Advisory Group (OKAG - formerly known as PRAG) 2nd meeting	Bilbao	Spain
23 October	Irish National Skills Council meeting with Minister Richard Bruton	Dublin	Ireland
24 October	Quality and qualifications Ireland (QQI) conference: Digitalisation and skills and qualifications	Dublin	Ireland
24 October	Joint Programming Initiative (JPI) expert workshop: Well-being in later life – the oldest-old	Paris	France
24 October	ETUC conference: Cross-border social fraud/abuse in social security	Brussels	Belgium
26 October	Spanish Institute of Health and Safety at Work: Healthy jobs at every age	Madrid	Spain
26 October	European Commission conference: Mutual learning on Youth Guarantee learning forum	Brussels	Belgium
26 October	European Employers Network (EEN) seminar	Brussels	Belgium
27 October	European Association of Human Resources congress	Paris	France
27 October	Ministry of Labour, Family, Social Affairs and Equal opportunities: Public Tribune on occupational safety and health	Ljubljana	Slovenia
27 October	Council of Europe Parliamentary seminar: Employment, training and equal opportunities: how to ensure fair treatment and inclusion for all	Paris	France
06 November	European Commission conference: From crisis management towards everyday practice	Brussels	Belgium
06 November	Meeting of the joint European Parliament committees (Employment and Social Affairs and Industry, Research and Energy) on Eurofound's pilot project on the Future of Manufacturing in Europe	Brussels	Belgium
08 November	Bertelsmann Foundation workshop: Expert surveys as a measurement tool – Challenges and promising alternatives	Berlin	Germany
09 November	Department of Employment and Social Protection 70th anniversary conference: Digital economy, new forms of work, and challenges for social security systems	Dublin	Ireland
09 November	University of Seville: International meeting on collective bargaining	Seville	Spain
09 November	CECAN international symposium: Complexity approaches to evaluate global Nexus policy challenges	Surrey	UK
09 November	16th European meeting of People Experiencing Poverty (PeP)	Brussels	Belgium
10 November	European Commission Social Situation Monitor seminar: The Future of Work	Brussels	Belgium
14 November	Synergies for Europe's Research Infrastructures in the Social Sciences (SERISS): Board of Strategic Advice	London	UK
16 November	Disability Federation of Ireland: FreedomTech Assembly – A Passport to Inclusion	Dublin	Ireland
17 November	Social Summit for Fair Jobs and Growth	Gothenburg	Sweden
20 November	17th EU-JAPAN Symposium	Tokyo	Japan
21 November	EU Agencies Network for Scientific Advice (ANSA): 10th meeting	Lisbon	Portugal
22 November	European Parliament public hearing: Protection of the rights of workers in temporary or precarious employment	Brussels	Belgium
23 November	EU Employment Committee meeting	Brussels	Belgium
23 November	University College London (UCL) seminar: Inequalities in access to parental leave and flexible work	London	UK
28 November	Presentation of the European Jobs Monitor to the Commission of the Bishops' Conferences of the European Community (COMECE) Social Affairs Commission	Brussels	Belgium
28 November	Council of Europe: Urban policies for inclusive migrant integration and diversity advantage	Lisbon	Portugal

Highlights of contributions to external events 2017

Date	Event	City	Country
28 November	European Commission INNOVA Measure workshop: Innovation, high-growth and internationalisation of R&D	Brussels	Belgium
30 November	French Pensions advisory council meeting: Ageing, work and retirement age	Paris	France
01 December	Social Economic Council meeting	The Hague	Netherlands
04 December	European Company Survey presentation to Radboud University	Nijmegen	Netherlands
04 December	Portuguese government final seminar PT07: EEA Grants Portugal	Lisbon	Portugal
05 December	Slovenia Ministry of Labour, Family, Social Affairs and Equal Opportunities: Active All final conference	Brdo	Slovenia
05 December	Alliance of Liberals and Democrats for Europe (ALDE): First workshop of the Community of Practice on Fairness – The Role of education in social mobility	Brussels	Belgium
06 December	Advisory Committee on Safety and Health at Work: 29th plenary session	Luxembourg	Luxembourg
06 December	Institute for Structural research (IBS) 2017 Jobs Conference: Technology, demography and the global division of labour	Warsaw	Poland
11 December	UNI Europa second workshop on the project: Shaping Industrial Relations in a Digitalising Service Industry - Challenges and Opportunities for Social Partners	Berlin	Germany
11 December	OECD workshop: Labour relations in the future world of work	Paris	France
11 December	Alliance of Liberals and Democrats for Europe (ALDE): Videoconference for Module 'Jean Monnet EU in the World': International Law and Politics (2017-2020)	Santander	Spain
12 December	European Workers' Participation Competence Centre (EWPPC) conference 2017: Beyond Restructuring: the role of workers' participation in addressing intensified cross-border standardisation and centralisation in multinational corporations	Brussels	Belgium
14 December	European Commission: 2nd international workshop on Modelling of physical, economic and social systems for resilience assessment	Ispra	Italy
15 December	Presentation on convergence to DG Employment, Social Affairs and Inclusion	Brussels	Belgium
18 December	European Commission Liaison Forum	Brussels	Belgium
18 December	European Economic and Social Committee: Socially sustainable concept for raising living standards, boosting growth and employment, as citizens' security	Brussels	Belgium
19 December	European Commission: Horizon 2020 – Young – 2015 – ENLIVEN (Encouraging lifelong learning for an inclusive and vibrant Europe) event	Brussels	Belgium

Annex 4c: Publications as reported chronologically to Eurofound's Bureau by December 2017

Four-year work programme 2013-2016	
Area 1: Increasing labour market participation and combating unemployment	
ERM Quarterly - Quarter 4 of 2016	Report
Employment effects of reduced non-wage labour costs	Report/ Executive summary
ERM annual report 2016: Globalisation slowdown? Recent evidence of offshoring and reshoring in Europe	Report/ Executive summary
Income inequalities and employment patterns in Europe before and after the Great Recession	Report/ Executive summary
Occupational change and wage inequality: European Jobs Monitor 2017	Report/ Executive summary
Employment transitions and occupational mobility in Europe: The impact of the Great Recession	Report/ Executive summary
Estimating labour market slack in the European Union	Report/ Executive summary
Long-term unemployed youth: Characteristics and policy responses	Report/ Executive summary
Area 2: Improving working conditions and making work sustainable throughout the life course	
Innovative changes in European companies (Third European Company Survey)	Report/ Executive summary
Towards age-friendly work in Europe: A life-course perspective on work and ageing from EU Agencies	Report
Pay inequalities experienced by posted workers: Challenges to the 'equal treatment' principle	Report
Fraudulent contracting of work – Reports on five types: Bogus self-employment, Fixed-term contracts, Posted workers, Sham companies and Traineeship status	Reports
Religion in the workplace	Report
Working time patterns for sustainable work	Report/ Executive summary
Exploring self-employment in the European Union	Report/ Executive summary
Extending working life: What do workers want?	Report
Working anytime, anywhere: The effects on the world of work	Report/ Executive summary
Sixth European Working Conditions Survey: Overview report (2017 update)	Report
Area 3: Developing industrial relations to ensure equitable and productive solutions in a changing policy context	
Social dialogue developments in the education sector in Europe	Report
National capacity-building initiatives for social partners: Experiences in five EU Member States	Report
Addressing digital and technological change through social dialogue	Report
Involvement of the social partners in the European Semester: 2016 update	Report/ Executive summary
Representativeness study: Railways and urban public transport	Report/ Executive summary
Area 4: Improving standards of living and promoting social cohesion	
Changing places: Mid-career review and internal mobility	Report/ Executive summary
Delivering hospital services: A greater role for the private sector?	Report/ Executive summary
Social mobility in the EU	Report/ Executive summary
In-work poverty in the European Union	Report/ Executive summary

Four-year work programme 2013-2016	
Area 4: Improving standards of living and promoting social cohesion (cont'd)	
Reactivate: Employment opportunities for economically inactive people	Report/ Executive summary
Care homes for older Europeans: Public, private and not-for-profit providers	Report/ Executive summary
Programming document 2017–2020	
Strategic area 1: Working conditions and sustainable work	
Working conditions of workers of different ages	Report/ Executive summary
Strategic area 2: Industrial relations	
Representativeness study: Sugar manufacturing	Report/ Executive summary
Representativeness study: Shipbuilding	Report/ Executive summary
Statutory minimum wages in the EU 2017	Report
Representativeness study: Postal and courier activities	Report/ Executive summary
Developments in collectively agreed pay 2016	Report
Developments in working time 2015–2016	Report
Developments in working life in Europe: EurWORK annual review 2016	Report
Representativeness of the European social partner organisations: Footwear	Report/ Executive summary
Representativeness of the European social partner organisations: Tanning and leather industry	Report/ Executive summary
Representativeness of the European social partner organisations: Central government administration	Report/ Executive summary
Strategic area 4: Quality of life and public services	
European Quality of Life Survey 2016	Report/ Executive summary
Activity: Reacting to ad hoc information requests	
Aspects of non-standard employment in Europe	Ad hoc report
Work-life balance and flexible working arrangements in the European Union	Ad hoc report
Non-standard forms of employment: Recent trends and future prospects	Ad hoc report/ Executive summary
Corporate communications	
Consolidated annual activity report of the Authorising Officer for the year 2016	Report
Eurofound yearbook 2016: Living and working in Europe	Report
Eurofound publications catalogue 2013–2016	Report
Converging economies, diverging societies? Upward convergence in the EU – Foundation Forum background paper	Report
Programming document 2017-2020: Work programme 2018	Report
Eurofound News: issues 1–7	Newsletter

Annex 5: Activity based cost tables

a. Full costs by activity

The first part of the below table shows budgeted full activity costs and their shares of the total Eurofound budget. The full costs consist of title 3 expenditure and staff costs by activities.

The second part of the table shows actually executed full activity costs and their shares of the executed budget.

The tables b and c show details of title 3 expenditure and staff costs by activities.

Activities 2017	Budgeted full costs (Titles 1,2,3 000€)	% PD Budgets	Actual full costs in executed budget 2017 000€ (with executed person day rates)	% Executed budgets
Operational Activities				
Continuation WP 2016	1,786	9%	3,108	15%
2.1.1 Working Conditions and Sustainable Work	1,161	6%	843	4%
2.1.2 Social Dialogue	1,607	8%	1,275	6%
2.1.3 Reporting on Working Life Developments	2,062	10%	1,912	9%
2.1.4 Well Functioning and Inclusive Labour markets	820	4%	616	3%
2.1.5 Monitoring structural change and managing restructuring	1,136	6%	905	4%
2.1.6 Innovation and job creation in companies	665	3%	526	3%
2.1.7 Quality of Life and Society	975	5%	1.189	6%
2.1.8 Public Services	741	4%	699	3%
2.1.9 The Digital Age: Challenges for work and employment	1,164	6%	826	4%
2.1.10 Monitoring Convergence in the EU	786	4%	825	4%
2.1.11 Survey Management and Development	1,132	6%	1,385	7%
2.1.12 Reacting to Ad-Hoc information requests	873	4%	399	2%
Horizontal Activities				
2.2.1 Corporate communication and infrastructure	3,819	19%	4,709	23%
2.2.2 Organisational support and development	1,844	9%	1,248	6%
TOTAL	20,571	100%	20,464	100%

b. Financial resources by activity

Activities 2017	Title 3 – budget 2017 (operational)	Title 3 – actual commitments in 2017	% of total title 3 budget in 2017
Operational Activities			
Continuation WP 2016	232	195	84%
2.1.1 Working Conditions and Sustainable Work	370	286	77%
2.1.2 Social Dialogue	678	643	95%
2.1.3 Reporting on Working Life Developments	736	585	80%
2.1.4 Well Functioning and Inclusive Labour markets	238	171	72%
2.1.5 Monitoring structural change and managing restructuring	266	260	98%
2.1.6 Innovation and job creation in companies	230	223	97%
2.1.7 Quality of Life and society	158	138	87%
2.1.8 Public Services	217	229	106%
2.1.9 The Digital Age: Challenges for work and employment	335	312	93%
2.1.10 Monitoring Convergence in the EU	160	143	90%
2.1.11 Survey Management and Development	374	799	214%
2.1.12 Reacting to Ad-Hoc information requests	400	109	27%
Horizontal Activities			
2.2.1 Corporate communication and infrastructure	1,154	1,128	98%
2.2.2 Organisational support and development	603	491	81%
TOTAL	6,151	5,715	93%

c. Human resources by activity

Activities 2017	Person-days allocated in 2017	Actual days recorded in 2017	% of planned
Operational Activities			
Continuation WP 2016	915	1,410	154%
2.1.1 Working Conditions and Sustainable Work	475	264	56%
2.1.2 Social Dialogue	555	298	54%
2.1.3 Reporting on Working Life Developments	784	628	80%
2.1.4 Well Functioning and Inclusive Labour markets	355	210	59%
2.1.5 Monitoring structural change and managing restructuring	521	304	58%
2.1.6 Innovation and job creation in companies	270	143	53%
2.1.7 Quality of Life and Society	490	497	101%
2.1.8 Public Services	321	130	41%
2.1.9 The Digital Age: Challenges for work and employment	497	242	49%
2.1.10 Monitoring Convergence in the EU	380	321	85%
2.1.11 Survey Management and Development	437	276	63%
2.1.12 Reacting to Ad-Hoc information requests	300	138	46%
Horizontal Activities			
2.2.1 Corporate communication and infrastructure	2,050	2,050	100%
2.2.2 Organisational support and development	705	393	56%
TOTAL	9,055	7,303	81%

Annex 6: Report on access to documents and historical archiving

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, as well as financial information and formal evaluation reports, are published on the website¹⁹. Internal documents are routinely made available in response to requests in relation to the results of tender procedures or recruitment.

In 2017, there was one request for access to internal documents citing regulation (EC) 1049/2001. The request was received unusually via a third party civil society organisation named Ask the EU, whose aim is to help members of the public to get information about the EU by compiling and publishing requests for information. The request concerned the rental contract of the buildings Eurofound occupies, and the documents were provided to the requester and subsequently published on the Ask the EU website. The organisation was unknown to Eurofound beforehand. Similar access requests were made to all the EU Agencies and their replies are also published on the website. Access requests are usually directed via Eurofound's website.

Historical Archiving

Council Regulation (EU) 2015/496 of 17 March 2015²⁰ introduced an obligation for the decentralised EU Agencies to deposit their historical archives (historical archives of the Union, preserved and made available to the public wherever possible after the expiry of a period of 30 years) at the Historical Archives of the EU (HAEU), Florence in accordance with a framework agreement, on a per annum cost basis linked to the size of the depositing body.

In 2017 Eurofound deposited historical archives ranging in date from 1977 to 1987. The original paper files were deposited at the HAEU, along with digitised copies which are publicly accessible on the HAEU website, alongside archives of the EU Institutions and Eurofound's sister agency Cedefop.

The archives include files relating to seminars and missions of the Director, Deputy Director and Staff of Eurofound in 1977 and 1978, as well as documents of the Administrative Board (as the Governing Board was known), the Bureau and the Committee of Experts (a collegial body of 12 members established to advise the Board on all aspects of the Foundation's work, which met until 2002 and was not included in the revised founding regulation in 2005).

The creation of an independent research institute at European level was seen as part of the essential development of social policy in the community. To quote a Parliamentary committee report from that time 'Politically the setting up of the Foundation is important because it emphasizes to the social partners that the community attaches great importance to the problems of modern living and working; therefore, the Foundation has considerable political and psychological significance'²¹.

19 <https://www.eurofound.europa.eu/access-to-internal-eurofound-documents>

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

21 Extract from the EP Committee on Budgets' working document on the audit and control visit to the Foundation, July 1978.

Annex 7: 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)	Only for own area of responsibility; no cross-delegation, no sub-delegation
Individual budgetary commitment of appropriations of less than €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)	
HR activities		
Delegated to		
Authorisation for:		
Annual leave and 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)	

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency, whose role is to provide knowledge in the area of social, employment and work-related policies. Eurofound was established in 1975 by Council Regulation (EEC) No. 1365/75, to contribute to the planning and design of better living and working conditions in Europe.

