



Decision No 27 of the Management Board of the European Foundation for the Improvement of Living and Working Conditions (“Eurofound”) adopting the 2019 Consolidated Annual Activity Report together with an assessment of Eurofound’s activities

Having regard to Regulation (EU) 2019/127 of the European Parliament and of the Council of 16 January 2019 establishing the European Foundation for the improvement of living and working conditions (Eurofound), and repealing Council Regulation (EEC) No 1365/751

WHEREAS Article 5, Point 1(d) states that the Management Board shall adopt a consolidated annual activity report with an assessment of Eurofound's activities, submit them by 1 July each year to the European Parliament, the Council, the Commission and the Court of Auditors and make the consolidated annual activity report public

HAS ADOPTED:

The Consolidated Annual Activity Report for the year 2019 together with an assessment of Eurofound’s activities, as well as its submission to the European Parliament, the Council, the Commission, and the Court of Auditors.

Done by a written procedure, on 22 June 2020

For the Management Board

The Chairperson

Attachment: Consolidated Annual Activity Report 2019

¹. OJ L 30, 31.1.2019, p. 74.

Consolidated annual activity report 2019



Consolidated annual activity report 2019



European Foundation
for the Improvement of
Living and Working
Conditions

When citing this report, please use the following wording:
Eurofound (2020), *Consolidated annual activity report 2019*, Dublin.

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Research carried out prior to the UK's withdrawal from the European Union on 31 January 2020, and published subsequently, may include data relating to the 28 EU Member States. Following this date, research only takes into account the 27 EU Member States (EU28 minus the UK), unless specified otherwise.

This report presents the results of research conducted prior to the outbreak of COVID-19 in Europe in February 2020. For this reason, the results do not take account of the outbreak.

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

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Management Board's assessment

The year 2019 was a very good year for Eurofound. In this, the third year of the Agency's multiannual programme *Towards upward convergence 2017–2020*, key performance indicators (KPIs) showed steady progress, with marked improvement in several areas, particularly in achieving the Agency's core 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.

Indeed, the Management Board notes with satisfaction the progress achieved in the implementation of this ambitious programme. In this context, the Board specifically commends the staff of Eurofound for its continued work in ensuring the high level of compliance and sound financial management noted by internal and external audits.

The new Founding Regulation came into force in 2019 and has been incorporated by the Agency at all levels. The Board notes Eurofound's innovative efforts to adapt and respond to the changes in its mandate against a background of increasingly limited resources. As part of these changes, the Board welcomed Verónica Lope Fontagné, an independent expert appointed by the European Parliament, who attended the Management Board meeting for the first time in November 2019.

As 2019 saw the European elections take place and the establishment of a new Commission college, the Board welcomes Eurofound's initiatives in reaching out to (new) policymakers at the EU level. In this context and in a time of limited policy initiatives, Eurofound continued to be referenced in key policy reports and was requested to contribute to key EU policy meetings, such as the informal Employment, Social Policy, Health and Consumer Affairs Council (EPSCO), as well as the Employment Committee (EMCO) and Social Protection Committee (SPC) meetings. For example, Eurofound's work on convergence was included in the *Assessment of the Europe 2020 strategy* by the Employment and Social Protection committees; findings on employment, segmentation, platform work, pay transparency and minimum wages could be found in the *Joint employment report 2019* adopted by the EPSCO Council in March 2019 and the proposal for a joint employment report 2020 from the Commission to the Council, and

the Agency's knowledge in the area of minimum wages was also relevant for the preparation of one of the specific initiatives outlined by the new European Commission President Ursula von der Leyen within the top six priorities. This is recognised as a very positive and fruitful element of Eurofound's approach.

The Board also wishes to confirm its continued full support for further consolidation of the close cooperation that Eurofound has with the European Commission, the European Parliament, the Presidencies of the European Council, other EU institutions, bodies and committees, national governments and social partners, as well as partnerships with international organisations such as the OECD and the International Labour Organization (ILO).

Collaboration with these organisations as well as other EU agencies continued throughout 2019 and resulted in significant well-received joint publications, not least the joint report on global working conditions with the ILO. The Board notes Eurofound links with the newly established European Labour Authority (ELA) and encourages ongoing close collaboration.

The Management Board also acknowledges Eurofound's promising work in the development of the new work programme for the programming period of 2021–2024.

The 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 and the Budgetary Authority, as well as on the accounts and financial management. It notes that the Executive Director as Authorising Officer gives assurance without 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.

On behalf of the Management Board, I would therefore like to thank the Executive Director, the Deputy Director and all staff for their work and efforts over the course of the year in delivering the work programme, as well as all Eurofound stakeholders for their ongoing support and use of the Agency's work.

Aviana Bulgarelli
Chair of the Management Board

Executive summary

In 2019, the third year of the four-year programme *Towards upward convergence 2017–2020*, Eurofound made significant progress in its efforts to reach its strategic objective for 2017–2020 of ‘providing scientifically sound, unbiased, timely and policy-relevant knowledge to ensure better-informed policies for upward convergence of living and working conditions in Europe’.

The year 2019 was a transition year for the European Union, marked by the outgoing Juncker Commission, the election of a new European Parliament, the start of the European Commission with President Ursula von der Leyen, and the end of the Europe 2020 strategy that framed employment and social targets and policies for the decade. A new Founding Regulation for the Agency was adopted, agreement was reached to establish the new European Labour Authority (ELA), and the discussions on the EU multiannual financial framework 2021–2027 forecast a scenario of additional resource constraints for Eurofound. These activities and changes framed the discussions in Eurofound on a new multiannual work programme for the 2021–2024 period, including reflection on the mid-term approach to surveys and a more general discussion on the priorities for the next four-year programming period.

Eurofound’s contribution to policies

During the year, the Agency made a substantial contribution through its work to the European Union Agenda. This resulted in the Agency being associated with several key EU policy initiatives. These included, among others, the use of Eurofound’s work on convergence in the *Assessment of the Europe 2020 strategy* by the Employment and Social Protection committees; findings on employment, segmentation, platform work, pay transparency and minimum wages in the *Joint employment report 2019* adopted by the EPSCO Council in March 2019 and the proposal for a joint employment report 2020 from the Commission to the Council, forecasts on implementation of the Paris Climate Agreement and other social and employment research in the *Annual review of employment and social development in Europe 2019*; results on early education and care and youth in the Council recommendation on high-quality early childhood education and the Council conclusions on young people and the future of work; and findings from specific projects in the European Commission paper *10 trends shaping the future of work*

in Europe and the *European Parliament Resolution on European Semester for economic policy coordination: Employment and social aspects in the Annual Growth Survey 2019*.

The Agency’s knowledge in the area of minimum wages was relevant for the preparation of one of the six specific priorities outlined by the new European Commission President von der Leyen. Eurofound expertise in this area was acknowledged in the EU 2020 budget by the European Parliament and Council with an explicit reference to Eurofound about the implementation of a pilot project on this topic.

The work of the Agency was referred to on several occasions in the opinions of the European Economic and Social Committee (EESC).

Programme implementation highlights

One of the highlights of 2019 was the publication of *Working conditions in a global perspective* (May). Prepared jointly with the ILO, this report compared working conditions in 41 countries – covering 1.2 billion workers – through the prism of Eurofound’s job quality framework. The comparison is based on data from the European Working Conditions Survey (EWCS) and comparable sources in non-EU countries, including the United States, South Korea, China (selected cities), and several Latin American countries. This report attracted good media attention, had a high number of downloads, quotations in scientific articles and uptake in EU policy documents. Both organisations have expressed their willingness to consider repeating the exercise based on the EWCS 2020, and this is already proposed by Eurofound in its forthcoming programming document for 2021–2024.

The report *Striking a balance: Reconciling work and life in the EU* (December 2018), based on data from the EWCS and European Quality of Life Survey (EQLS) respectively, contributed to the debates on the legislative initiative of an EU Directive on work–life balance for parents and carers. The report was part of the evidence presented to the informal EPSCO in Bucharest (10 April), where a contribution to the discussion on how to boost women’s participation in the labour market was requested.

Preparation continued for the fieldwork of EWCS in 2020, which at this moment in time has been disrupted due to the COVID-19 pandemic in the EU.

Fieldwork for the third Eurofound survey – the European Company Survey (ECS) – was finalised in August. This survey round has been implemented in cooperation with Cedefop, and with a push-to-web approach. Data are being prepared now for analysis, and a special conference and publication will be prepared with the German-based Institute of Labor Economics (IZA).

Work in the area of labour markets included the European Jobs Monitor report 2019, drafted in cooperation with the Joint Research Centre in Seville (JRC Seville) with a focus on shifts in the employment structure at regional level, as well as a publication on labour market segmentation, a topic very relevant for several country-specific recommendations discussed under the European Semester process.

Substantial policy focus in the EU on issues related to the future of work has continued, particularly linked to the digital age. Earlier studies on new forms of employment and teleworking/ICT-mobile work are still frequently downloaded. Platform work continued to receive a lot of attention, with a policy brief – *Platform work: Maximising the potential while safeguarding standards?* – published in September; the web repository being developed as a reputable resource on the topic; webinars organised and contributions from Eurofound requested across many fora, including the EMCO; a high-level event marking the ILO 100 anniversary; a contribution to the Assembly of the International Social Security Association; an event of the Finnish Presidency; and other activities.

In the area of industrial relations, minimum wage outputs were in high demand, including the update on *Minimum wages 2019 – Annual Review* which examined developments but also the impact of taxation and social contributions on net minimum wages. Eurofound continued to report on the participation of social partners in the European Semester, alongside its traditional contribution to the functioning of European sectoral social dialogue committees through its representativeness studies (five published in 2019). In addition, work on comparing industrial relations systems continued under the framework of the key dimensions identified by Eurofound. This and other findings were used in the organisation of two seminars on the topic of capacity building with a bipartite and tripartite approach. These seminars were well received by participating organisations, and a report is expected in 2020.

The relevance of Eurofound work on quality of life and public services was underscored by the release of a flagship report consolidating Eurofound research findings of the 2017–2020 period in September, largely based on EQLS data analyses. A relevant impact of these survey data is also visible in the analysis done by the World Health Organization (WHO) on health equity. The flagship report was the first of a series of reports that aim to consolidate the findings of Eurofound research in each of its core strategic areas of intervention.

Interest in monitoring convergence continues apace. Various reports were published (including *Upward convergence in employment and socioeconomic factors*), while work started on convergence in the dimensions of living conditions, social protection and regional level. A policy brief on convergence in the European Pillar of Social Rights was published in December. Findings from Eurofound's research on upward convergence were cited in the *Assessment of the Europe 2020 strategy* by the EMCO and SPC. Eurofound has been active in contributing to debates in this area, for example through joint events with the Italian Permanent Representation (in Brussels) and with Directorate-General for Economic and Financial Affairs (DC ECFIN), and contributing to other events, including an ECFIN event in Bratislava marking 15 years since the 2004 enlargement of the EU. A web application for non-expert users is in preparation to provide in a systematic way the most recent data available per indicator and per country.

Another highlight this year was the pilot project *Future of manufacturing in Europe (FOME)*. This project, requested by the European Parliament and implemented by Eurofound by a delegation of the European Commission outside the Agency's regular work programme, was finalised in April 2019. Several deliverables were released earlier in the year, including the report *Energy scenario: Employment implications of the Paris Climate Agreement*, which gained substantial media attention in Europe, and has been used in discussions by the relevant Commissioner and a number of governments in the context of the transition to a low-carbon economy and the ambitious EU Green Deal discussion. Both the consolidated report of the pilot project and the energy scenario study have scored high in terms of numbers of downloads from Eurofound's website. The *Employment and social developments in Europe 2019* publication reported extensively on these findings.

Key performance data

Overall, Eurofound's performance in the year has been very positive. Eurofound continued in its role as a provider of knowledge to assist policymakers in their decision-making, with high numbers of key EU policy documents referencing Eurofound research, contributions to significant events and substantial publication download figures. Eurofound's credibility was also evidenced in an increase of citations in academic articles.

In terms of most impactful research, the EWCS 2015 (sixth edition) overview report was referenced in nine key EU policy documents, being the most downloaded report in 2019 (5,830 in total) and with a very high number of scientific citations (147). Work on platform work, gender employment gap and self-employment

were next in terms of references in key EU policy documents. The *Minimum wages in 2019 – Annual review* was the second most downloaded report (2,845) followed by the EQLS 2016 overview report (1,890) that was also referenced in two key EU policy documents and in 17 peer-reviewed articles.

Overall satisfaction in Eurofound's work and outputs surpassed previous years in 2019. A total of 95% of users say Eurofound publications are of high quality, 94% believe they provide reliable data and 90% believe the information provided by the Agency is strongly aligned to relevant policy agendas. The latter is particularly gratifying considering Eurofound's drive towards a more policy-oriented and relevant work programme and communication approach.

Eurofound contributed to 185 EU policy documents in 2019 of which 52 were key EU documents. While the transition towards a new Parliament and a new Commission implied that the Commission presented 'only a limited number of new initiatives' that addressed 'outstanding challenges that require collective and decisive action' (Commission Work Programme 2019), a substantial number of the key EU documents referring to Eurofound research findings were geared towards initiating EU policy process.

Eurofound's input to high-level policy debate also continued during the year with timely and relevant contributions mapping Eurofound's work to the key areas under discussion at EU level. A total of 212 contributions were made by Eurofound staff to policy relevant and important events throughout the year, with 97 of these (46%) to what are defined as priority organisations.

Overall, communication activities resulted in wide-scale media impact, with over 3,466 articles in news and media outlets during 2019 either referencing or using Eurofound's work. A media reach of about 202.5 million people, as well as increasing numbers of followers on social media platforms, provides some insight into the outreach of Eurofound's work.

Moreover, the take-up of Eurofound's research and analysis as evidenced in academic citations continued to grow, with a year-on-year upward trend reflecting the Agency's reputation as a source of scientifically sound data and analysis.

The relevance and reliability of Eurofound's work was marked by consistent user traffic and take-up from the website. This showed high figures following some technical issues during the previous years with 175,761 downloads for the year, up from 161,974 in 2018. In terms of page views, the strategic area of intervention (SAI) Industrial relations recorded the most page views by far (182,255 compared to 57,253 for Quality of life and public services in second place), attributed largely to the focus on content reporting on working life

developments with contributions from the Network of Eurofound Correspondents.

These results profile an Agency which continues to cement its role in supporting European social policymaking, providing the critical evidence base from which policymakers can draw on to shape better lives and work for all Europeans. This was confirmed in the Commission's executive summary of the 2018 evaluation of the agencies working in the employment and social policy field: 'The EU added value of the tripartite agencies consists of the unique combination of outputs and services that are not available in other institutions or research centres. This includes EU-wide comparable data, tripartite scrutiny, policy orientation and specific focus on EU policy needs.' **The challenge remains, however, to continue this work, at this level of quality and contribution, notwithstanding the sustained pressure of reduced human and financial resources.** Indeed, the revised Founding Regulation which took effect in early 2019, keeps a broad activity for the Agency at a time when its budget and human capital is not likely to increase any time soon.

In response, Eurofound has taken solid steps to offset the consequent potential issues and its efficiency performance in 2019 was testament to this. Overall, for example, the programme delivery rate for 2019 was a very high 91% (target is 80%). This reflects the number of outputs delivered during the reporting year against the outputs originally planned (51 out of 56). This is the best performance in all three years of the current programme, both in terms of percentages and of actual numbers of deliverables, and underlines the emphasis and investment that has been placed in project management, monitoring and training over several years.

Budget implementation was also at an exceptionally high level at close to 100% for the year (99.9%). This indicator, which ensures maximum (and optimal) use of available funds, was well above the target of 98% and reflects the attention to planning and monitoring of work within the Agency.

Likewise, efforts were made to capitalise on the high levels of skills available to ensure effective delivery of the work programme. Working towards the objective of full staffing, 97.8% of all posts were filled by year-end 2019, with a total number of 89 (out of 91) officials and temporary agents.

Finally, collaboration with other agencies, the European Commission and with international organisations continued to be an integral part of the programme implementation. This resulted in two co-publications with JRC Seville and the ILO respectively. Work with the sister agency Cedefop on the ECS will come to fruition in 2020. Sharing of research and future programmes continued with agencies in the field of occupational

health and safety (EU-OSHA), gender equality (EIGE) and fundamental rights (FRA). Eurofound also participated in the advisory group to prepare the establishment of the ELA.

The positive results during 2019 inform the Agency's future as it embarks into the final year of its current four-year work programme. These solid foundations of performance, efficiency and impact will provide the basis for more and even better delivery into the next period.

The year 2020 is set to present many challenges for Europe, not least in how we live and carry out our work. The unprecedented crisis and immense consequences for health, life and work in Europe due to the COVID-19 pandemic is still very uncertain at the time of writing this report. But these challenges are at the very core of Eurofound's mandate and our role has never been more important, our responsibility and preparedness has never been so keen.

1 Key results and progress towards Eurofound's strategic objective

Eurofound's strategic objective for its multiannual 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 to six policy relevant themes, referred to as strategic areas of intervention (SAIs): Working conditions and sustainable work; Industrial relations; Labour market change; Quality of life and public services; Digital age; Opportunities and challenges for work and employment; and Monitoring convergence in the European Union. Section 1.1 presents the main results of the 2019 programme through policy-relevant findings, the uptake of Eurofound's research and contributions at events of EU-level priority organisations, and in (key) EU policy documents. In its annual publication *Living and working in Europe*, Eurofound provides more in-depth findings of selected research completed between 2017 and 2019. Section 1.2 reports on the 2019 results as measured with seven key performance indicators (KPIs) and related metrics.

1.1 Programme results in the strategic areas of intervention

Working conditions and sustainable work

A highlight in this strategic area of intervention was the publication of the report *Working conditions in a global perspective* (in May). The report provides an analysis of data on working conditions through the prism of job quality, comparing experiences in the Member States with other countries in the world and finds that despite vast differences in economic structure, labour markets and development, 1.2 billion workers in 41 countries across the globe face common challenges and concerns. It also highlights that women continue to face the most significant challenges as they earn significantly less than men and work more hours than men overall. The report was prepared by Eurofound and the ILO in the context of their framework of cooperation. The press launch in Geneva – co-organised by Eurofound – resulted in over 1,000 references to the Agency in the week following the event. The report became a success in terms of numbers of downloads from the Eurofound website, driving the particularly high downloads and page views for this SAI in the second quarter (almost twice as high as compared to the other quarters). Both the ILO and Eurofound have expressed their intention to embark on a second edition of a 'global perspective

report' and an agreement on renewed cooperation is foreseen in 2021.

Work on secondary analysis exploiting EWCS 2015 data continued. This led to the publication of *Working conditions and workers' health* (May) and of two policy briefs: *How to respond to chronic health problems in the workplace?* (October) and *How your birthplace affects your workplace* (December). The report *Gender equality at work* was published in March 2020, while reports on work organisation and employee engagement, knowledge and skills; working conditions in different sectors and occupations; and further outputs from the series of concise analyses of EWCS 2015 are expected later in the year 2020.

Previous work based on the EWCS, particularly the overview reports, continue to be highly appreciated by Eurofound stakeholders. This is reflected in the fact that the *European Working Conditions Survey 2015: Overview report* from 2016 was the most cited publication in key EU policy documents in 2019, referenced in nine significant policy documents. Furthermore, it was the most downloaded Eurofound publication of the year. This report, together with its predecessors from the EWCS 2010 and EWCS 2005 are among the top five referenced publications in peer-reviewed scientific articles across all SAIs.

Much effort has gone into preparing the seventh wave of the EWCS. Fieldwork for this survey started in the first half of 2020 but was disrupted by the COVID-19 pandemic.

The continued relevance of Eurofound research findings related to working conditions and sustainable work was exemplified by the European Commission's *Joint employment report 2019*. Using multiple references, the report alludes to the Eurofound framework of indices of job quality and mentions scores on each of the indices for persons on different types of temporary work contracts.

Work has also advanced on analysing progress in the EU towards making work sustainable. The working paper *Context of sustainable work: Analysing status quo and progress* was published in December 2019. Earlier in the year (February), a working paper on the role of motivation for sustainable work was released.

Publications on casual work (*Casual work: Characteristics and implications*) and on posted workers (*Improving the monitoring of posted workers in the EU*; an ad hoc request) were released in December 2019 and January 2020 respectively.

Preparations for the flagship report on working conditions and sustainable work – consolidating 2017–2020 research findings for this SAI – have been ongoing throughout the year. The report is scheduled to be published in November 2020.

Some earlier work of the strategic area also remained in high demand: The 2017 report *Working anytime, anywhere: The effects on the world of work* and the 2018 report *Burnout in the workplace: A review of data and policy responses in the EU* both featured in the list of most downloaded Eurofound publications in 2019.

Covering a range of key issues, Eurofound staff made 33 contributions at events organised by key policy organisations. For example, keynote presentations were delivered at EU Presidency events under the Romanian Presidency on the topic of EU labour mobility (posting of workers and casual work) and the Finnish Presidency on future forms of work (that also links to the labour market change SAI under the new forms of employment premise) and national labour inspectorates. Contributions to the Joint EMCO and SPC Indicators subgroup were also important on the issue of work–life balance, which correlates to the work on quality of life and the EQLS.

Industrial relations

In 2019, Eurofound put emphasis on exploring scope for capacity building for effective social dialogue. A seminar was organised (Riga, in July) focusing on bipartite collective bargaining. This was followed by a second seminar (Gdansk, in September) which looked at tripartism. In November, a working paper exploring how to support capacity building for effective social dialogue was published. In 2020, a report is foreseen (in August) while future Eurofound activities on capacity building (in the 2021–2024 programming cycle) will be explored.

Contributions to the (cross-)sectoral European social dialogue remained a substantial activity for Eurofound. In 2019, five representativeness studies were published on the Eurofound website about the following sectors: Banking, Insurance, ICT–telecommunications, Private security and Industrial cleaning. In addition, a horizontal overview report (comparing findings from different representativeness studies) was added. These studies are indispensable for the functioning of EU social dialogue and thus preparations have been ongoing for six new studies, due for publication in 2020.

A report on the role of social partners in the European Semester (2018 situation; ad hoc request) was published in May. By mid-year, work analysing the 2019 situation began. Main results of this follow-up exercise were presented to the EMCO (in November) and publication of a comparative report is scheduled for April 2020.

In 2019, work progressed on analysing multilevel forms of social dialogue at company level, with a final report expected by June 2020.

Throughout the year, the provision of systematic data on working life developments continued, including regular reports *Minimum wages in 2019 – Annual review* (published in June), *Annual review of working life 2018* and *Working time in 2017–2018*. Particularly, minimum wage – always a hot topic across Europe – saw much uptake of Eurofound expertise in 2019, which continued well into 2020 when the public consultation was launched with a myriad of references to Eurofound. *Minimum wages in 2019 – Annual review* reported that while minimum wages have increased across Europe, workers may not automatically feel the positive impacts of these changes in terms of income and reductions in wage inequality. It was one of two 2019 publications that have already been picked up in two EU key documents. With 2,854 downloads, it also took second place in the yearly downloads. A first preview of Eurofound's work on minimum wages was published in February by way of a *First findings* web article. Towards the end of 2019, Eurofound produced ad hoc reports on enforcement of the statutory minimum wage in international road transport (released in December) and wage setting and debates around the introduction of a minimum wage (three country reports; submitted in December). Eurofound will continue to contribute to this important policy theme, as evidenced with the blog piece *Fears and hopes around future minimum wages* that was published in January 2020.

In addition to the minimum wage ad hoc reports mentioned above, contributions of the Network of Eurofound Correspondents were vital in the context of many ad hoc requests from Eurofound stakeholders: *Parental and paternity leave – Uptake by fathers* (February), *Joint cross-border labour inspections and evidence gathered in their course* (published in May and which provided the basis for discussion on the establishment of the ELA), *Gender equality at work* (completed in December; to be published in spring 2020), *Role of national social partners in tackling discrimination at work* (publication scheduled for August 2020).

The working life country profiles were updated and the Network of Eurofound Correspondents provided quarterly information on working life in the Member States. Various EurWORK topical updates were published on *Seniority-based entitlements* (April), *Rest breaks from work* (May) and *Funding of female entrepreneurship* (December). Work was ongoing on topical updates for work–life balance in the context of telework and ICT-based mobile (TICTM) work, job quality and working conditions, and employee monitoring and privacy at the workplace, with publications scheduled for 2020.

Work has been ongoing on the *European Industrial Relations Dictionary* (EIRD) and on the feasibility study and pilot for an industrial action monitor. Findings on the feasibility of a monitor will become available in 2020, followed by a decision on the future of the instrument within Eurofound. Interestingly, the EIRD page on 'Direct effect' is the second most viewed web page of 2019 with almost 25,000 views.

In terms of downloads, one industrial relations report stood out in 2019: *Measuring varieties of industrial relations in Europe: A quantitative analysis* took fourth place in the top 10 downloads with 2,500 clicks. This was due to the end-of-2018 report consistently being downloaded throughout the year.

Preparations for the industrial relations flagship report 2019 – consolidating 2017–2020 Eurofound research findings for this SAI – continued throughout 2019. The report is expected to be published by the end of 2020.

In 2019, of the 21 contributions to priority organisations over half of these were to the EU-level social partners and included key contributions to the International Labour and Employment Relations Association (ILERA) conference and several events with the social partners on the issue of social dialogue and their involvement in the European Semester.

The 2015 report *Collective bargaining in Europe in the 21st century* continued to be referenced in four key EU policy documents. The same report can be found among the citations in peer-reviewed articles with six references in 2019.

Labour market change

Work on the European Jobs Monitor (EJM) database, which analyses structural changes of the labour market, resulted in new updates online. EJM findings contributed to the proposal for a joint employment report 2020. The report *European Jobs Monitor 2019: Shifts in the employment structure at regional level* (in cooperation with JRC Seville) was published in October and demonstrates large and, in some cases, growing differences between employment structures at the region level and indicating a rural–urban divide. With 1,400 downloads within three months of its publication, this report excelled as the average downloads for a research report during the same time frame is 625. This also had a positive effect on both download and page view numbers for this strategic area in the last quarter. An accompanying blog asking *Where are all the good jobs?* contributed to the uptake of the report with 408 views itself. The news release 'Capital gains: Employment growth in EU capitals outstrips other regions over 15-year period' highlighted the employment differences between capital cities and other regions. This is linked to other analyses on the rural–urban divide, based on EQLS data, under the Quality of life and public services SAI.

Updating the European Restructuring Monitor (ERM) events database is a continuous activity. An overview of ERM cases in the year 2018 was provided in *Restructuring trends: 2018 in review* (May). Work started on the ERM 2019 thematic report focusing on 'restructuring in transnational companies operating in different EU Member States', which is expected to be published in October 2020. Maintenance of the three ERM qualitative databases (support instruments, legislation and case studies) takes place according to a fixed schedule. In 2019, the ERM legal database was updated and validated and preparations started for the 2020 update of the ERM support instruments database.

The report *Labour market segmentation: Piloting new empirical and policy analyses* was published in December. It explores which policies or instruments are most effective in combatting labour market segmentation and offers a novel approach to the study of labour market segmentation that combines a quantitative empirical analysis with a policy analysis. This topic is highly relevant in the context of the country-specific recommendations for several Member States.

Work progressed on projects focusing on job creation and job retention. In June, the report *Cooperatives and social enterprises: Work and employment in selected countries* was published. In December, a working paper on the potential scale of job retention effects of business transfers and successions was released, a topic related to the von der Leyen Commission priorities.

The flagship report on labour market change consolidates research findings for this SAI over the course of the 2017–2020 period. The final report was published in April 2020.

Fieldwork for the fourth round of the European Company Survey (ECS 2019) was completed in August. Jointly with Cedefop, the publication of the ECS 2019 overview report and a launch event in Brussels are foreseen by October 2020. There are plans to publish an edited volume consisting of external scholar contributions based on ECS 2019 data in 2021 (with cooperation between Eurofound, Cedefop and the Institute for Labour Economics).

Labour market change was the second most referenced strategic area in academic journals in 2019 (139 citations). Earlier work on young people not in education, employment or training (NEETs) in 2012 and 2016 and on new forms of employment research (2015) remain popular in the scientific community (also linked to the Digital age: Opportunities and challenges for work and employment SAI in terms of platform work). The latter study continued to feature in the list of most downloaded Eurofound publications in 2019, while Eurofound's work on the NEETs was referred to in Council conclusions on 'Young people and the future of

work' (29 April) and in a *European Parliament Resolution on the European Semester for economic policy coordination: Employment and social aspects in the Annual Growth Survey 2019* (13 March).

Amongst the 15 contributions from this strategic area to priority organisations were the High Level Group on Competitiveness and Growth under the EU Presidency of Romania and the informal EMCO meeting under the Finnish Presidency of the EU on the topic of the future of manufacturing.

With gender (equality) gaining more and more importance and traction in EU policy circles, Eurofound can see the uptake in, for example, the increase of references in policy documents. The 2016 report *The gender employment gap – Challenges and solutions* was the second most referenced publication in key EU policy documents. This report was found in five peer-reviewed articles as well. With the new EU gender equality strategy forthcoming in 2020, Eurofound will focus all its knowledge into a dedicated feature campaign on gender.

Quality of life and public services

One of the main outputs of the Quality of life and public services SAI was the flagship report *Challenges and prospects in the EU: Quality of life and public services*, which consolidated research findings from this SAI for 2017–2019 and was published in September. Among others, it features key research on trust, tension in society and care aspects. The report did well in terms of downloads within three months after publication (1,126).

Various publications were released based on secondary analysis of data from the EQLS 2016: the report *Age and quality of life: Who are the winners and losers* (February) and the two policy briefs *Is rural Europe being left behind?* (May) and *What makes capital cities the best places to live* (January 2020). *Life and society in the EU candidate countries* – also based on EQLS-2016 data – was published in June.

The EQLS 2016 survey included a module on public services. This provided data for the report *Quality of health and care services in the EU* (July). Other publications focusing on public services were: *Role of public services in integrating refugees and asylum seekers* (June), which was among the top 10 downloaded outputs within three months after publication and *Inequalities in the access of young people to information and support services* (July). A report on the impact of digitalisation on the design and delivery of social services was published in April 2020.

Upon request from the European Commission, Eurofound started examining Member States' policies and the provision of out-of-school care services, as well as the long-term care workforce. Eurofound's expertise

in early childhood care was acknowledged in the European Council's Recommendation on high-quality early childhood and care systems (22 May 2019). Eurofound published *Recent developments in the state of the middle classes* (in October) following an ad hoc request from governments.

New Eurofound work on public services is progressing on: access to social services of general interest (focusing on specific forms of care), household over-indebtedness and debt advisory services, and services for people with disabilities. Publications are scheduled to be published in 2020.

Other new research in this SAI relates to: *Household composition and well-being* (with the report published in December 2019 and a presentation to the EP Employment Committee in February 2020), wealth and intergenerational transmission of (dis)advantage (building on earlier Eurofound work on social mobility) and fairness and the future.

About two years after its publications, the *EQLS 2016: Overview report* (published in January 2018) is still highly popular and relevant. First and foremost, it is the third most downloaded report of 2019 with 2,668 clicks. Second, it jumped to the most scientifically referenced publication for this SAI (17 citations in peer-reviewed articles), and third, it was picked up in two key EU policy documents. Many references to the EQLS 2016 outcomes can be found in a WHO report on health inequalities (*Healthy, prosperous lives for all: the European Health Equity Status Report*, 2019) as much of the WHO's original analysis is based on EQLS data.

This SAI represents a substantial number of downloads of publications and web page views in the year 2019. In combination with the highest number of events attended, this seems to indicate the broad appeal of work done in this area. Quality of life and public services achieved significant outreach by contributing to particularly high-level events under the Finnish Presidency of the EU. Eurofound teams worked closely with the Presidency on preparing a written background contribution on the economy of well-being and this was complemented by a presentation at the Presidency conference participation in the SPC meeting the following day. A joint event with the European Parliament in the early part of 2019 was an opportunity to disseminate Eurofound findings on employment opportunities for people with disabilities.

Digital age: Opportunities and challenges for work and employment

Eurofound continued examining the implications of the platform economy. Accordingly, the Eurofound web repository on platform work (launched in autumn 2018) was regularly updated throughout 2019. Approaches to measuring the platform economy in Europe were studied and findings published in a working paper

(June). An insight into specific types of platform work was provided in the policy brief *Platform work: Maximising the potential while safeguarding standards?* (September). The policy brief reported that the rise of platform work across the European Union can facilitate better access to the labour market for disadvantaged groups, encourage participation among those with other responsibilities and foster self-employment and entrepreneurship. However, there are also growing concerns relating to platform workers' social protection, employment status, working time and health and safety standards, with the work itself often characterised by low income, low-skilled work, and individual small-scale tasks. This policy brief was downloaded 1,189 times within three months of its publication and was among the top 10 outputs in this ranking. A previous publication on platform work, *Employment and working conditions of selected types of platform work* (2018), was referenced in five key EU policy documents. The same report also appeared in five peer-reviewed articles, which is noteworthy as scientific uptake usually takes at least two years.

The implications of the digitalisation of services for work and employment in Europe were investigated, with working papers published in June on five – potentially game-changing – technologies. A quantitative working paper (jointly with JRC Seville) was published in 2019 and a consolidated report on game-changing technologies (covering manufacturing and services) in January 2020. This work will be followed up by a webinar – a format which has proven to be a successful and cost-effective way to involve audiences in the work of the Agency.

Latest findings on the growing numbers of TICTM workers were discussed in a Eurofound webinar ('Flexible working in the digital age – Is everyone a winner?' on 13 June). The webinar (a 90-minute live webcast, available on the Eurofound website) was followed by the June release of a working paper exploring the working conditions of TICTM workers. The consolidated report on potential benefits and challenges for employment and working conditions of TICTM workers was published in January 2020.

In 2019, work started on examining company approaches to the introduction and use of digital devices in the workplace and their impact on job quality and work organisation, with a publication foreseen by mid-2021.

Platform work, as highlighted above, and ICT-mobile work continued to attract the attention of its stakeholders at EU level: a European Parliament report (*EU and ILO, Shaping the Future of Work*, 12 June 2019) and a European Commission study (on the Youth Guarantee in light of changes in the world of work, December 2018) extensively referenced Eurofound expertise in this area. Also, in terms of events, this

strategic area recorded growing demand for contributions on issues such as platform work, the impact of digitalisation work, and the changing nature of work and skills in the digital age. Despite being a relatively new strategic area, it recorded various scientific references for the first time in 2019.

Monitoring convergence in the European Union

In December 2019, the policy brief *A more equal Europe? Convergence and the European Pillar of Social Rights* was published. It presents the results of an investigation into the upward convergence patterns of the headline indicators of the Social Scoreboard and the relationship between convergence and the business cycle from 2008 to 2018. The results show that although the economic crisis that engulfed Europe from 2008 slowed down the convergence of Member States on some indicators, upward convergence on several has been restored, including the indicators on employment and risk of poverty.

Throughout the year, work has progressed on the monitoring of convergence, such as the ongoing updating and maintenance of the Eurofound web-based repository on the monitoring of convergence. Reports were published on *Upward convergence in employment and socioeconomic factors* (September), *Upward convergence in working conditions* (December), while work has commenced on convergence in living conditions, convergence in social protection and convergence at regional level, with reports foreseen by the end of 2020.

Policy interest in Eurofound's work on monitoring of convergence in the EU is growing. Reflective of this are participation in high-level EU conferences, including fora where Eurofound would not normally be asked to participate, such as the ECFIN conference on the 15th anniversary of the 2004 EU enlargement (8–9 April 2019, in Vienna/Bratislava), the successful joint Eurofound-ECFIN seminar 'Economic and social convergence in the EU – Making it happen!' (26 September, in Brussels), reaching important target audiences such as EU Presidencies, the European Parliament, the joint event with the Italian Permanent Representation in Brussels, EU think tanks, academics and various EU-level social partners. In total, seven important speaking slots were covered by this SAI. Contributions were made up of various presentation to events organised by the European Commission. In particular, key inputs were delivered to the indicator subgroups of the SPC and EMCO.

Eurofound's unique knowledge of defining, measuring and analysing upward social convergence, was reflected in the key message and conclusion on future challenges in the *Assessment of the Europe 2020 strategy* – a joint report of the Employment Committee and the Social

Protection Committee – and was supported by very comprehensive text drafted by Eurofound in the report’s annexes.

While it was previously highlighted that the users’ feedback for the relevance of Eurofound’s strategic areas has grown throughout the current programming period, the increase is particularly relevant and noticeable for monitoring convergence. While this research is targeted to key policy actors and less relevant for the broader audience, in 2017 62% of respondents in Eurofound’s user survey indicated this area was relevant to their work, this increased to 73% in 2019, which is the same percentage as the established SAI on Industrial relations. This positive development for the Monitoring convergence in the European Union SAI can be attributed to the area now being more established and general users and stakeholders becoming more convinced of its relevance.

Survey management and development

Fieldwork for the ECS 2019 took place from January until August. Fieldwork reports and final datasets were received in September. Publication of the ECS overview report (jointly with Cedefop) is expected by October 2020. Preparations for the EWCS 2020 continued

throughout the year. The fieldwork for this survey started in February 2020. Work on improving the quality of the EQLS survey has been ongoing, resulting in working papers on the non-response to the EQLS 2016, as well as options for new modules, modes and survey tools.

Throughout the year, the medium-term to long-term approach to surveys was discussed with Eurofound stakeholders in the context of preparations for the next multiannual work programme (2021–2024). In June, it was agreed to start a feasibility study on the possibility of combining the EWCS and the EQLS into a single household survey. The results of this feasibility study are expected in April 2020 and will constitute input for a decision of the Board (by mid-2020) on either fielding a household survey (in 2022) or continuing the regular EQLS and EWCS surveys and the central approach to surveys in the future.

A more detailed overview of progress in all activities of the Eurofound work programme, including the horizontal activities on ‘Corporate communication and infrastructure’ and ‘Organisational development and support’, can be found in Annex 2.

Pilot project on the future of manufacturing

The first quarter of 2019 coincided with the final four months of the three-year project implementation. It was mostly dedicated to the delivery of the final report (1,880 downloads since publication in April), and to the organisation of the final conference, held in Brussels on 10 April 2019. The conference hosted almost 150 participants from European institutions, universities, companies, national and regional public authorities, trade unions and employers organisations. Speakers included Joost Korte (Director-General, DG GROW), Eric Mamer (Director for Competitiveness and European Semester, DG GROW) and Mairead McGuinness (Vice President of the European Parliament).

The *Energy scenario: Employment implications of the Paris Climate Agreement* recorded a considerable amount of media uptake with key messages around the projected EU’s GDP growth following the full implementation of the Paris Climate Agreement. The findings from the pilot project *Future of manufacturing in Europe (FOME)* were also extensively cited in the *Employment and social developments in Europe 2019*, feeding into the EU priorities of a transition towards a low-carbon economy. In April 2019, the project and its findings were presented to the informal EMCO meeting under the Finnish Presidency of the EU.

1.2 Key performance results in 2019

Eurofound monitors its impact and performance through its corporate evaluation and performance monitoring system, consisting of seven KPIs and various supporting metrics, notably related to the uptake and outcome of Eurofound's activities, complemented by user feedback and evaluation activities.

Key performance indicator (KPI)		Target 2019	2019	Source
1. Budget implementation		98%	99.9% Amending budget: €22,024,000	Reports on budget implementation from the accounting system (ABAC) and on human resources recording from Eurofound's project management system
2. Staff capacity		97%	98% (97.8%) Posts as per establishment plan: 91	The establishment plan approved in the Programming document 2019, and HR record of recruitments resulting in posts filled by 31 December 2019
3. Programme delivery		80%	91% 51 out of 56 deliverables	Outputs listed in the Programming document 2019 and report of outputs published from Eurofound project management system
4. Recognition of the scientific quality of Eurofound's research (references in peer reviewed journals)		n/a	880	Academic journal citations based on Scopus data
5. Uptake of Eurofound's knowledge through Eurofound's website	HTML page views	n/a	2,548,102	Data from Google analytics
	PDF downloads	n/a	175,761	Data from Google analytics
6. Contributions to policy development at priority events (out of contributions to events in total)		n/a	97 out of 212 (45%)	Eurofound's events database
7. Use of Eurofound expertise in key EU-policy documents (out of total EU-policy documents)		n/a	52 out of 185 (28%)	Eurofound's EU impact tracking database

Note: See Annex 1 for comparison with results in 2018 and 2017.

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

The table below shows Eurofound's contributions of high interest mentioned in key EU policy documents, the list of downloads and peer-reviewed articles for 2019 respectively.

Eurofound publication titles, year published	References in key EU policy documents	Downloads	References in peer-reviewed articles
European Working Conditions Survey 2015: Overview report, 2016	9	5,830	147
Employment and working conditions of selected types of platform work, 2018	5	1,231	4
Exploring self-employment in the European Union – Analysis based on data from the EWCS 2015 and EQLS 2016, 2017	5	518	7
The gender employment gap – Challenges and solutions, 2016	5	483	6
Collective bargaining in Europe in the 21st century, 2015	4	264	5
Exploring the diversity of NEETs, 2016	3	795	14
European Quality of Life Survey 2016: Overview report, 2018	2	2,668	17
Working anytime, anywhere: The effects on the world of work, 2017	2	2,118	18
New forms of employment, 2015	2	1,740	16

Use of Eurofound's expertise in key EU policy documents – KPI-7

Definition of indicator	2019	2018	2017
Use of Eurofound expertise in key EU policy documents (out of total registered EU policy documents)	52 out of 185 (28%)	81 out of 272 (30%)	99 out of 314 (32%)

Eurofound contributed to 185 EU policy documents in 2019 of which **52 were key EU policy documents**. Key EU policy documents are those that initiate policy processes, are of consultative/advising nature or are reports with extensive use of Eurofound's knowledge. The breakdown by organisation type is shown in the figure below for the programme period 2017–2019.

The reduction in the number of references in key EU policy documents of EU institutions is likely to be related to an overall reduction in policy documents from these institutions due to the transition towards a new Parliament and a new Commission. While numbers have decreased, the quality of contributions increased in relevance. A number of key documents included a significant number of references to the Agency findings.

A new European Commission took office on 1 December 2019. On 17 December, Eurofound contributed to the proposal for a joint employment report 2020 from the Commission to the Council regarding the priorities of the new Commission such as the situation of minimum wages in Europe, pay transparency, labour market segmentation and platform work. For example, the report states:

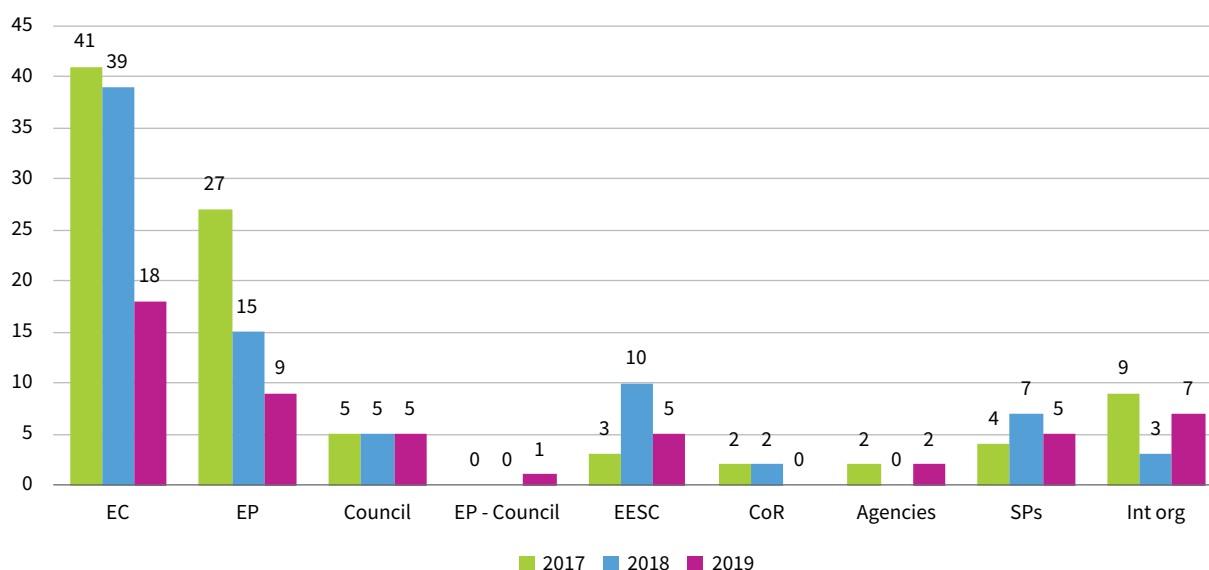
Although aggregate wage growth has been limited, a major feature of recent developments in the labour market has been the marked structural change in the wages and tasks distribution of employment. Recent research (Eurofound (2018a)) finds that much

employment growth over the last decade occurred at both the top and bottom end of the occupational distribution with a relative decline in the middle i.e. a more polarised development.... Eurofound projections find that Europe's labour market is set to become even more polarised over the coming decade, largely due to the growth of jobs at the very bottom of the wage distribution.

In the *Assessment of the Europe 2020 strategy* – a joint report of the Employment Committee and the Social Protection Committee – Eurofound's unique knowledge of defining, measuring and analysing upward social convergence was reflected in the key message and conclusion on future challenges.

Work on the subject of upward convergence by the European Foundation for the Improvement of Living and Working Conditions (Eurofound (2018b)) shows varying progress with regard to convergence across recent time periods.... Convergence trends were only restored for the most part in 2013 but diverging performance among Member States remains a concern. The Eurofound report emphasises that persistent economic divergence across Member States may erode the promise of shared economic prosperity. Social divergence and increasing disparities within Member States undermine the European integration project and progress towards improved living and working conditions.

Eurofound expertise in key EU-level policy documents by organisation types, 2017–2019



This was supported by a very comprehensive text drafted by Eurofound in the report's annexes.

This was not the only challenge that the joint report identified. With reference to Eurofound research on non-standard forms of employment it stated:

the increase in non-standard forms of employment in many countries appears to have contributed to rising in-work poverty risk. Thus, income from employment often needs to be complemented by benefits such as in-work benefits and child benefits as well as in-kind benefits such as affordable childcare.

Finally, in the section on the 'Impact of technological change on the labour market and the financing of social protection systems in the context of new forms of work', the two committees stated:

Eurofound projections find that Europe's labour market is set to become even more polarised over the coming decade, largely due to the growth of jobs at the very bottom of the wage distribution.

Eurofound has also been keen to support the work of the Council of the European Union in its conclusions, as well as the European Parliament.

Our knowledge on access to public services was used to support key messages in the Council recommendation on high-quality early childhood education and care systems. Our research highlights that

lack of availability, accessibility, and affordability has been shown to be one of the main barriers to the use of these services.

It also stresses the following:

All five dimensions of the quality framework are essential for guaranteeing high-quality services. Especially, the work of early childhood education and care professionals has a long-lasting impact on children's lives. However, in many countries the profession has a rather low profile and status.

Our long-standing expertise on NEETS was also used in the Council conclusions on 'Young People and the future of work' (5 June 2019) to support the key message from the 2017 report *Long-term unemployed youth: Characteristics and policy responses*:

Ensuring smooth school-to-work and work-to-work transitions, together with facilitating employment for young people, including reducing out-of-job spells, are key to avoiding scarring effects in their working careers.

This was also reflected in the *European Parliament Resolution on European Semester for economic policy coordination: Employment and social aspects in the Annual Growth Survey 2019*:

Whereas the youth unemployment rate at EU level stands at 18.6% and remains higher than it was in 2008; whereas according to the European Foundation for the Improvement of Working and Living Conditions (Eurofound), young people not in employment education or training (NEETs) are estimated to cost the EU EUR 153 billion per year while the total estimated cost of establishing the Youth Guarantee is EUR 21 billion per year; whereas an amount of EUR 2 billion is currently allocated to the Youth Guarantee for the period 2017–2020.

A last example regarding the most prevalent occupational risks factor in the EU was reflected in the Council conclusions: A new EU strategic framework on health and safety at work: *Enhancing the implementation of occupational safety and health in the EU*. Our expertise stresses that

Exposure to repetitive movements, tiring and painful positions as well as carrying or moving heavy loads still rank among the most prevalent physical occupational risk factors in the EU.

(EWCS, 2015)

Eurofound also contributed to the implementation of EU instruments such as the European Globalisation Fund. The European Parliament legislative resolution of 16 January 2019 on the proposal for a regulation of the European Parliament and of the Council on the European Globalisation Adjustment Fund (EGF) in its Recital 17 states:

The European Monitoring Centre on Change, based in the European Foundation for the Improvement of Living and Working Conditions (Eurofound) in Dublin, assists the Commission and the Member States with qualitative and quantitative analyses in order to help in the assessment of trends of, such as in globalisation, technological and environmental changes, restructuring and in the use of the EGF EFT. Such analyses should include sufficient disaggregated data, particularly from a gender perspective, in order to combat gender inequalities more efficiently.

Finally, having completed the two-year pilot project Future of manufacturing in Europe (FOME), an EU initiative proposed by the European Parliament and delegated to Eurofound by the European Commission, Eurofound research fed into the EU priorities of a transition towards a low-carbon economy. The Commission's report *Employment and social developments in Europe 2019* contains 80 citations and the executive summary directly quotes the most recent Eurofound forecasting finding in the report.

Energy scenario: Employment implications of the Paris Climate Agreement – 1.2 million more jobs may be just one of the benefits of the green transition: Overall, projections of the impacts of a full implementation of the Paris agreement (9) show that the transition to a low-carbon economy could raise GDP by an additional 1.1% and employment by 0.5% compared to a scenario without climate action policies. This amounts to an additional 1.2 million jobs in the EU by 2030, on top of the 12 million new jobs already expected.

The same finding was also used during the European Parliament Hearing of Valdis Dombrovskis, Executive Vice-President-designate of the Commission on 8 October 2019. In his answer to questions related to the fight against climate change he said:

There are estimates in this case to compare our potential climate action to the non-action scenario and the EU's GDP would be around 1% larger when we implement climate action and employment would be some half a percent larger. So in a sense, as I said, non-action is going to be more expensive than action.

Top outputs mentioned in key EU policy documents, 2019

The following table shows the Eurofound outputs with findings referenced in more than one key EU policy document in 2019.

Title, year of publication	No. of key EU policy documents
European Working Conditions Survey 2015: Overview report, 2016	9
The gender employment gap – Challenges and solutions, 2016	5
Exploring self-employment in the European Union – Analysis based on data from the EWCS 2015 and EQLS 2016, 2017	
Employment and working conditions of selected types of platform work, 2018	
Collective bargaining in Europe in the 21st century, 2015	4
Working time developments in the 21st century: Work duration and its regulation in the EU, 2016	3
In-work poverty in the EU, 2017	
European Company Survey 2013 – Workplace innovation in European companies, 2015	
Exploring the diversity of NEETs, 2016	2
New forms of employment, 2015	
Parental and paternity leave – Uptake by fathers, 2019	
Minimum wages in 2019 – Annual review, 2019	
EJM 2016: What do Europeans do at work? A task-based analysis: European Jobs Monitor, 2016	
Inadequate housing in Europe: Costs and consequences, 2016	
Temporary agency work and collective bargaining in the EU, 2009	
Work–life balance and flexible working arrangements in the European Union, 2017 (background paper for EPSCO-Estonian Presidency)	
Striking a balance: Reconciling work and life in the EU, analysis based on the EWCS 2015 and EQLS 2016, 2018	
Working anytime, anywhere: The effects on the world of work, EWCS 2015 secondary analysis report; ILO-EF, 2017	
Long-term unemployed youth: Characteristics and policy responses, 2017	
Upward convergence in the EU: Concepts, measurements and indicators, 2018	
European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society, 2017	
Energy scenario: Employment implications of the Paris Climate Agreement, Future of manufacturing in Europe (FOME), 2019	
Overview of new forms of employment – 2018 update, 2018	

Contributions to policy development through events – KPI 6

Definition of indicator	2019	2018	2017
Contributions to policy development at priority events (out of contributions to events in total)	97 out of 212 (45%)	97 out of 236 (41%)	95 out of 194 (49%)

This KPI measures the number of active contributions that Eurofound provides to named priority organisations. Against a background of ongoing budget restrictions and reductions in missions approved, Eurofound's input to high-level policy debate continued at a steady pace in 2019. Overall, 212 contributions were made by Eurofound staff to policy-relevant events throughout the year with 97 of these (46%) to what are considered priority organisations. This percentage is a slight increase on 2018 and in 2019 the level of cooperation with priority organisations in preparing high-level events, as well as actual contributions intensified. One example includes the background papers and draft Council conclusions prepared with the Finnish and Croatian Presidencies respectively in advance of presentations at events. The themes covered in specific presentations to the EMCO meetings in 2019 on the areas of convergence, non-standard forms of contracts, gender employment gap and platform economy are reflected clearly in citations in

the EMCO and SPC joint report on the *Assessment of the Europe 2020 strategy*. Similarly, references in the EPSC paper: *10 trends shaping the future of work in Europe*, October 2019, reflect active input provided to the EPSC in advance of the 'Future of work conference' which took place 9 April 2019 in Brussels.

Overall, in terms of EU Presidencies (Romania, Finland and preparatory work for Croatia) and EU committee collaboration, Eurofound was invited to speak at a variety of events. It contributed to several high-level Presidency conferences on topics as wide-ranging as labour mobility – a key element in ensuring balance of the labour market (2 April), occupational safety and health in the new world of work (9 April), digitalisation and work – identifying skills (3 July) and economy of well-being (18 September). Eurofound was invited by its Finnish Management Board members to co-organise a national-level event on quality of work and digitalisation.

Uptake of Eurofound's knowledge through Eurofound's website – KPI 5

Definition of indicator		2019	2018	2017
Uptake of Eurofound's knowledge through Eurofound's website	HTML page views	2,548,102	2,890,074	3,014,859
	PDF downloads	175,761	161,974	178,406

Evidence of Eurofound's contribution to better-informed policy discussion is also measured by take-up of its information and outputs from the Agency's website. Compared to 2018, web downloads are up (by 8.5%). While the page views decreased by 16%.

As in 2018, the *EWCS 2015: Overview report* continues to rank first on the list of most downloaded Eurofound publications. *Minimum wages in 2019: Annual review* is the second most downloaded report, and by far the best performing 2019 output. The latest EQLS overview

report and *Measuring varieties of industrial relations in Europe: A quantitative analysis* also recorded a high number of downloads, but the second place also occupied top spots, as they did in 2018. In the top 10, we also note two reports from the pilot project *Future of manufacturing in Europe (FOME)*: the *Working anytime, anywhere: The effects on the world of work* joint ILO report and the first new forms of employment report. In the context of Eurofound evergreens, the high interest in the annual *Living and working in Europe* should be noted.

Top 10 downloaded outputs, 2019

#	Title, year of publication	Downloads
1	European Working Conditions Survey 2015: Overview report, 2016	5,830
2	Minimum wages in 2019: Annual review, 2019	2,845
3	European Quality of Life Survey 2016: Overview report, 2017	2,668
4	Measuring varieties of industrial relations in Europe: A quantitative analysis, 2018	2,575
5	Working anytime, anywhere: The effects on the world of work, 2017	2,118
6	Future of manufacturing in Europe (FOME), 2019	1,880
7	New forms of employment, 2015	1,740
8	Burnout in the workplace: A review of data and policy responses in the EU, 2018	1,729
9	Energy scenario: Employment implications of the Paris Climate Agreement, 2019	1,695
10	Living and working in Europe 2015–2018, 2019	1,559

Recognition of the scientific quality of Eurofound's research – KPI 4

Definition of indicator	2019	2018	2017
Recognition of the scientific quality of Eurofound's research (references in peer-reviewed journals)	880	720	663

This KPI measures the recognition of scientific quality and credibility of Eurofound's work in the academic community, as expressed through academic journal citations. Based on Scopus data, at least 880¹ peer-reviewed articles cited Eurofound publications during 2019. This is an increase of 22% compared with 2018 (720). The continued increase of number of articles citing Eurofound indicates a solid and scientifically sound reputation that Eurofound has built based on its work.

The EWCS overview reports continue to be cited substantially. The ECWS 2015 is the most cited (147), followed by the overview report of the EWCS 2010 (65) and with the EWCS 2005 (22). Similarly, the number of

peer-reviewed articles citing the publication *Working anytime, anywhere: The effects on the world of work* continues to be significant (18). The *EQLS 2016: Overview report*, which was published early 2018, was referenced 17 times in peer-reviewed articles in 2019.

There was also ongoing interest in Eurofound's research on NEETs. Despite its relative age, it has been continuously cited in policy documents and peer-reviewed articles alike, while also remaining in the top 10 of downloads. The 2015 publication *New forms of employment* was one of the most downloaded reports. It was also one of the most cited, both in peer-reviewed articles and key EU policy documents.

Publications cited during 2019 in 10 or more articles

Title, year of publication	References in peer-reviewed journals
European Working Conditions Survey 2015: Overview report, 2016	147
European Working Conditions Survey 2010: Overview report, 2012	65
NEETs: Characteristics, costs and policy responses in Europe, 2012	33
European Working Conditions Survey 2005: Overview report, 2007	22
Psychosocial risks in Europe: Prevalence and strategies for prevention, 2014	20
Working anytime, anywhere: The effects on the world of work, 2017	18
European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society, 2018	17
New forms of employment, 2015	16
Exploring the diversity of NEETs, 2016	14
Trends in job quality in Europe, 2012	10
Extending working lives through flexible retirement schemes: Partial retirement, 2016	10
Impact of the crisis on working conditions in Europe, 2013	10
Mapping youth transitions in Europe, 2014	10

¹ This figure includes a 5% error margin, as not all data have been validated.

Utilisation of resources and delivery of the work programme

Programme delivery – KPI 3

Definition of indicator	Target	2019	2018	2017
Programme delivery	80%	91% 51 out of 56 deliverables	83% 48 out of 58 deliverables	90% 35 out of 39 deliverables

This KPI measures how effective Eurofound is in delivering its work programme. All major outputs planned for delivery in the work programme year constitute the measurement baseline and count positively against the target when delivered within the year. The annual target is 80%. A total of 51 outputs out

of the 56 originally planned were delivered in 2019, hence the final achievement is 91%, which is well above the target of 80% and represents an improvement when compared to the previous year's result of 83%.

See Annex 6c for the list of publications for 2019.

KPI 3



Staff capacity – KPI 2

Definition of indicator	Target	2019	2018	2017
Staff capacity	97%	98% (97.8%) Posts as per establishment plan: 91	97% Posts as per establishment plan: 91	98% Posts as per establishment plan: 93

The staff management plan for 2017–2021 in the programming document included 91 approved posts: 10 officials and 81 temporary agents. The aim is to achieve full staffing, apart from recently occurring vacancies. This is indicated by the target of at least 97%.

By the end of 2019, 98% of the posts as per the establishment plan were filled, with 89 officials and temporary agents serving out of 91 posts in place. See section 2.4. and Annex 4 for details on selection procedures, recruitments and further human resources management metrics.

Budget implementation – KPI 1

Definition of indicator	Target	2019	2018	2017
Budget implementation	98%	99.9% Amending budget: €22,024,000	99.6% Amending budget: €20,710,000	100% Amended budget figure at year – end: €20,465,000 Amending budget: €20,480,000

The execution of the budget continues to be a key indicator in relation to implementing the annual work programme with the budget as requested. Similar to previous years, Eurofound achieved nearly full budget

implementation (above target of 98%). See section 2.3 and Annex 3 for further details on financial performance.

2 Management

2.1 Overview of Management Board activities

The year 2019 brought in change for Eurofound's governing bodies with the coming into force of the new Founding Regulation (EU) 2019/127 on 20 February.

Transitional arrangements were in place until formal appointment of the new Board by the Council (on 9 April) and adoption of new rules of procedure (on 28 June).

The new regulation retains the tripartite structure of the Board with representation from the governments and social partners of Member States, alongside three members from the European Commission and observers from the EFTA/EEA countries. A reduced Executive Board has two members from each of the groups (eight in total). The regulation provides for the appointment by the European Parliament of an independent expert who participates in Board

meetings as an observer. Verónica Lope Fontagné (ES) was appointed by the Council of Presidents on 21 November.

At its first meeting on 28 June, the Board adopted rules of procedure for the Management Board and Executive Board, as well as rules for the Committee on Staff Matters (a subgroup established by the Management Board in May 2019 to deal with staff matters and to exercise certain appointing authority powers not delegated to the Executive Director of the Agency).

The Director-General of DG Employment, Social Affairs and Inclusion Joost Korte addressed the Management Board during its second meeting held on 8 November, on the occasion of his first visit to Eurofound. In a wide-ranging presentation which set out the plans of the new von der Leyen Commission in the Social Europe policy area, he noted that the Commission valued the good cooperation with Eurofound and benefited from the high-quality input it provided to its work.

Decisions taken by the Management Board in 2019

Decision No.	Description	Date of Decision
WPR-2019-01-GB ²	Approval of Programming document 2020	30/1/2019
MB 1	Delegation of Appointing Authority (AA) and Authority Empowered to Conclude Contracts (AECC) powers to Executive Director	27/02/2019
MB 2	Confirmation of Chair and Deputy Chairs of Management Board and membership of Executive Board	27/02/2019
MB 3	Confirmation of appointment of Accounting Officer	27/02/2019
MB 4	Confirmation of formal establishment of Advisory Committees	27/02/2019
MB 5	Establishment of Management Board Committee on Staff Matters	03/05/2019
MBCSM ³ -1	Decision in response to complaint issued until Article 90(2) of Staff Regulations	07/06/2019
MB 6	Rules of procedure for Management Board and Executive Board	28/06/2019
MB 7	Rules of procedure for Committee on Staff Matters	28/06/2019
MB 8	Rules of procedure for Advisory Committees	28/06/2019
MB 9	Opinion on final 2018 accounts	28/06/2019
MB 10	Adoption of statement on CAAR 2018	28/06/2019
MB 11	Appointment of Reporting Officers for Executive Director and Deputy Director	28/06/2019
MB 12	Adoption of Eurofound's Financial Regulation	30/08/2019
MBCSM-2	(Committee on Staff Matters) on types of post and post titles in Eurofound	11/09/2019
MBCSM-3	Committee on Staff Matters on delegation of Appointing Authority powers by the Executive Director to the (Director) of PMO	11/09/2019

² Written procedure of the (former) Governing Board.

³ Decision of the Management Board Committee on Staff Matters.

Decision No.	Description	Date of Decision
MB 13	Appointing Chair and Deputy Chairs of Management Board	08/11/2019
MB 13b	Appointing Reporting Officer for appraisal of Executive Director	08/11/2019
MB 14	Adopting rules implementing Regulation (EC) 1049/2001 on public access	08/11/2019
MB 15	Adopting revised schedule of Board meetings in 2020	13/12/2019
MB 16	Appointment of Observer to procedure for shortlisting of candidates for post of Executive Director by the Commission	13/12/2019
MB 17	Establishment of Steering Group on the future of surveys	13/12/2019
MB 18	Adopting Amending Budget 2019	20/12/2019
MB 19	Adopting Final Budget 2020	20/12/2019
MB 20	Adopting rules for application of Regulation (EU) 2018/1725 concerning the DPO pursuant to Article (45)3 of the regulation	20/12/2019
MB 21	Adopting rules for application of Regulation (EU) 2018/1725 concerning restrictions of rights of data subjects in relation to processing of personal data	20/12/2019
MBCSM-4	Committee on Staff Matters rules for contract agents	07/10/2019
MBCSM-5	Opt-out from COM Decision C(2019)4231 on conduct of administrative inquiries and disciplinary proceedings	10/02/2019

2.2 Major developments

Eurofound's new Founding Regulation entered into force on 20 February 2019. Adapting the Agency's mandate to reflect the working environment of modern Europe, it gives greater definition to Eurofound's role – in particular its services to EU institutions, social partners and national stakeholders – and enshrines cooperation between different actors within the Agency's tripartite institutions. It also updates the Agency's governance procedure in a way that maximises transparency and accountability.

While committed to supporting the Europe 2020 strategy with its 2019 work programme, Eurofound also embarked on a series of stakeholder activities to prepare its 2021–2024 programme. The future of its surveys is an important element of discussions. In spring 2020 – based on results of a feasibility study – the Management Board will decide on future options, including the go-ahead for piloting a new household survey (in 2022–2023).

In early April the Commission issued its staff working document, *Evaluation of the EU Commission agencies working in the employment and social affairs policy field: Eurofound, Cedefop, ETF and EU-OSHA*. Eurofound prepared an action plan in response to three Eurofound-specific recommendations and 18 addressed to the group of agencies.

Cooperation

Strengthening the synergies between agencies and cooperation and partnerships with the Commission and other international organisations is at the core of these recommendations. The Agency cooperation agreements cover joint projects (for example, the ECS with Cedefop

and input to EIGE's Gender Equality Index) and expert exchanges regarding methodologies and experiences in the area of research and administration (ETF, FRA, EU-OSHA). EIGE organised a seminar on the gender pay gap on Eurofound premises in June. The European Labour Authority (ELA) was officially established on 31 July and Eurofound participated in its first Management Board meeting on 16 October and expects to be cooperating closely with the new agency in fulfilling its tasks.

Cooperation with JRC Seville focused on the area of digitalisation and structural change, where a number of publications were prepared, including the European Jobs Monitor report, with other topics being explored for 2020.

Cooperation with international organisations

The highlight of the cooperation in 2019 between ILO and Eurofound was the joint report on working conditions. Eurofound also contributed to the ILO centenary initiative on the 'Future of Work, decent jobs for youth, and income adequacy in old age'. Eurofound is also part of a joint technical working group (including active involvement) together with ILO, Eurostat and the OECD. Cooperation with the OECD has the potential for further development in joint studies (for the Commission).

The Executive Director and staff actively participated in the EU Agencies Network (EUAN) and its sub-networks. The network is developing a new joint strategy to ensure the continuity of its support for the EU policy agenda in all its different spectra. It also continues its commitment to sharing of services between agencies in geographical proximity or with similar operational requirements.

Organisational developments

A new research to publication and policy (R2PP) initiative was established within Eurofound. This aims to ensure that targeted and relevant policy messages are taken up early in the research and drafting of reports. The first meetings were fruitful and proved useful for all participants. In the context of the work programme for 2021–2024, continuous improvement initiatives are aimed at achieving an efficient and effective work organisation, with a smaller number of units and leaner organisational workflows. At the end of June, Erika Mezger departed from the Agency, after having served the maximum of two five-year terms as its Deputy Director. Her successor – Maria Jepsen – started in this position on 1 November 2019.

2.3 Budgetary and financial management

Financial performance

On 21 December 2018, the Management Board adopted the final budget 2019 by written procedure. The total budget for 2019 was €20,779,000.

The provisional financial statements for 2019 were submitted to the Commission and the Court of Auditors by the deadline of 1 March 2020.⁴ The audit visit of the external auditors, Mazars, took place 9–13 March. The final financial statements will be submitted by the deadline of 1 July 2020.

The budget outturn account for 2019 was sent to the Commission in early January 2020. The balance of this account for the financial year 2019 shows a budget deficit of €51,539.20.

The budget implementation was 99.9%. This represents the commitment rate of the Commission subsidy and other general appropriations (C1 appropriations); the

figures are slightly higher than the previous year (99.6%). Cancellations of commitment appropriations relating to the Commission subsidy were about €2,000 or 0.01% (€87,000 in 2018).

Actual carry-over appropriations of €4,002,731 (€3,473,024 in 2018) related for the most part to multiannual projects, the Network of Eurofound Correspondents and the EWCS that were implemented mainly in accordance with the 2019 work programme. Additionally, they consist of the reallocated budget funds to renovate bathroom facilities at Eurofound and ICT infrastructure improvement projects in Title 2 at year-end which arose from budgetary surpluses in Title 1.

The cumulative planned carry-overs of €3,139,665 were established during the second quarter of 2019 by basing them on initial project, contract and procurement plans. Actual cumulative carry-overs were €900,000 more than originally planned. €940,000 of the funds carried over were C4 and R0 funds, i.e. assigned revenue. In Title 1, the actual carry-over appropriations were €126,000 more than planned and are partly caused by some catering invoices which could not be paid and partly due to other works and services delivered in 2019, but not yet invoiced in 2019. In respect of Title 2, there were €109,000 more carry-overs than planned, mostly arising from the building upgrade project and reallocated funds to cover IT procurements. In Title 3, there were altogether €574,000 more carry-overs than initially planned. They mainly arose from unsuccessful or delayed procurements, as well as delayed payments due to shortcomings of a few contractors' performance, along with frontloading the EWCS 2020.

The cancellation rate of commitments carried forward from 2018 to 2019 increased in comparison to the previous year. €129,000 or 3.8% of all commitments carried forward were cancelled (€103,000 or 1.2% at the end of 2018).

⁴ The accounts are kept in accordance with the requirements of Eurofound's Financial Regulations (FR) and its rules of application which were adopted on 30 August 2019 by the Management Board and which apply from 1 July 2019. More precisely they are kept in accordance with Article 98 of the FR. According to Article 51 of the FR the accounting officer of Eurofound shall apply the rules adopted by the accounting officer of the Commission based on internationally accepted accounting standards for the public sector. Articles 80 to 84 and 87 of Regulation (EU, Euratom) 2018/1046 shall apply. Articles 85 and 86 of Regulation (EU, Euratom) 2018/1046 shall apply mutatis mutandis.

Contribution agreements⁵ and service-level agreements⁶

Date of signature	Description	Counterpart	Duration	Amount 2019 €
Grant agreement				
21 December 2018	IPA Grant Contract IPA/2018/402 – 940 Provision of comparative statistics on working conditions and company practices	Directorate-General Neighbourhood and Enlargement Negotiations (NEAR) – European Commission	30 months from 12 January 2019 (11 July 2021)	€495,000.00 (pre-financing)
Delegation agreement				
15 April 2015	Future of manufacturing	Directorate-General (GROW) – European Commission	48 months (14 April 2020)	€0
Service level agreements				
1 January 2013 (renewed 12 March 2020)	Use of ABAC (annual service) – from DG budget's catalogue of services	Directorate-General for Budget (BUDGET) – European Commission	Duration valid until cancelled/terminated by either party	€49,000.00
1 June 2016 (amended 1 January 2020)	IT security support	Directorate-General for Informatics (DIGIT) – European Commission on behalf of the EU Computer Response Team (CERT – EU)	Duration valid until cancelled/terminated by either party	€20,000.00
20 December 2018 (amended 12 July, 8 November 2019, 6 March 2020)	IT hosting for the ABAC system; ICT procurement and services; Data services (CMS); IT assets (RACHEL); ABAC assets	Directorate-General for Informatics (DIGIT) – European Commission	Duration valid until cancelled/terminated by either party	€434,124.00
1 December 2017, amended 21 May 2018 for medical services and legal assistance, and 21 January 2019 for legal assistance	SYSPER and related services; Learning and development; Medical services; Complaints; Legal assistance; HR security badges and entry permits; Helpdesk function for advice on procedural aspects of disciplinary matters	Directorate-General Human Resources (HR) – European Commission	Duration valid until cancelled/terminated by either party	€72,597.00
20 December 2012	Provision of interpretation	Directorate-General Interpretation (SCIC) – European Commission	Duration valid until cancelled/terminated by either party	€0
13 May 2019	Services EPSO and EUSA	EPSO and EUSA (the European School of Administration)	Indefinite from 1 April 2019	€0
11 October 2018	PMO administrative services	Office for the administration and payment of individual entitlements – European Commission	Duration valid until cancelled/terminated by either party	€91,473.50
19 December 2018	Provision of direct mailing and storage services; Provision of publishing services	Publications Office – European Union	Duration valid until cancelled/terminated by either party	€76,224.00
1 January 2012	General provision of translation services by the Translation Centre in Luxembourg	Translation Centre	Duration valid until cancelled/terminated by either party	€326,186.60
1 March 2018	EUAN shared support office	European Food Safety Authority (EFSA)	Three years	€5,300.00

⁵ Articles 7.2 and 7.5 Financial Regulation.

⁶ Article 43.2 Financial Regulation.

Budgetary reporting and results for the financial year 2019

As reported in section 1.2, the overall budget implementation was nearly 100%. The complete report on budgetary management 2019 is part of Eurofound's financial statements. These will be published on Eurofound's website by 1 July 2020.

Amending budget 2019

The amending budget was approved on 20 December 2019 by the Management Board. All revenue and expenditure budget lines were adjusted according to the latest forecast as of end of November 2019 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 €22,024,000.

Overview of budgetary revenue and expenditure

The overview of budgetary revenue and expenditure is presented below. It shows the amended budgeted revenue and actual revenue collected, as well as the final budget appropriations entered and implemented in the financial system. Units are €1,000.

(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)	20,779	20,779	Title I Staff	13,488	13,487	13,208	279	1	193	0	121	0	72
Other revenue – miscellaneous (IC1)	0	0	Title II Administration	1,624	1,622	1,210	412	1	306	0	295	0	11
Other revenue – services rendered (IC1)	200	109	Title III Operating activities	5,880	5,879	2,568	3,312	0	2,877	0	2,831	0	46
Internally Assigned revenue (IC4)	–	6	Expenditure from Internally Assigned revenue (C4 and C5)	12	6	4	2	0	3	0	0	0	3
Externally Assigned revenue (IPA IR1)	0	495	Expenditure from Externally Assigned revenue (IPA R0)	495	137	97	398	0	0	0	0	0	0
Externally Assigned revenue (Other IR1)	–	532	Expenditure from Externally Assigned revenue (Other R0)	576	356	34	542	0	0	0	0	0	0
TOTAL	20,979	21,921	TOTAL	22,075	21,488	17,121	4,945	2	3,378	0	3,246	0	132

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

Waivers/renunciations

There were no waivers in 2019.

Budget outturn account

The budget outturn account is summarised in the following table. The balance of the budget outturn account for the financial year 2019 shows a budget deficit of €51,539.20. (The previous year showed a surplus of €141,974.)

		2019	2018
REVENUE			
Balancing Commission subsidy	+	20,779,000.00	20,371,000.00
Other subsidy from Commission (Phare, IPA, Delegation agreement, ...)	+	495,000.00	190,000.00
		525,701.00	48,168.80
		12,950.00	3,041.97
Fee income	+	109.93	138.04
Other income	+	108,775.00	151,173.00
TOTAL REVENUE (a)		21,921,535.93	20,763,521.81
EXPENDITURE			
<i>Title I: Staff</i>			
Payments	-	13,213,343.76	12,957,178.15
Appropriations carried over to the following year	-	279,596.05	226,070.69
<i>Title II: Administrative Expenses</i>			
Payments	-	1,209,954.84	1,207,690.53
Appropriations carried over to the following year	-	412,402.60	306,216.64
<i>Title III: Operating Expenditure</i>			
Payments	-	2,749,994.05	2,979,662.41
Appropriations carried over to the following year	-	4,732,644.40	3,056,270.22
TOTAL EXPENDITURE (b)		22,597,935.70	20,733,088.64
OUTTURN FOR THE FINANCIAL YEAR (a-b)		-676,399.77	30,433.17
Cancellation of unused payment appropriations carried over from previous year	+	226,703.95	103,315.96
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	115,534.02	9,773.12
Exchange differences for the year (gain +/- loss -)	+/-	-1,326.66	-1,547.62
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		-335,488.46	141,974.63
Balance year N-1	+/-	141,974.63	
Positive balance from year N-1 reimbursed in year N to the Commission	-	141,974.63	
Result used for determining amounts in general accounting		-51,539.20	141,974.63
Commission subsidy - agency registers accrued revenue and Commission accrued expense		20,779,000.00	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		0.00	

Notes: C1 = Appropriations for current year. C8 = Appropriations carried over from previous year. C4 = Appropriations for re-use. C3 = Appropriations. Carried over by decision of Board. R0 = Appropriations arising from assigned revenue. C5 = Carry-over appropriations for re-use. See: www.eurofound.europa.eu/financial-information-2019.

Activity-based-budget (ABB) 2019 – Implementation

Activity-based management allows the planning, management and monitoring of budget allocation to Eurofound's main activities. For the programme period 2017–2020, 14 activities contribute to the six SAIs. The consumption of all planned resources (human and financial) amounted to 88%, which is quite a high number proving the solid planning in terms of activities together with their underlying projects and the resources needed for their implementation. By far the most resource-consuming research activities are the surveys with a share of 17% of all resources consumed. This activity achieved an implementation rate of 96%. All other research activities have a total resource share of less than 10% of the total budget. When focusing on staff resources, a consumption rate of 81% was recorded for 2019.

After several years of ABB records it can be stated that this is considered an acceptable number when taking into account that some activity work is done by staff that do not record time (such as trainees) and that other (non-recorded) administrative tasks (such as taking part in procurement or recruitment procedures, work in the Staff Committee) might be underestimated for some staff members. In contrast to the first years of ABB at Eurofound, staff compliance with time recording requirements is good. The initial budget allocation into the 14 activities together with their final execution is shown in Annex 5.

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

See Annex 8.

2.5 Human resources management

Selection procedures or recruitments

There were four recruitments in the period January–December 2019 as shown in the tables below.

		Start date
Research Manager	TA 2(f)	1 March 2019
Project Officer – Representativeness Studies	CA FG IV	1 September 2019
Deputy Director	TA 2(a)	1 November 2019
HR Systems Officer	TA 2(f)	1 January 2020

Selection procedures completed in 2019

EF-CA-19-01	Project Officer – Representativeness Studies
EF-TA-19-02	Deputy Director
EF-TA-19-03	HR Systems Officer

Selection procedure being launched before end 2019

EF-TA-19-04	Research Officer
EF-CA-19-05	HR Project Officer

Internal transfer published during 2019

V-AD-19-01	Research Officer, Unit B
V-AD-19-02	HR Systems Officer
V-AD-19-03	Head of Unit C <i>ad interim</i>

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. With the migration to SYSPER, a further review of job descriptions and role titles will take place in 2020.

Promotion and reclassification of staff

Decisions were taken following an extensive process of consultation. Four complaints were received from staff and considered by the Joint Promotions Reclassification Committee, which reported with its recommendations to the Director. The final list of 23 staff included 10 at administrator level, 12 at assistant level and 2 contract agents.

Gender balance of senior and middle management team

The senior and middle-management team (Executive Director, Deputy Director and Heads of Unit) is made up of five women and four men.

Geographical distribution of statutory staff (including seconded national experts)

The table with the geographical balance may be found in Annex 4. There is a fairly balanced nationality distribution. It is notable that few candidates from Member States such as Cyprus, Estonia, Malta and Slovenia apply for positions in Eurofound. The high number of Irish staff is due mainly to historical reasons and may rebalance with time, although for geographical reasons, it will continue to be higher than other nationalities.

Learning and development

Individual staff members attended external training related to, for example, data protection, Stata, survey research, Excel, data analytics and ethics.

As a follow up to the Management development programme in 2018, the Management advisory committee continued with training in mediation and facilitating/chairing meetings. In-house facilitated team building sessions 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 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). 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. Eurofound shared an overview with all the adopted decisions with the Commission.

Administrative inquiries and disciplinary procedures

No procedures were opened.

Article 90

One complaint under Article 90 of the Staff Regulations was submitted and was handled accordingly.

Social dialogue

During 2019, both the Staff Committee and the Executive of the Eurofound branch of Union Syndicale have been involved in consultations by management on recruitment and regulatory matters through the Joint Working Group (JWG) and the quarterly Joint Directorate–Staff Committee meetings. HR, the Staff Committee and the Eurofound branch of Union Syndicale worked together to improve to Eurofound's induction programme.

Job screening exercise

See Annex 5.

2.6 Audits and evaluations

Internal Audit Service (IAS)

Based on a risk assessment carried out in February 2019, the IAS issued a new Strategic Internal Audit Plan (SIAP) 2019–2021. Eurofound accepted the proposal for future audit topics in the area of HR management (including ethics) and procurement and contract management respectively.

European Court of Auditors (ECA)

The European Court of Auditors (ECA) acts as external auditor for Eurofound. The accounts for the financial year 2018 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 2018 was published on 11 December 2018 (2019/C 417/94–97). The involvement of the private audit firm Mazars does not change the role of the ECA as having to provide a final opinion on the reliability of the accounts, and on the legality and regularity of the transactions underlying the accounts.

As in previous years, the Court issued a statement of assurance that Eurofound's 'annual accounts present fairly, in all material respects, its financial position as at 31 December 2018 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'.

In its comments to the statement of assurance the ECA mentions the need for strengthening the ex-ante controls on payments since the prices and uplifts of one framework contractor were not sufficiently checked. However, the framework contract in question was set up by the Commission's DG DIGIT (Eurofound merely

participated in the tender together with more than 50 other EU institutions and bodies) in a way that prices quoted already included the uplift. Ex-ante verification was based on comparisons with past orders of similar product categories as well as with general market knowledge of software prices. In any case, the framework contract in question already expired and has been replaced by a new one. In this contract the issues raised in the Court's observation have been addressed, namely the quotes now clearly show the original contractor's pricing plus the uplift (in %) applied.

2.7 Follow-up of recommendations and action plans for audits

Actions taken on audit recommendations from previous years

The actions following the recommendations of the **2018 IAS Audit** on prioritisation of activities and allocation of resources (HR and financial) were all implemented during 2018 and 2019 and awaiting verification of the IAS.

2017 ECA audit

Recommendation	Action from Eurofound
E-procurement: by the end of 2017 the Foundation had introduced e-invoicing and e-tendering for certain procedures, but not e-submission.	Eurofound implemented e-submission mid-2019.

2.8 Implementation of evaluation programme

Ex-ante evaluation of the Programming document 2021–2024

An ex-ante evaluation process accompanied the development process of the PD 2021–2024 since its start in early 2019. The overall purpose of doing an ex-ante (prospective) evaluation is to assure that the planned programme will be relevant and feasible and that it can be monitored and evaluated during and after its implementation. The final report included a number of recommendations, intended to support preparations for successful programme implementation. The accepted recommendations are addressed in an action plan, which provides the framework for implementation of accepted actions during 2020.

Internal efficiency review of representativeness studies workflow

A light internal review exercise was conducted during 2019 concerning the efficiency of the internal workflow of the representativeness studies at a high level. The review confirmed that significant efficiency gains had been made in recent years compared to the previous years, notably in the ways the work is organised in view of the available resources. A few recommendations for potentially further efficiency gains are under consideration.

Action plan in response to cross-agencies evaluation

In line with the requirement to respond within six months following the publication of the Commission staff working document (2019) (159 Final of 9.4.2019) following the cross-agencies evaluation completed in 2018, Eurofound prepared an action plan based on the recommendations in the staff working document. The action plan was finalised and submitted to the European Commission by the end of 2019.

User feedback 2019

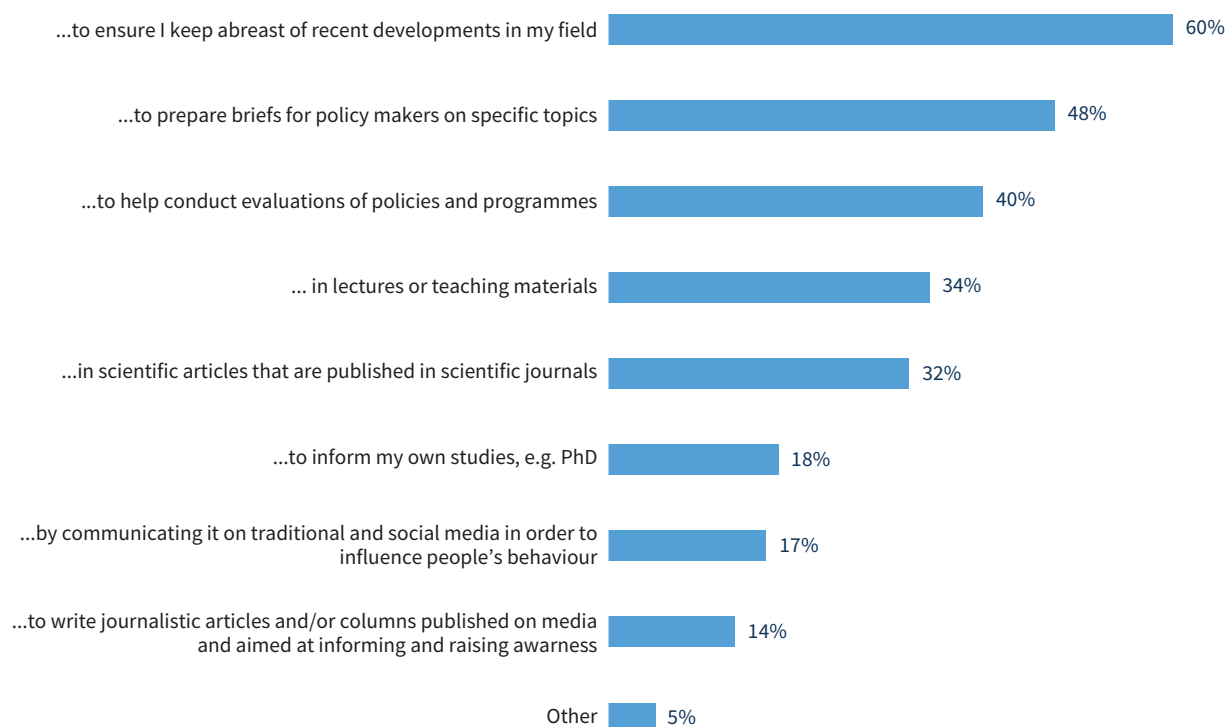
In the autumn of 2019, Eurofound launched its annual user feedback survey. The survey tracks stakeholder satisfaction which helps to ensure Eurofound's information outputs and strategic direction remains suitable for its audience. Approximately, 9 in 10 respondents (N=798) indicated that they were satisfied with the quality of content, reliability, policy relevance and format of Eurofound's outputs. The majority of respondents (82%) recommended a Eurofound publication to someone else over the last 12 months.

Eurofound serves a wide range of purposes for participants in their work, demonstrating Eurofound's relevance as a research information provider.

Satisfaction with Eurofound's key areas of focus in the current work programme tends to be high. Users consider the following areas to be most relevant: Labour market change, Working conditions and sustainable work, and Digital age: opportunities and challenges for work and employment. A smaller proportion of users perceive Industrial relations and Monitoring convergence in the EU as relevant, but altogether these are still relevant topics.

The findings and recommendations of the survey provide a basis for continuous improvement. They continue to inform the communication strategy for the programme 2021–2024.

Please could you explain how you are using the evidence that you receive from Eurofound in your work? Please select all that apply:



Source: Eurofound 2019 User Feedback Survey conducted by ICF, n=798

2.9 Follow-up of observations from the discharge authority

The discharge report for the year 2018 was adopted by the European Parliament on 14 May 2020. It grants the Executive Director discharge in respect of the implementation of the budget for the financial year 2018 and approves the closure of the accounts for 2018.

The specific observations in relation to Eurofound are commented on and addressed in the following table insofar as action is required.

Many observations noted satisfaction with the 2018 results, which is very positive for and much appreciated by the Agency.

Observations for discharge 2018	Comments and actions taken
Budget and financial management	
1. Notes with satisfaction that the budget monitoring efforts during the financial year 2018 resulted in a budget implementation rate of 99.58%, representing a slight decrease of 0.42% compared to 2017; takes note of the fact that the payment appropriations execution rate was 82.70%, representing an increase of 2% compared to 2017.	
Performance	
2. Notes that the Foundation uses four key performance indicators (KPIs), included in its performance monitoring system, which in addition to the KPIs consists of 'metrics' (other indicators for operational processes) and qualitative assessment and evaluation, to assess the added value, including the outcome and impact, provided by its activities, and to improve its budget management.	
3. Encourages the Foundation to pursue the digitalisation of its services.	Eurofound has embarked on an ongoing 'digital first' strategy which prioritises the digital dimension of all of the Agency's research, communication and other activities. This will underpin the development and implementation of the new programme of work.
4. Acknowledges the fact that the delivery of work programme outputs planned for 2018 were 83% achieved (48 of 58 outputs), and that the Foundation contributed to 236 policy development events (41% of them at Union level).	
5. Notes that the Foundation continued cooperation with other Union agencies and implemented actions agreed in annual plans with the European Agency for Safety and Health at Work (EU-OSHA), the European Union Agency for Fundamental Rights (FRA), the European Institute for Gender Equality (EIGE), the European Training Foundation (ETF) and the European Centre for the Development of Vocational Training (Cedefop), and continued its preparations in collaboration with Cedefop on the fourth European Company Survey.	
6. Notes that the Foundation, which was the subject of the external cross-agency evaluation, together with Cedefop, EU-OSHA and ETF, covering the period 2012 to 2016, and focused on the assessment of the agencies' work regarding relevance, effectiveness, efficiency, coherence and Union added value, as well as the future of the four Agencies, has developed an action plan to address the finding of that evaluation; calls on the Foundation to report to the discharge authority on the results of the final report, particularly as regards the evaluation on the Union added value provided by the Foundation, and the views on the future of the Foundation.	<p>The Commission published the main findings of the evaluation it commissioned, together with the full evaluation report on the four EU agencies (Eurofound, Cedefop, ETF and EU-OSHA) working in the employment and social affairs policy field for the period 2011–2016.</p> <p>Eurofound is currently implementing actions in response to the recommendations from the Commission and will report in its 2020 Annual activity report.</p>
7. Calls on the Commission to conduct a feasibility study in order to assess the possibility of merging the Foundation with Cedefop; underlines that the Foundation and Cedefop have a very similar field of operation and that such a merger would simplify the funding of the two Agencies, as well as clarify the system of Union agencies in the eyes of the public; calls on the Commission to consider at least setting up shared synergies with Cedefop; calls upon the Commission to evaluate the following alternatives: the transfer of the Foundation to the headquarters of Cedefop in Thessaloniki and the transfer of Cedefop to the headquarters of the Foundation in Loughlinstown; notes that this would mean sharing corporate and support services and the management of the common premises, as well as shared ICT, telecommunications and internet-based infrastructures, saving large amounts of money which would be used on further funding of both agencies.	<p>The 2018 cross-agency evaluation already covers in part the topic of potential mergers between agencies within the remit of DG EMPL. A merger was not recommended by the evaluators, mainly due to the high risks of human capital loss, but reinforced cooperation was suggested instead.</p> <p>The report was made available before the adoption by the legislator of the new Founding regulations of Eurofound, Cedefop and EU-OSHA, and the establishment of ELA, a new Agency in the area of employment and social affairs.</p> <p>Eurofound is fully committed to actively contribute to any feasibility study by the Commission, aiming to facilitate synergies and sharing of services with other EU bodies and institutions.</p>

Observations for discharge 2018	Comments and actions taken
Performance	
8. Notes that an external evaluation of the Union agencies under the remit of the Commission's Directorate-General for Employment, Social Affairs and Inclusion (Eurofound, Cedefop, ETF and EU-OSHA) was carried out in 2018, on behalf of the Commission, with regard to their relevance, effectiveness, efficiency, coherence and Union value-added; calls on the Foundation to report to the discharge authority on the results of that evaluation.	This information was published by the Commission (see point 6). Eurofound remains available to present and discuss further the results with the discharge authority.
9. Stresses the importance of the Foundation's high-quality work to provide scientifically sound, unbiased, timely and policy-relevant knowledge, expertise and evidence-based support for Union policy development and policymakers in the areas of living and working conditions, labour market and industrial relations across the Union, and the importance of retaining the tripartite nature of its governance model involving employers' and workers' organisations, governments from all Member States, as well as the Commission; welcomes in particular the publication of the Foundation's overview report from the most recent European quality of life survey (EQLS) and its publications related to the future of work and digitalisation, particularly in the area of platform work.	
10. Stresses the importance of the Foundation's contributions for the development of forecasting tools and gathering of information in different areas such as the implementation of the European Pillar of Social Rights, work-life balance and quality of life, the future of work, manufacturing, digitalisation and platform work.	
11. Notes the Foundation's increased workload and stakeholders' increased expectations and highlights the importance of ensuring adequate material and human resources allowing the Foundation to fully implement its tasks, while ensuring, in general, the agencies' pre-eminence over private contractors.	Eurofound would like to stress the importance of this observation in the context of current and future budget discussions at EU level.
12. Welcomes the Foundation's commitment to the economic, social and environmental sustainability of its operations ensuring a cost-effective and environmentally friendly workplace and for using public procurement as an important instrument towards all three categories of sustainability in its operations.	
13. Highlights that transparency and citizens' awareness of the existence of the agencies are essential for their democratic accountability; considers that usability and ease of use of Agency resources and data are of paramount importance; calls therefore for an assessment of how data and resources are currently presented and made available and of the degree to which citizens find them easy to identify, recognise and use; recalls that public awareness in this respect can be raised by Member States through developing a comprehensive plan to reach out to more Union citizens.	The 2019 user feedback survey showed that the 83% of Eurofound stakeholders use the website and 59% use publications to access Eurofound information; 41% reported using the Eurofound newsletter and 17% accessed information through webinars and/or events.
Staff policy	
14. Notes that on 31 December 2018, the establishment plan was 96.70% executed, with 88 officials or temporary agents appointed out of 91 authorised under the Union budget (compared to 93 authorised posts in 2017); notes that, in addition, 11 contract agents and 1 seconded national expert worked for the Foundation in 2018.	
15. Notes with satisfaction that gender balance was achieved among senior managers (1 man and 1 woman); is concerned, however that there is no gender balance at management board level (97 men and 64 women).	
16. Welcomes the results of the job screening exercise carried out in December 2018, which shows a relatively high level of stability year on year.	
Procurement	
17. Notes from the Court's report that the Foundation did not systematically check prices and uplifts charged with the suppliers' quotes and invoices issued to the framework contractor for the acquisition of software licences; notes from the Foundation's reply that this framework contract has been replaced by a multiple framework contract in which the issues raised by the Court have been addressed; urges the Foundation to adapt ex-ante controls on payments under framework contracts and to ensure there is a competitive procedure for all procurements.	Such ex-ante controls are in place, both at the time of placing orders and when invoices have to be paid.
18. Encourages the Foundation to implement the Court's recommendations as, for instance, the e-submission process.	Eurofound is using the e-submission module since mid-2019.

Observations for discharge 2018	Comments and actions taken
Prevention and management of conflicts of interests and transparency	
19. Notes the Foundation's existing measures on and ongoing efforts to secure transparency, the prevention and management of conflicts of interests, and the protection of whistle-blowers.	
Internal controls	
20. Acknowledges the fact that the Foundation adopted a revised internal control framework marking a shift from a compliance-based to a principles-based process.	
21. Notes with appreciation that Commission's internal audit service finalised a performance audit on 'prioritisation of the Foundation's activities and allocation of resources' in 2018; calls on the Foundation to report the results of that audit to the discharge authority.	The findings of the audit will be forwarded to the discharge authority. It has acted on all recommendations, and expects a positive verification from the IAS in 2020.
Other comments	
22. Notes that the Foundation is working to increase the environmental sustainability of its operations, that new video conferencing facilities have been installed during 2018 and that the offsetting of CO ₂ emissions is being discussed within the network of agencies.	
23. Calls on the Foundation to focus on disseminating the results of its research to the public, and to reach out to the public via the social media and other media outlets.	Eurofound has increasingly grown its social media capacity and networks and has invested in both training and development needs for staff within communication and in research to ensure an optimal use of these channels to communicate Eurofound's research findings. Further deploying social media and media providers to facilitate greater reach and impact for Eurofound's work is also part of the updated communication strategy and approach and this was activated to great effect as part of the Living, working and COVID -19 online survey.
24. Refers, for other observations of a cross-cutting nature accompanying its decision on discharge, to its resolution of 14 May 2020 ¹ on the performance, financial management and control of the agencies.	As in previous years, Eurofound will actively contribute to the Network of Agencies' horizontal report addressing observations of a cross-cutting nature.

2.10 Sustainability (Environment management)

Eurofound's sustainability reporting framework is under development in order to commence future sustainability reporting. The framework consists of three main categories that are acknowledged as playing a role in sustainability reporting: economic, social and

environmental. Monitoring and reporting can be based – as much as possible – on existing performance indicators (KPIs) and metrics using existing data as baseline. During 2019, due to lack of resources to devote to this activity, moderate progress was made in implementing the readiness for reporting against this framework. The following table reflects the current state of implementation.

Economic (Performance)	Social (People)	Environmental (Planet)
<p>KPI 1: Budget management For sustainability reporting, this KPI demonstrates prudent and fullest execution of the total budget (by activity), gearing Eurofound's resources to activities that are considered most important.</p> <p>KPI 2: Staff capacity For sustainability reporting, this KPI demonstrates adequate resourcing of activities, ensuring adequate staff capacity to implement work programmes.</p> <p>KPI 3: Programme delivery For sustainability reporting, this KPI demonstrates compliance with work programme: Eurofound delivers what is defined the annual programme, complementing the financial indicator of budget implementation and staff capacity.</p>	<p>KPI 7: Use of Eurofound's expertise in key EU-policy documents This indicator displays very directly the policy relevance of Eurofound's outputs and is probably the clearest indicator of Eurofound contribution and added value to better informed policies.</p> <p>External stakeholders: 'Customers' (= users) <i>Number of 'customers' (= users)</i> Number of active entries in CRM database (end of year). (Defined as users/customers who 'opted in' to having their data held in Eurofound's CRM database and receiving targeted information from the Agency at their request.) <i>Annual user feedback survey</i> The survey tracks user satisfaction which helps to ensure Eurofound's information outputs and strategic direction remains suitable for its audience. See description under section 2.8 above.</p> <p>Internal stakeholders <i>Staff engagement survey</i> For sustainability reporting, the assumption is that engaged staff are an enabler of sustained performance, and a 'lead-indicator' towards future performance. A new approach has been developed in 2019 based on an adaptation of Eurofound's own Working Conditions Survey, which is planned to be deployed in 2020.</p> <p>Relationships with suppliers (supplier perspective/strategic partnerships) To be developed in the context of the 2021–2024 programme. Given Eurofound's mandate to 'improving of living and working conditions', the Agency should pursue establishing <i>socially responsible procurement</i>.</p>	<p>Carbon footprint of Eurofound missions A methodology to measure this metric was developed and piloted with data from 2017 and 2018. Some further development is required before setting a baseline.</p> <p>Numbers of pages printed Over the course of the last 4-year printing services contract (2016–2019): over 1.9 million sheets of paper. This will serve as a baseline for the next period. Considerable efforts were put into individual improvement actions, such as upgrading of the lighting system, increased window insulation, a state-of-the-art video conferencing system, reduction of the number of missions, reduction of paper consumption, instalment of charging points for electrical cars, and many more. This will need to be consolidated in an overall strategy. From 2020 on, concrete steps will be taken to ensure an EMAS certification within 2–3 years. (in the context of EPMS 2021–2024). This will also include green procurement, which is building on and using the handbook, with toolkit and criteria for social and green public procurement available from the European Commission.</p>

3 Internal control

3.1 Effectiveness of internal control framework

Internal control is integrated into the regular management structures and built into the operational processes and procedures. It forms an integral part of the day-to-day management of Eurofound and concerns all staff.

The newly adopted Internal Control Framework (2018) consists of five components, each with a set of principles. Efforts to ensure the well-functioning of these components continued with emphasis on the following.

Component 1: Control environment

Commitment to integrity and ethical values

Several workshops on ethics and integrity were delivered towards the end of 2019 promoting a working culture based on dignity and respect. Attendance at these workshops was mandatory for all staff. It was the third year this programme was organised as a commitment to strengthen 'ethics and organisational values' and a zero-tolerance approach to all forms of psychological and sexual harassment. Follow-up workshops for staff and management are foreseen in 2020.

Governance and management structures

The year 2019 was one of change for Eurofound's governing bodies with the coming into force of the new Founding Regulation (EU) 2019/127 on 20 February. See section 2.1. for an overview of the decisions of the Management Board. Also, the departure of the Deputy Director left the role of Coordinator Internal Control vacant. The existing internal committee stayed on until the appointment of the Head of Unit – organisational support as the new role holder per 1 January 2020. In the context of ongoing organisational development review following the arrival of a new Deputy Director, and organisational support, some modifications in reporting lines and in the allocation of functional responsibilities were implemented.

Component 2: Risk assessment

Objective setting

Much work was invested in the specification of objectives and expected results for the programme of 2021–2024. This was a very useful exercise and will be further reviewed when planning in greater details for the Programming document 2021.

Identification and analysis of risks

The corporate risk register has a multiannual perspective. During 2019, the new 2017–2020 register as per Annex VIII of its programming document was monitored and reviewed. This was based on an update of the methodology based on the Commission's approach. A peer review of the implementation of the methodology in related agencies (related to DG Employment) had been very helpful. No critical risks were identified. Following the review process at management level, no new residual risks were established, and the continued relevance of agreed mitigating actions was confirmed. Further cascading of the methodology at the level of activities and projects is envisaged for 2020.

The rules on the **prevention and management of conflicts of interests** in respect of Management Board members and external experts were revised to ensure alignment with Article 42 of Eurofound's Financial Regulation (2019). Adoption by the Management Board is scheduled for early 2020.

Fraud prevention

The Agency's internal control systems are designed with fraud prevention embedded, with an emphasis on critical areas such as financial transactions, procurement and selections. At the end of 2018/early 2019 the mandatory workshops on ethics and integrity included information on the new implementing rule on whistleblowing supporting an organisational culture where members of staff who report concerns about serious irregularities in good faith can do so with the assurance of utmost confidentiality and greatest degree of protection.

Component 3: Control activities

Transparency of controls

The register of current internal policies and procedures was updated and made accessible in a central place, electronically accessible to all staff. The updated Business Continuity Plan was finalised and communicated to all staff.

Ex-post verification

Each operation has been subject to ex-ante verification of operational and financial alignment with the adopted programming document and compliance with the Financial Regulation. Before the authorising officer (by delegation) authorises a commitment or payment a member of staff other than the person initiating the operation will verify the operational and financial regularity. It is an important measure to ensure zero-

tolerance to fraud. Other anti-fraud measures concern the register of exceptions, and ex-post controls of routine expenditure.

Three ex-post verification periods, 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 to 31 December 2019

Type	Sample size	Total sample verified in 2018	Outcome
Reimbursements for interviewees (BL 1180)	5%	2	No errors.
Missions (BL1300)	10%	45	No errors.
Participants' expenses (BL3040 and 3042)	5%	14	One error found, one lunch and one dinner not deducted from a participant's expenses. €55.20 to be recovered.

Record of exceptions

Article 45.2 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.

During 2019, 18 exceptions were approved and recorded, none with material impact. Eight related to non-compliance with the mission rules by omitting steps in the approval process. A reminder of the mission rules was published. Another exception related to an exceptional procurement for legal services while preparations for a multiannual framework contract for these services would be expected to be prepared in 2020. Two exceptions related to conditions for reimbursement and payment of entertainment and representation expenses envisaged under Annex VII, Article 14.4 of the Staff Regulations, which led to an update of the internal rules.

Component 4: Information and communication

Data protection

(EU) 2018/1725 (EU DPR) brought a comprehensive framework for data protection by aligning the data protection rules for the EU institutions and bodies with the rules set out in the GDPR and came into force on 11 December 2018.

Much of the data protection activities in 2019 therefore related to the formal implementation of the new regulation, developing internal rules for the Data Protection Officer, for the Article 25 restrictions on certain rights, as well as advising and assisting staff with updates to their privacy statements. A new user-friendly template was developed for the records that controllers are obliged to retain in accordance with Article 31 of EU-DPR.

On European Data Protection Day, marked every year on 28 January, there were information sessions for staff and guidance on the impending changes with the new data protection rules in particular in relation to the obligations of the data controllers. The DPO team attended meetings of the DPO network in May (Frankfurt) and November (Florence), as well as a seminar organised by ENISA and the European Data Protection Supervisor (EDPS) 'Towards assessing the risk in personal data breaches' on 4 April (Brussels). Throughout the year, the DPO team maintained close contact with the EDPS, consulting with colleagues for advice and support on data protection matters where necessary.

Access to documents

In 2019 the Management Board adopted revised implementing rules for Regulation (EC) 1049/2001 on Access to Documents — a requirement of the new Founding Regulation — incorporating small changes requested by the Commission Board members. It is increasingly common that access to document requests are sent to all EU agencies using an automated process from a web portal. Eurofound received two such requests in 2019.

The first received in May, concerned the use of open source software, preparations for Brexit and measures taken to offset Eurofound's carbon footprint in the previous 10 years. None of the requests referred to existing documents and were treated therefore as requests for Information. The information was compiled and provided within the deadline and duly published on the web portal.

In July, a separate NGO made a request concerning the travel expenses of the Executive Director in 2017–2018. The information was provided and duly published on the web portal.

A request in May, related to job vacancy notices published on Eurofound's website in the previous three years and the questions asked during interviews. The job vacancy notices were provided but it was explained that it was not possible to provide the actual questions used during interviews, due to the confidential nature of selection panels in accordance with Article 6 of Annex III of the Staff Regulations, and Article 4(3) of Regulation 1049/2001 whereby the release of the document(s) would seriously undermine the institution's decision-making process. The request was granted within the deadline and a decision was taken subsequently to publish the vacancy notices archive on Eurofound's website.

Minutes and agendas of the Board and Bureau meetings in 2018 were published on Eurofound's website in line with internal rules.

3.2 Conclusions of assessment of internal control systems

The implementation of the five components is well embedded in the culture, processes and control activities. The assessment of each principle can be further strengthened by application of a set of indicators (to be rolled out in 2020). The planned strengthening of the risk assessment methodology at activity level will further assist with the effective implementation and sound financial management of the programme.

3.3 Statement of the Coordinator Internal Control

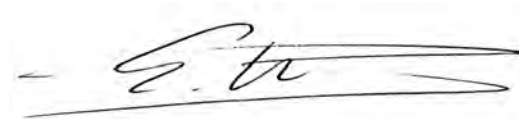
I, the undersigned,

In my capacity as Coordinator internal control,⁷ declare that in accordance with Eurofound's Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director.

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

Place: **Dublin**

Date: **6 June 2020**



Signed: **Mattanja de Boer**

⁷ Appointed 6 January 2020.

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's Performance Monitoring System and project management system (section 1.2. and Annex 1).
- Assessment of results from audits and evaluations, and subsequent actions (sections 2.6–2.8).
- Assessment of the effectiveness of internal control framework (Part III), including
 - results of the ex-post verification
 - Eurofound's exception reports and analysis

- Eurofound's Provisional Accounts drawn up by the Accounting Officer and the certification by the Accounting Officer of Eurofound of the final accounts 2019.
- Statement of the Internal Control Coordinator (see section 4.3).

No significant weaknesses that may have a potential impact on the declaration of assurance of the Authorising Officer were identified and reported in any of the relevant parts as set out in the present report.

4.2 Reservations

No reservations.

5 Declaration of assurance

Declaration of the Authorising Officer

I, the undersigned, Executive Director of the European Foundation for the Improvement of Living and Working Conditions.

In my capacity as Authorising Officer,

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

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial

management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service, and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration, 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 Agency.

Place: **Dublin**

Date: **7 June 2020**



Signed: **Juan Menéndez-Valdés**

Annexes

Annex 1: Key performance indicators

Key performance indicator (KPI)		Target 2019	2019	2018	2017
1. Budget implementation		98%	99.9% Amending budget: €22,024,000	99.6% Amending budget: €20,710,000	100% Amended budget figure at year-end: €20,465,000 Amending budget: €20,480,000
2. Staff capacity		97%	98% (97.8%) Posts as per establishment plan: 91	97% Posts as per establishment plan: 91 ⁸	98% Posts as per establishment plan: 93
3. Programme delivery		80%	91% 51 out of 56 deliverables	83% 48 out of 58 deliverables	90% 35 out of 39 deliverables
4. Recognition of the scientific quality of Eurofound's research (references in peer-reviewed journals)		n/a	880	720	633
5. Uptake of Eurofound's knowledge through Eurofound's website	HTML page views	n/a	2,548,102	2,890,074	3,014,859
	PDF downloads	n/a	175,761	161,974	178,406
6. Contributions to policy development at priority events (out of contributions to events in total)		n/a	97 out of 212 (45%)	97 out of 236 (41%)	95 out of 194 (49%)
7. Use of Eurofound expertise in key EU-policy documents (out of total EU-policy documents)		n/a	52 out of 185 (28%)	81 out of 272 (30%)	99 out of 314 (32%)

8 The consolidated annual activity report from 2018 showed a figure of 92. This was an error.

Annex 2: Programme activities 2019 (including continuations from 2018)

Operational activities

1. Working conditions and sustainable work

Working conditions in a global perspective

Eurofound and the International Labour Organization (ILO) joined forces in a project to support the collection and analysis of data on working conditions through the prism of job quality. The project started in 2017. Developments in EU Member States, the UK, Turkey, the USA, the Republic of Korea, China and some Central and South American countries were compared. The final report was published in May 2019.

Gender equality at work

The objective of this statistical analysis of European Working Conditions Survey (EWCS) 2015 data was to provide evidence on the links between gender equality in the workplace (in terms of working conditions and job quality) and gender roles outside work, and existing segregation in the labour market. The project started in the fourth quarter of 2018 (final report published in March 2020).

Casual work – Characteristics and implications

The project on casual work aimed to provide evidence on relevant regulation in the Member States, the extent to which casual work is used, the characteristics of the people involved, and the implications for working conditions and social protection (with a focus on zero-hours and very short-hours contracts). Work started in the first half of 2017. The report was published in December 2019.

Working conditions and employee engagement and development of workers' knowledge and skills

Drawing on EWCS 2015 data, the project provides a comparative analysis of the interrelationships between types of work organisation, employee engagement, and the development of knowledge and skills. The project started in 2018. A policy brief and a working paper are scheduled to be published in June 2020.

Working conditions of workers in different sectors and occupations

Based on EWCS 2015 data, the project investigates and compares working conditions in different sectors and occupations in Member States. A research plan was developed in autumn 2018 and a contractor started work in September 2019. The report is scheduled to be published in October 2020.

Working conditions and workers' health

On the basis of a statistical analysis of EWCS 2015 data, the relationship between work-related risk factors and the health and well-being of workers was investigated. The project started in 2017 and the report was published in May 2019.

Measuring sustainable work

The aim of this project was to assess the feasibility of measuring sustainable work over the life course. Work started in early 2017 and a feasibility study was published as a working paper in December 2018. A second working paper was published in February 2019.

Sustainable work – Analysing progress based on Eurofound's measurement tools

The objective of the project was to compare situations in the Member States and analyse progress towards making work sustainable, based on the measurement tools developed by Eurofound in 2018. Work started in spring 2019. The working paper was published December 2019.

Inequalities in working conditions – Analysing trends over time

This project investigates inequalities in working conditions and job quality among different groups of workers and examines how these inequalities have developed since 2005. Work started in early 2019. Results became available at the end of 2019 and will contribute to the flagship report on working conditions and sustainable work. A working paper is scheduled to be published in 2020.

Analysis of the EWCS 2015 – Series of concise analysis

The objective of this 2019 project is to produce a series of outputs based on EWCS 2015 data. The outputs will analyse the working conditions of specific groups and issues that can impact the sustainability of work. Two policy briefs were released in autumn 2019. Results of examining links between ICT and health and well-being were included in *Telework and ICT-based mobile work: Flexible working in the digital age* (published in January 2020). A policy brief on workers with multiple jobs is scheduled to be published in June 2020. A policy brief on working conditions for service sector workers is expected to be published later in 2020.

Working conditions and sustainable work – Flagship report

This 2019 project aims to consolidate findings in the strategic area of intervention *Working conditions and sustainable work* over the course of the multiannual programming period (2017–2020). The flagship report will address links between improving working conditions and the ambition to make work more sustainable over the life course. Drafting of the flagship report started in January 2020. The publication is scheduled to be published in November 2020.

2. Social dialogue

Analysing multilevel forms of social dialogue at company level

This 2018 project analyses factors influencing the development of social dialogue in multinational companies within the context of multilevel and cross-border governance. The contractor delivered final versions of the case studies and a comparative analysis. The final report is scheduled to be published in June 2020.

Exploring scope for capacity building for effective social dialogue

This 2018 project explored with social partners the interest and possible audience for a capacity-building exercise for effective and meaningful social dialogue. In 2019, two stakeholder seminars took place (in Riga and Gdansk). A working paper was published in November 2019. The final report is scheduled to be published in September 2020.

Representativeness studies

In 2019, five representativeness studies (Banking, Insurance, ICT-telecommunications, Private security and Industrial cleaning) and a horizontal overview web report (comparing findings from different representativeness studies) were published. Work has been ongoing on six sectoral studies that will be published in the second half of 2020 (Education, Hospitals, Local and regional government administrations, Social services, Paper, and Sea fisheries). Preparatory work (including data collection) has been done on some studies that are to be published in the year 2021 (Audio-visual, Live performance, and Civil aviation I and II).

ILERA European Congress 2019

The 12th International Labour and Employment Relations Association (ILERA) Congress (5–7 September 2019) addressed ‘perspectives of employment relations in Europe’. In this context, Eurofound organised a workshop to present its work on key dimensions of industrial relations and the industrial relations index, and to stimulate an exchange with experts on its (forthcoming) industrial relations flagship report. In

addition, Eurofound staff presented their work in various workshops.

Reviewing the role of the social partners in the European Semester

The objective of this 2019 project is to map and review national practices for involving social partners in the European economic governance throughout the whole cycle of the European Semester, and to analyse the quality and effectiveness of their involvement. Main findings were presented to EMCO in November 2019. The comparative report is scheduled to be published in June 2020.

Industrial relations – Flagship report

This 2019 project aims to consolidate findings in the industrial relations field from research conducted by Eurofound over the course of the multiannual work programme 2017–2020. The flagship report will present trends and challenges facing the key actors at various levels of governance (European, national and company) and will attempt to take a forward-looking approach. A report is expected to be published by the end of 2020.

3. Reporting on working life developments

Regular reports for EurWORK

The report *Minimum wages in 2019 – Annual review* was published in June 2019. Based on a request from the European Commission, in August and September three country reports were compiled on wage setting and debates around the introduction of a minimum wage (Austria, Cyprus and Italy). Contributions to the *Annual review of working life 2018* were published in three stages, including the final report in October 2019. The report *Working time in 2017–2018* was published in October. Work started on the regular reports on minimum wages 2020 (to be published in 2020).

Timely information for EurWORK

In 2019, the Network of Eurofound Correspondents continued providing online information on a quarterly basis on working life developments in the Member States (and at EU level). By the end of the year, all country updates for the third quarter of 2019 were published. In addition, information from the Network of Eurofound Correspondents was used in EurWORK’s topical update publications. In 2019, reports were published on seniority-based entitlements (April) together with a more detailed working paper, rest breaks from work (May) and funding of female entrepreneurship (December). Work is ongoing on work–life balance in the context of telework/ICT-mobile work (TICTM) (publication scheduled for June 2020), job quality and working conditions (to be reported on in the working conditions and sustainable work flagship report scheduled to be published in 2020), and employee monitoring and privacy at the workplace (a report is scheduled for publication in October 2020).

Reporting on collective bargaining

The objective of this 2018 project was to explore how data on collective bargaining can be collected systematically and made available. It also aimed to provide an accessible and comprehensive overview of collective bargaining processes and outcomes across Europe. Outcomes will be included in the industrial relations flagship report scheduled to be published in 2020.

Working life country profiles and EurWORK Database

Working life country profiles are an integral part of the country landing pages on the Eurofound website. The country profiles for Member States, Norway, the UK and the EU level are updated every second year, based on contributions from the Network of Eurofound Correspondents. The last updates for Member States, Norway and the UK were published in November 2019. Updates for IPA countries (Kosovo, Turkey, North Macedonia, Montenegro, Albania and Serbia) were published in June. Country profiles for Japan and the USA were published in March; for New Zealand in November. An update of the EurWORK Database on wages, working time and collective disputes is scheduled for mid-2020. A new interface for the data collection and storage has been developed.

European Industrial Relations Dictionary (EIRD)

The online EIRD reference tool is a comprehensive collection of the most commonly used terms in employment and industrial relations at EU level today. It contains over 370 entries. Throughout 2019, 50 (new and updated) EIRD entries were published.

Industrial action monitor: Feasibility study and pilot

This project aims to investigate the possibility of setting up an industrial action monitor. Work started in 2017. A paper on feasible scenarios was made available in the first quarter of 2019. Work on the feasibility study and on an in-house pilot is progressing. A database was developed internally and a first round of data coding, involving several correspondents in the quality control, was completed. Publication of a working paper summarising the first findings of the pilot (2018 data) is due in the first quarter of 2020. The Executive Board will be asked to decide if and how the project shall proceed.

4. Well-functioning and inclusive labour markets

Indicators of labour market segmentation and policies to combat the phenomenon

This project investigated labour market segmentation, looking into root causes, most acute aspects and recent policies to tackle the issue. Work started in 2017. The report *Labour market segmentation: Piloting new empirical and policy analyses* was published in December 2019.

Labour market change – Flagship report

The project aims to compile the main findings of research projects in the strategic area of intervention *Labour market change*, to provide an overview of labour market developments and policy responses in the 2008–2018 period (report published in April 2020).

5. Monitoring structural change and managing restructuring

The European Jobs Monitor (EJM)

The EJM tracks changes in the employment structure in European countries and their implications for aggregate job quality. Updating the EJM database on the Eurofound website is an ongoing activity. In 2018–2019, the ‘regional dimension of shifts in the employment structure’ was investigated (jointly with JRC Seville). The report on the theme was published in October 2019 with an accompanying data visualisation of the main findings. EJM data was updated online to cover the period 2016–2018.

European Restructuring Monitor (ERM) events database

The ERM events database provides up-to-date information on announced restructuring events and their impact on employment. Work on this database is ongoing. Throughout 2019, reporting levels remained satisfactory. Approximately 1,100 fact sheets on restructuring cases have been published. An overview of 2018 ERM cases was presented in *Restructuring trends: 2018 in review* (published in May 2019). Work has started on the ERM 2019 thematic report, which will address the specificities of restructuring in transnational companies operating in different Member States (transnational restructuring). Publication of this report is scheduled for October 2020.

ERM qualitative databases

The ERM includes three qualitative databases, providing information at Member State level on restructuring-related legislation, restructuring support instruments and restructuring case studies. Maintenance of the databases occurs according to a fixed schedule. In 2019, the ERM legal database was updated and validated (finalised in November), while preparations have started for updating and validating the ERM support instruments database (scheduled for 2020).

6. Innovation and job creation in companies

Job creation in cooperatives and social enterprises

The 2017 project on employment development in social enterprises and cooperatives investigated motives and constraints regarding recruiting or retaining staff and whether there is a need for specific public support. The report *Cooperatives and social enterprises: Work and employment in selected countries* was published in June 2019.

Job retention effects of specific organisation types – Business transfers and successions

The 2019 project aimed to explore the statistical models applied in selected Member States to estimate the potential scale of job retention effects of business transfers and successions. A working paper was published in December 2019.

European Company Survey (ECS) – Overview report

The objective of the project is to provide evidence on established workplace practices and their association with organisational outcomes and workplace well-being based on the ECS 2019. Fieldwork for the fourth round of ECS (2019) was completed in August. Preparations for the analysis and drafting of the overview report (in cooperation with Cedefop) was ongoing throughout the year. Publication of this report is scheduled for October 2020.

Further exploitation of ECS data through the involvement of external researchers

The aim of this 2019 project is to explore the possibilities of further exploiting ECS data through the involvement of external researchers. In October, a call for papers was sent out to researchers possibly interested in contributing to an edited volume around themes covered by the ECS 2019, jointly organised by Eurofound, Cedefop and the Institute of Labour Economics (IZA). The publication is planned for 2021.

7. Quality of life and quality of society

European Quality of Life Survey (EQLS) – Policy briefs

Based on secondary analysis of EQLS 2016 data, two policy briefs were published, *Is rural Europe being left behind?* (May 2019) and *What makes capital cities the best places to live* (January 2020).

Intergenerational differences

Work on intergenerational differences in well-being – based on secondary analysis of EQLS 2016 data – started in 2017. Trends over time were analysed and explained. The report *Age and quality of life: Who are the winners and losers?* was published in February 2019.

Quality of life in the EU candidate countries

The project aimed to provide an overview of the key dimensions of quality of life and society in the EU candidate countries, based on empirical, comparative data from EQLS 2016. The report *Life and society in the EU candidate countries* was published in June 2019.

Quality of life and public services – Flagship report

This project consolidated findings of Eurofound research strands developed within the *Quality of life and public services* strategic area of intervention over the course of the 2017–2020 multiannual work programme. The flagship report *Challenges and prospects in the EU: Quality of life and public services* was published in September 2019.

Households and families in 21st century Europe – New living arrangements

This 2019 project aimed to give an overview of the types of households in Europe, provide their profiles in terms of living conditions and well-being, and identify forms of social vulnerability. The report *Household composition and well-being* was published in December 2019.

Wealth and intergenerational transmission of (dis)advantage

The project aims to build on previous Eurofound research on social mobility and to assess the distribution and transmission of wealth in Member States. The aim is to contribute to an understanding of the prevalence of new inequalities in Europe. Work started in 2019. A publication is scheduled for early 2021.

Fairness and the future

The objectives are to examine optimism for the future (for ‘self’ and ‘others’) in relation to the social situation and perceptions regarding the quality of society (including ‘sense of fairness’) and to examine the relationships between people’s perceptions and objective indicators. The project started in autumn 2019. A publication is scheduled for spring 2021.

8. Public services

Access to and quality of public services in health care, long-term care, childcare and education

This 2017 project explored differences in access to social services of general interest across Member States and groups in society using EQLS 2016 data. The report was published in July 2019.

Access of young people to information and support services

This 2017 project investigated the characteristics of those who face the most difficulties in accessing social and health services, looking at the most relevant types of information and support services and the main challenges involved. The report was published in July 2019.

Impact of digitalisation on social services

This 2017 project investigates the impact of digitalisation on the design and delivery of social services (final report published in April 2020).

Role of public services in integrating refugees and asylum seekers

The objective of this 2018 project was to explore the role of public services in the process of social and economic integration of refugees and asylum seekers, and to identify success factors and barriers. The report was published in June 2019.

Access to social services of general interest

The aim of this project is to analyse differences in access to social services of general interest across Member States and to assess the nature and extent of convergence or divergence. The focus will be on childcare and support for children, healthcare and long-term care. Work started in early 2019. A report is scheduled to be published in autumn 2020.

Mapping debt services

The project sets out to map debt advisory services and insolvency procedures in the EU and to assess the take-up of insolvency procedures for tackling high levels of personal and household debt. Work started in early 2019 (report published in March 2020).

Services for people with disabilities

Building on earlier 2018 Eurofound work, this 2019 project examines the impact of services designed and provided for people with disabilities across Member States. Work started in early 2019. A report is scheduled to be published autumn 2020.

9. The digital age – Opportunities and challenges for work and employment***Employment impact of the automation of services***

This 2017 project aims to assess the broader implications of the digitalisation of services for work and employment in Europe. Working papers on five potentially game-changing technologies and a comparative overview were published in June 2019. Jointly with JRC Seville, a quantitative working paper linking EWCS and EJM was released. The consolidated report (covering both manufacturing and services) was published in January 2020.

Conditions of work and employment of ICT-mobile workers and teleworkers

This 2017 project maps the potential benefits and risks for conditions of work and employment of ICT-mobile workers and teleworkers (TICTM). A working paper exploring the working conditions of TICTM workers was published in June 2019 as a follow-up to the webinar on

the topic conducted by Eurofound. The consolidated report was published in January 2020.

Employment and working conditions of specific types of platform work

The project sets out to qualitatively explore the specific characteristics of types of platform work and establish an online resource on this. In September 2019, the research findings were published in a policy brief. Maintenance of the web repository on the platform economy – combining a publications database with information on key aspects of this form of work and an inventory of initiatives tackling the emerging issues – is ongoing. Preparatory work for a scenario-building exercise (scheduled for 2020) is progressing according to schedule.

Measuring the contours of the platform economy in Europe

The project objective was to explore approaches to measure the platform economy in Europe and map the findings. This was considered a necessary step before developing indicators and identifying reliable data sources. Work started in autumn 2018. The working paper was published in June 2019.

Nature of work in the digitised workplace

The objective of this 2019 project is to investigate the variety of company approaches to the introduction and use of digital devices in the workplace and to explore the impact of such technological change on dimensions of job quality and work organisation. The final report is scheduled for mid-2021.

10. Monitoring convergence in the EU***Developing a conceptual framework***

This 2017 project set out to develop a conceptual framework on which to base the monitoring of convergence in five dimensions (employment, social protection, working conditions, social cohesion and quality of life, and socioeconomic factors). In December 2018, a conceptual report was published. Work in 2019 focused on developing a software package (allowing for calculations of convergence) and a web application for non-expert users. The policy brief *A more equal Europe? Convergence and the European Pillar of Social Rights* was published in December 2019.

Web-based repository for key indicators for monitoring convergence

The aim of the project is to create a web-based repository with key indicators for monitoring convergence as a vehicle for presenting results. Work to update and maintain the web pages is ongoing.

Monitoring convergence in the socioeconomic and employment dimensions

The final report on progress in convergence in the EU in terms of the socioeconomic and employment dimensions was published in September 2019. The report was launched at the joint Eurofound/ECFIN event ‘Economic and social convergence in the EU – Making it happen!’ (Brussels, 26 September).

Monitoring convergence in working conditions

The report on progress in convergence in the EU in the dimension of working conditions was published in December 2019.

Monitoring convergence in living conditions

Work on this 2019 project started in April. A report on progress in convergence in the EU in the dimension of living conditions is scheduled for December 2020.

Monitoring convergence in social protection

Work on this 2019 project got underway in April. A publication on progress in convergence in the EU in the dimension of social protection is scheduled for December 2020.

Regional convergence and inequalities

The project examines the main long-term trends of convergence at regional level on a selected set of indicators. Work started in April 2019 with a literature review, selection of indicators and quantitative analysis. A publication is scheduled for autumn 2020.

11. Survey management and development

Preparation and implementation of ECS 2019

Fieldwork of the ECS 2019 started in January and was finalised in August. Work was carried out to deliver (on request) customised reports to survey respondents. Some 12,000 are planned to be sent out in early 2020 (production fully automated). Fieldwork reports and final datasets were received in September.

Preparation and implementation of EWCS 2020

Throughout 2019, preparations for the seventh edition of the EWCS was ongoing. The survey questionnaire was finalised in the spring and translated into 53 language versions over the summer. The survey pilot-test – a full dress rehearsal for the main fieldwork in all countries – was held in the autumn. Fieldwork for the seventh round of EWCS began in February 2020.

Methodological developments in EQLS 2016

The objective of the project was to improve the quality of the EQLS survey. A working paper on the non-response analysis of the EQLS 2016 was finalised in early 2019. A working paper on options for new modules, modes and survey tools for studying quality of life and public services was published in December 2019.

Data quality assessment of ECS 2019

The project aims to carry out a data quality assessment of the ECS 2019. Work started in June 2019. Publication of a working paper is scheduled for summer 2020.

Options for survey development in the medium to long term

The project facilitates the discussion on the future of the surveys of Eurofound. A report was prepared in early 2019 and discussed within the governance structure of Eurofound. In June, it was agreed to start a feasibility study on the possibility of combining the EWCS and EQLS surveys into a single household survey. Results of the study will become available in April 2020 and will be input for a decision (mid-2020) on either fielding a household survey in 2022 or continuing the regular EQLS and EWCS surveys.

Development of new indicators for social surveys

The objective of this 2019 project is to contribute to the development of better social indicators. Activities have been deferred to later in the year, as they are linked to the outcome of the decision on the Eurofound surveys (by mid-2020).

Maintaining and improving survey methodological know-how at Eurofound

The objectives are to ensure the continuous training of Eurofound staff in survey methodology, consolidate Eurofound’s position as a key player in the design and implementation of Europe-wide social surveys, and ensure cross-fertilisation between Eurofound surveys and the larger European survey research community. In 2019, staff presented papers and attended international conferences in relation to methodological survey know-how.

12. Reacting to ad hoc information requests

Improving monitoring of posted workers in the EU

The aim of this 2018 project – requested by the government group in Eurofound – was to map existing data sources and identify possibilities to monitor and analyse the working conditions of posted workers. It was to look at limitations and data gaps in relation to the current debate and identify which data would be needed to fill these gaps. The study was also to develop options and scenarios for improving the monitoring situation. The report was published in January 2020.

The role of the social partners at national level in tackling discrimination

The objective of this work is to provide a comprehensive overview of actions and achievements of the social partners (peak-level organisations) in combating discrimination on various grounds at the workplace in Member States. The study was undertaken at the request of the European Commission. Work started in

the last quarter of 2019 and a report is scheduled to be published in August 2020.

Social dialogue practices within the European Semester (2018)

The study investigated existing national social dialogue practices within the European Semester in the year 2018 and was requested by the European Commission. The final report was published in May 2019.

Cross-border labour inspections in the EU

The main objective of the project – requested by the European Commission – was to map the practice of joint cross-border labour inspections in the EU and to investigate whether evidence gathered this way in a country may be used in national courts in another Member State. The final report was published as a working paper in May 2019.

Enforcing the statutory minimum wage in international road transport

This 2019 project was a fact-finding study in five Member States on the enforcement of the statutory minimum wage in international road transport, following a request by one of Eurofound's stakeholders (the Netherlands Ministry of Social Affairs and Employment). The final report was made available in December 2019.

Costs of gender pay transparency measures

The objective of this study was to gather information on the costs incurred by businesses and national Member State administrations that have introduced pay transparency measures. The request was made by the European Commission (in September 2019) in order to develop a knowledge base for its impact assessment on a proposal to introduce binding pay transparency measures. Work was completed by the end of the year. In the meantime, the European Commission asked to include further countries and to conduct additional interviews. A working paper will be published at the end of the project.

Out-of-school care

This 2018 project – following a request from the European Commission – examines to what extent out-of-school services are available in Member States. It also provides an overview of Member States' policies towards out-of-school care and the provision of these services (final report published in April 2020).

The long-term care workforce

The objective of this project is to map trends in the numbers and characteristics of the long-term care workforce, examine the working conditions, describe regulatory frameworks, and identify recent initiatives to improve the working conditions and the quality of

long-term care services. The study was requested by the European Commission. Work started in the fourth quarter of 2019. A report will be published in November 2020.

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:

1. corporate communication activities (all communication that is not directly related to the strategic areas of intervention outlined above)
2. communication infrastructure (all applications, facilities and technological tools required to implement the communication activities)

The following objectives are defined in the work programme.

1. Ensure Eurofound's information is high-quality, timely and accessible for key policymakers

- A key aspect of the communication work since last year was to increase the policy focus of the outreach activities. Based on 2018's literature review on *Communicating research for evidence-based policymaking*, the annual user feedback survey of 2019 showed not only high levels of satisfaction with Eurofound outputs – 94% and 95% of users indicate that Eurofound provides reliable data and high-quality content, respectively. The feedback from both the literature review and the user feedback survey has fed into an update of Eurofound's communication strategy, as well as preparations for the programming period 2021–2024. Consequently, the policy focus will be strengthened and increased in both research and communication outputs.
- The new Research to Publication and Policy (R2PP) initiative was established within Eurofound. It aims to ensure that targeted and relevant policy messages are taken up early in the research and drafting. The first meetings were held and proved useful for all participants. Plans to develop the approach further are ongoing.
- To provide an overview of the forthcoming publications (such as reports and policy briefs), web pages were created for the 2019 forthcoming publications. All publication pages give users the option to subscribe to an email publication notification. This email marketing product entered the top 10 of Eurofound website traffic sources in 2019. A new automated calendar page offers a full overview of 2019 publications and events.

2. Ensure the optimum communication tools are in place

- The generic monthly newsletter is proving effective at keeping Eurofound stakeholders and target audiences informed about the Agency's work. The number of subscribers to Eurofound's corporate newsletter is growing again after the introduction of General Data Protection Regulation (GDPR) in 2018 – as is engagement level.
- The year 2019 also saw the development and publication of the first SAI-specific newsletters, which are only disseminated to the specific SAI subscribers.
- Work on drafting overarching key messages for all six SAIs was completed. These will be featured on the SAI web pages and in upcoming SAI videos. The plan for 2020 is that these key messages will feed into the feature campaigns.
- The number of followers on all three social media channels (Twitter, Facebook, LinkedIn) continue to grow, and so does engagement levels on these channels, both with followers and with external collaborators. Marketing collaboration on social media channels works well, especially on Twitter.
- A Eurofound glossary was established in 2019 and made available online.

3. Ensure a fully functioning, responsive and interactive website

- The website publications section was fully revamped in 2019, addressing usability issues, as well as introducing a scalable and futureproof implementation.
- Increased efforts and resources were put into security, performance and infrastructure upgrades. One result of this effort is that certain web pages, such as the corporate communications calendar, now load more quickly for the end-user.
- The social media sharing functionality on the website is now fully GDPR-proof and includes some additional features.
- A comprehensive review of the main website navigation was carried out and a great deal of effort went into web content management (such as removing old pages, consolidating topical information in the topic section and better use of redirections).
- Efforts on data visualisation were made, including the production of a style guide (for both web and print) and training for colleagues across the Agency.

4. Ensure an up-to-date and fully operational CRM system

- The full implementation of the GDPR in 2018 led to a significant decrease in subscribers. Towards the end of 2018 and during 2019, the numbers were increasing again, with users giving active consent and subscribing through the various tools and mechanisms Eurofound uses to attract new audiences and followers, such as publication notifications (for example, 150 users subscribed to the *Minimum wages in 2019 – Annual review* in advance of its publication).
- Metrics show that email marketing continues to grow and expand as the primary promotion vehicle contributing to downloads, page views and event participation. Additionally, the user feedback survey showed that 59% of respondents indicated email/newsletters to be the most used access point for Eurofound information. In fact, the majority (79%) indicate they prefer to be informed about outputs and events by email (51% by newsletter, 35% by website, 9% by social media).

5. Ensure a streamlined, targeted and efficient publications programme

- Provisions for the newest type of Eurofound's publication format – flagships – were made in 2019, with the first one *Challenges and prospects in the EU: Quality of life and public services* published in October 2019. The report is structured around several key topics and was published on the website using a tool to flip through it digitally and download chapters individually. Most of the other SAI flagship reports will follow suit in 2020, although using different modes of output.

6. Ensure a responsive and cost-effective language strategy

- Executive summaries of all reports, as well as relevant web access pages, were translated into 21 languages. Limited ad hoc demand-driven translation requirements were also facilitated.

7. Ensure the most innovative and cost-effective events and networking mechanisms

- Increased efforts were devoted to forming, maintaining and using partnerships when organising events.
- The Eurofound LIVE series of webinars continued on 13 June 2019, with the second webinar entitled 'Flexible working in the digital age – Is everyone a winner?' The 90-minute live webcast brought together practitioners and policymakers to explain their experiences and share innovative approaches aimed at addressing issues arising from this employment form. The recorded webcast is available on the website.

- Eurofound's first #AskTheExpert webinar 'Understanding trust in public institutions: Measuring the impact of social insecurities, public services and civic participation' was hosted by Tadas Leončikas on 29 November and involved guest panellist Dr Shana Cohen, Director of the Irish think-tank for action on social change. The webinar also fed into the promotion campaign for the flagship report on quality of life and public services.
- As part of the national-level communication activities and, in cooperation with the Finnish Ministries of Economic Affairs and Employment and Social Affairs and Health, as well as the Finnish social partners, Eurofound organised a one-day seminar in Helsinki on 26 November 'The effects of digitalisation on the quality of working life'. The event brought together experts, policymakers, Eurofound Management Board members and members of the Network of Eurofound Correspondents, as well as national-level social partners from Denmark, Estonia, Finland and Sweden.

8. Establish and profile a renewed design profile for the Agency

- The rebranding of Eurofound's office spaces has been completed, both in Dublin and Brussels, ensuring the corporate branding has been achieved.

Organisational support and development

This activity has two strands: the provision of high-value support for the development of staff and the organisation as a whole; and achievement of efficiency gains by reducing the cost and administrative burden for the organisation. During 2019, the focus was on the following four objectives.

1. To ensure that Eurofound's organisational performance is supported with data and analysis in a reliable and timely manner

- The evaluation programme in 2019 covers the ex-ante evaluation of the 2021–2024 programme and the user feedback survey of 2019. The ex-ante evaluation findings and recommendations were presented to the Executive Board. They were included in an action plan to prepare the internal organisation for implementing the next four-year programme. During 2019, a small-scale internal evaluation on the representativeness studies was concluded.

- Monitoring and assessment arrangements of the revised internal control framework have been under development, in collaboration with other agencies.
- With the use of a business analytics software (Power BI) the key performance indicators and metrics can now be analysed and presented in a visually attractive and interactive manner. Further work is underway for reporting at a more granular level.
- The ICT strategy and key ICT projects meet the needs of the organisation through supporting the working environment, as well as the delivery of the operational and horizontal activities. The first half of 2019 saw the completion of Phase 2 of Eurofound's cloud adoption strategy. This included the upgrading of all of Eurofound's PCs and laptops to Windows 10 and Office 2016. These new facilities allow Eurofound staff remote access to Eurofound and the Commission's IT systems from any location at any time. It also provides the infrastructure required to support remote teleworking. Skype for Business is now available to all staff and has been well received, reducing the need and costs associated with business travel. Assessing the implications for adopting cloud technologies with respect to data protection requirements is in progress with Eurofound's Data Protection Officer. Recommendations from the European Data Protection Supervisor (EDPS) regarding the use of DIGIT cloud services procurement contracts (for example, use of Microsoft cloud systems such as Office 365) are being implemented. Disaster recovery and business continuity services were also improved. The signing of a joint agreement between Eurofound and the EUIPO allows Eurofound to backup strategic systems to the EUIPO data centre.

2. Ensure that organisational sustainability will be improved through better awareness of the environmental impact of Eurofound's operations, appropriate reporting and an internal environmental audit

- The work envisaged for 2019 on establishing the baseline for environmental reporting was slower than anticipated due to human resource limitations for this project. Work will continue, drawing heavily on tried and tested approaches in other agencies.

3. The multiannual learning and development strategy will provide the tools for ensuring a longer-term view on succession planning, skill gaps and evolving skills

- The annual training and development activities included sessions for essential office skills, from Excel to meeting facilitation. In the area of project management, internal sessions focused on skill gaps at operational level. The annual ethics month focused on dignity and respect in the workplace.

4. Project planning and implementation will mature in terms of the allocation and management of resources

- A technical and user-based assessment of an upgrade of the project management system is underway for implementation during 2020. The human resource planning for 2020 was greatly assisted by the results of the activity-based data from 2018 and 2019, showing the difference between planned and actual resource requirements.

Annex 3: Statistics on financial management

Summary of budget implementation in 2019 – All fund sources

The table in Section 2.3 of the main report, 'Budget and financial management', 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 years include expenditure on C3, R0, C8, C5 fund sources.

Overview of the financial statements

In accordance with Article 243 of the Financial Regulation, the financial statements of Eurofound for the financial year 2019 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 December 2019	31 December 2018	Variation
A. Non-current assets			
Intangible assets	0	0	0
Property, plant and equipment	844,424	1,032,329	-187,905
Land and buildings	452,187	494,020	-41,833
Plant and equipment	13,403	21,956	-8,553
Computer hardware	130,876	208,167	-77,291
Furniture and vehicles	102,040	135,730	-33,690
Other fixtures and fittings	145,918	172,456	-26,538
Total non-current assets	844,424	1,032,329	-187,905
B. Current assets			
Short-term receivables	282,409	231,326	51,083
Current receivables	2,213	500	1,713
Sundry receivables	36,517	44,646	-8,129
Other	243,679	186,180	57,499
Deferred charges	243,679	186,180	57,499
Cash and cash equivalents	5,376,448	4,152,651	1,223,797
Total current assets	5,658,857	4,383,977	1,274,880
TOTAL ASSETS (€)	6,503,281	5,416,306	1,086,975

Liabilities	31 December 2019	31 December 2018	Variation
Net assets	4,787,147	4,309,586	477,561
Accumulated surplus/deficit	4,309,586	4,252,872	56,714
Economic outturn for the year - profit+/loss-	477,561	56,714	420,847
TOTAL LIABILITIES	4,787,147	4,309,586	477,561
Current liabilities	1,716,134	1,106,719	609,414
Provisions for risks and charges	30,000	20,000	10,000
Accounts payable	1,686,134	1,086,719	599,414
Current payables	0	0	0
Sundry payables	345	10,270	-9,925
Other	1,147,492	642,971	504,521
Accrued charges	1,149,235	642,971	506,264
Other passive accruals and deferrals	-1,743	0	-1,743
Accounts payable with consolidated EU entities	538,297	433,478	104,819
Pre-financing received from consolidated EU entities	538,297	433,478	104,819
TOTAL CURRENT LIABILITIES	1,716,134	1,106,719	609,414
TOTAL (€)	6,503,281	5,416,306	1,086,975

Statement of financial performance

	2019	2018	Variation
	21,666,284	20,999,626	666,658
Operating revenue			
European Commission General Subsidy from DG EMPL	20,779,000	20,229,025	549,975
FOME Funds from DG GROW	162,611	554,820	-392,209
Reverse accrued income for FOME Project from DG GROW	-49,378	-126,491	77,113
Accrued income for FOME Project from DG GROW	0	49,378	-49,378
IPA Funds from DG NEAR	140,082	140,300	-218
Reverse Accrued Income for IPA funds from DG NEAR	-140,300	0	-140,300
Accrued Income for IPA funds from DG NEAR	135,191	0	135,191
Norway contribution to 7th EWCS	217,031	52,535	164,496
Belgium contribution to 7th EWCS	160,500	0	160,500
Switzerland contribution to 7th EWCS	116,020	0	116,020
Norway contribution to NEC	68,663	51,638	17,025
Slovenia contribution to 7th EWCS	32,150	0	32,150
Liquidated damages	28,131	0	28,131
Netherlands contract for research into minimum wage	16,112	0	16,112
Realised exchange rate gains	323	241	82
Royalties	110	138	-28
Recovery of overpayment in previous year	38	0	38
Sale of official car	0	23,275	-23,275
BAuA contribution to joint expert workshop	0	21,725	-21,725
Bank Interest	0	3,042	-3,042
TOTAL OPERATING REVENUE (€)	21,666,284	20,999,626	666,658

	2019	2018	Variation
	12,823,940	12,521,572	302,368
Administrative expenses			
All Staff expenses	12,618,421	12,289,367	329,054
Fixed asset related expenses	205,519	232,205	-26,686
Other administrative expenses	2,352,222	2,467,141	-114,919
Rent of Land and Buildings	22,920	22,397	523
Maintenance and security	470,577	624,463	-153,886
Insurance – Building	16,617	29,033	-12,416
Taxes	21,131	21,131	0
Office supplies	6,494	10,200	-3,706
Legal expenses	45,944	52,069	-6,125
Communications	62,929	47,797	15,132
Insurance – Others	8,393	11,044	-2,651
Car and Transport expenses	1,235	1,547	-312
Recruitment costs	93,067	53,867	39,200
Training costs	108,039	68,057	39,982
Missions	285,860	311,064	-25,204
Experts and related expenditure	0	1,005	-1,005
IT costs	850,186	676,296	173,890
Other external service provider (non-IT)	247,985	509,287	-261,302
Expenses with other consolidated entities	100,845	7,884	92,961
Provision for other liabilities and charges	10,000	20,000	-10,000
Operational expenses	6,010,476	5,954,000	56,476
Documentation system	595,158	950,263	-355,105
Publications	235,478	203,901	31,577
Marketing and promotion	126,354	221,407	-95,053
Studies	4,195,418	3,764,831	430,587
Meetings	289,317	376,031	-86,714
Interpretation	22,376	14,380	7,996
Management Board	146,689	128,796	17,893
Translations	398,043	292,603	105,440
Realised exchange rate losses	1,643	1,788	-145
Other Financial Expenses	2,085	198	1,887
TOTAL OPERATING EXPENSES (€)	21,188,723	20,942,911	245,812
ECONOMIC OUTTURN FOR THE YEAR (€)	477,561	56,714	420,847

Cash-flow statement (indirect method)

Cash Flows from ordinary activities	2019	2018	Variation
Surplus/(deficit) from ordinary activities	477,561	56,714	420,847
Operating activities			
Adjustments			
Amortisation (intangible fixed assets) +	0	0	0
Depreciation (tangible fixed assets) +	203,617	220,471	-16,854
Increase/(decrease) in Provisions for risks and liabilities	10,000	0	10,000
(Increase)/decrease in Short-term pre-financing	0	0	0
(Increase)/decrease in Short-term receivables	-51,083	-19,201	-31,882
Increase/ (decrease) in Accounts payable	494,594	-487,875	982,470
Increase/(decrease) in Liabilities related to consolidated EU entities	104,819	-397,273	502,092
Other non-cash movements	1,902	11,734	-9,832
Net cash flow from operating activities	1,241,411	-615,430	1,856,841
Cash flows from investing activities			
Increase of tangible and intangible fixed assets (-)	-17,614	-335,152	317,538
Proceeds from tangible and intangible fixed assets (+)	0	0	0
Net cash flow from investing activities	-17,614	-335,152	317,538
Net increase/(decrease) in cash and cash equivalents	1,223,797	-950,582	2,174,380
Cash and cash equivalents at the beginning of the period	4,152,651	5,103,233	-950,582
Cash and cash equivalents at the end of the period (€)	5,376,448	4,152,651	1,223,797

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 subcategories.

- Staff expenses – these costs essentially correspond to Title 1 budget lines.
- Fixed asset expenses, relating to depreciation costs.
- 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 €477,561 for the financial year 2019. This surplus is mainly due to the difference in Carry Forward appropriations from 2018 to 2019 and Carry Forward appropriation from 2019 to 2020. 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 2019

The complete Annual Accounts 2019 is part of Eurofound's financial statements. These will be published on Eurofound's website by 31 July 2020.⁹

⁹ At: <https://www.eurofound.europa.eu/about-eurofound/what-we-do/financial-information>.

Negotiated procedures without prior publication of a contract notice

The negotiated procedure without prior publication of a contract notice is a procurement procedure that may be used in specific cases, as outlined in Annex 1, point 11.1 (a)–(f) and point of Regulation (EU, Euratom) 2018/1046,

applicable to Eurofound as per Article 89 of its Financial Regulation (2019). By analogy of Article 74 (10) of Regulation 2018/1046, Eurofound reports in its annual activity report the record of these negotiated procedures.

Contract title	Contractor	Contract start date	Procurement procedure	Value of the contract
Provision of an assessment centre service for recruitment of Deputy Director	Hudson Belgium NV	14 May 2019 ¹⁰	Point 11.1 (b ii) of Annex I, Regulation 2018/1046, applicable as per Article 89 of Eurofound's Financial Regulation	€26,250.00
Supply of electricity to Eurofound	LCC Power Limited t/a Go Power	1 July 2019 ¹¹	Point 11.1 (f iii) of Annex I, Regulation 2018/1046, applicable as per Article 89 of Eurofound's Financial Regulation	€170,000.00

¹⁰ Contract end date 30 June 2019.

¹¹ Contract duration 12 months with the possibility of a 12-month renewal once.

Annex 4: Human resources statistics as of December 2019

A. Staff population

Staff population		Staff population in voted EU budget 2018	Staff population actually filled at 31 December 2019
Officials	AD	5	5
	AST	6	6
	AST/SC	0	0
TA	AD	44	40
	AST	36	38
	AST/SC	0	0
Total		91	89

B. Other human resources

Other human resources	Actually filled at 31 December 2019
Contract agents	11
SNE	1
Trainees	7
Temporary agency workers	5
Structural service providers	7
Total	31

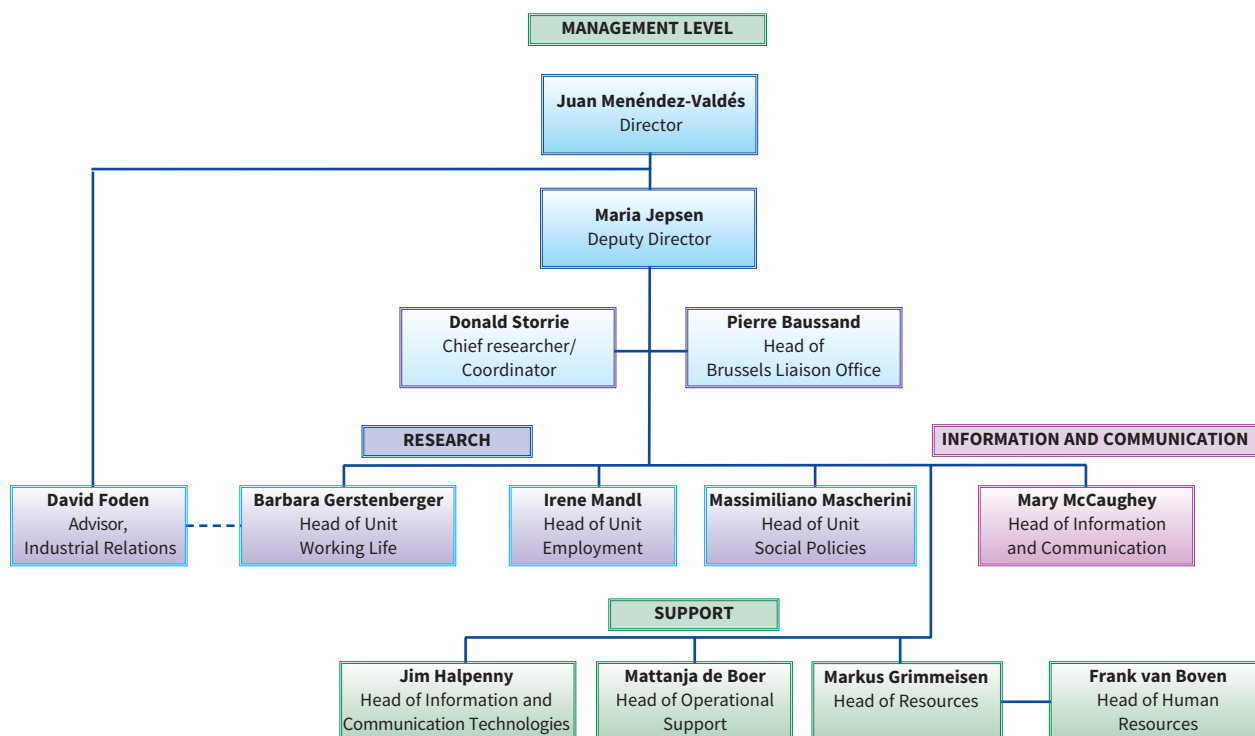
C. Staff by gender

Gender (Officials, TAs and CAs)	
Male	44%
Female	56%
Total	100%

D. Staff by nationality (officials, temporary agents and contract agents)

Country	%
Austria	3
Belgium	7
Bulgaria	1
Denmark	1
Finland	1
France	9
Germany	7
Greece	3
Hungary	2
Ireland	29
Italy	6
Lithuania	1
Luxembourg	1
Netherlands	7
Poland	4
Portugal	1
Romania	1
Slovakia	1
Spain	11
Sweden	3
United Kingdom	1

Organisational chart (31 December 2019)



Annex 5: Human and financial resources by activity

Full costs by activity

The first part of Table A 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.

Tables B and C show details of Title 3 expenditure and staff costs by activities.

Table D shows the percentages of resources in full-time equivalent used in the different categories.

A. Budgeted full costs and actual full costs

Activities 2019	Budgeted full costs (Titles 1,2,3 €000)	% PD budgets	Actual full costs in executed budget 2019 €000 (with executed person day rates)	% Executed budgets
Operational Activities				
2.1.1 Working conditions and sustainable work	1,431	7%	1,087	6%
2.1.2 Social dialogue	1,550	7%	1,619	9%
2.1.3 Reporting on working life developments	1,710	8%	1,463	8%
2.1.4 Well-functioning and inclusive labour markets	710	3%	575	3%
2.1.5 Monitoring structural change and managing restructuring	1,260	6%	870	5%
2.1.6 Innovation and job creation in companies	376	2%	122	1%
2.1.7 Quality of life and society	1,082	5%	942	5%
2.1.8 Public services	1,187	6%	928	5%
2.1.9 The digital age: Opportunities and challenges for work and employment	787	4%	785	4%
2.1.10 Monitoring convergence in the EU	896	4%	814	4%
2.1.11 Survey management and development	3,306	16%	3,181	17%
2.1.12 Reacting to ad hoc information requests	791	4%	381	2%
Horizontal Activities				
2.2.1 Corporate communication and infrastructure	4,261	20%	4,366	24%
2.2.2 Organisational support and development	1,632	8%	1,338	7%
TOTAL	20,979	100%	18,471	88%

B. Financial resources by activity

Activities 2019	Title 3 – budget 2019 (operational)	Title 3 – actual commitments in 2019	% of total Title 3 budget in 2019
Operational Activities			
2.1.1 Working conditions and sustainable work	180	143	79%
2.1.2 Social dialogue	680	663	97%
2.1.3 Reporting on working life developments	500	496	99%
2.1.4 Well-functioning and inclusive labour markets	35	36	102%
2.1.5 Monitoring structural change and managing restructuring	203	182	90%
2.1.6 Innovation and job creation in companies	28	19	67%
2.1.7 Quality of life and society	141	97	69%
2.1.8 Public services	303	279	92%
2.1.9 The digital age: Opportunities and challenges for work and employment	129	127	99%
2.1.10 Monitoring convergence in the EU	175	163	93%
2.1.11 Survey management and development	1,545	1,997	129%
2.1.12 Reacting to ad hoc information requests	288	250	87%
Horizontal Activities			
2.2.1 Corporate communication and infrastructure	1,175	1,034	88%
2.2.2 Organisational support and development	460	393	85%
TOTAL	5,843	5,819	101%

C. Human resources by activity

Activities 2019	Person-days allocated in 2019	Actual days recorded in 2019	% of planned
Operational Activities			
2.1.1 Working conditions and sustainable work	752	482	64%
2.1.2 Social dialogue	533	488	92%
2.1.3 Reporting on working life developments	662	494	75%
2.1.4 Well-functioning and inclusive labour markets	351	275	78%
2.1.5 Monitoring structural change and managing restructuring	528	351	66%
2.1.6 Innovation and job creation in companies	174	53	30%
2.1.7 Quality of life and society	490	432	88%
2.1.8 Public services	535	332	62%
2.1.9 The digital age: Opportunities and challenges for work and employment	300	336	112%
2.1.10 Monitoring convergence in the EU	360	332	92%
2.1.11 Survey management and development	906	605	67%
2.1.12 Reacting to ad hoc information requests	350	67	19%
Horizontal Activities			
2.2.1 Corporate communication and infrastructure	2,050	2,103	103%
2.2.2 Organisational support and development	440	483	110%
TOTAL	8,431	6,832	81%

D. Human resources – Job screening

Job Screening Category	2017	2018	2019
Administrative support and coordination	19.27%	20.97%	21.93%
Administrative support	18.63%	19.92%	20.79%
Coordination	0.65%	1.05%	1.14%
Operational	70.89%	70.00%	69.56%
General operational	10.08%	10.00%	7.81%
Programme management	54.03%	53.23%	52.63%
Top-level operational coordination	5.81%	5.80%	6.32%
Evaluation and impact assessment	0.97%	0.97%	2.81%
Neutral	9.84%	9.03%	8.51%
Finance	9.84%	9.03%	8.51%
Control	0.00%	0.00%	0.00%
TOTAL	100%	100%	100%

Annex 6: List of Management Board members, events and publications

Annex 6a: Members of the Management Board, status at 31 December 2019

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 (BMASK)	Petra Pencs Federal Ministry Of Labour, Social Affairs and Consumer Protection (BMASK)	Severin Gruber Federation of Austrian Industry (IV)	Virginia Hagn 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	Guy Van Gyes 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)	Koen Cabooter Organisation for the Self-employed and SMEs (UNIZO)	Stijn Gryp 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	Dimitar 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)	Ivan Sarić Croatian Employers' Association (CEA)	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	Lena Panayiotou 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)
Czechia	Vlastimil Vana Ministry of Labour and Social Affairs	Matěj Gregárek Ministry of Labour and Social Affairs	Vladimíra Drbalová Confederation of Industry of Czechia (SPCR)	Pavla Brecková Association of Small and Medium-Sized Enterprises and Crafts of Czechia	Lucie Studničná Czech-Moravian Confederation of Trade Unions (CMKOS)	Tomas Pavelka Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	Thomas Mølsted Jørgensen Ministry of Employment	Andreas Sommer Møller Ministry of Employment	Christiane Mißbeck-Winberg Confederation of Danish Employers	Steen Muntzberg Confederation of Danish Employers	Peter Waldorff Confederation of Professionals in Denmark (FTF)	Maria Bjerre Danish Confederation of Trade Unions (LO)
Estonia	Heleena Suija Ministry of Social Affairs of Estonia	Ester Rünkla Ministry of Social Affairs of Estonia	Eve Päärendson Estonian Employers' Confederation (ETTK)	Raul Eamets Estonian Traders Association	Peep Peterson Estonian Trade Union Confederation (EAKL)	Hedi-Liis Toome Estonian Broadcasting Professionals' Union (ERR)
Finland	Maija Lyly-Yrjänäinen Ministry of Employment and Economy	Hana Hämäläinen Ministry of Employment and Economy	Katja Miettinen Confederation of Finnish Industries (EK)	Mikko Nyysölä 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	Lucile Castex-Chaue Ministry of Labour, Employment, Vocational Training and Social Dialogue	Sebastien Darrigrand European Centre of Employers and Enterprises Providing Public services and services of General Interest (CEEP)	Anne Vauchez Movement of the Enterprises of France (MEDEF)	Pierre-Gaël Loreal Federation - FNCCB CFDT French Democratic Confederation of Labour	Romain Lasserre General Federation of Labour (FO)
Germany	Thomas Voigtländer Federal Ministry of Labour and Social Affairs (BMAS)	Alexander Görne-Zagel Federal Ministry of Labour and Social Affairs (BMAS)	Sebastian Hopfner Employers' Association of Insurance Companies in Germany (AGV)	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	Georgios Gourzoulidis Ministry of Labour, Social Security and Social Solidarity	Triantafyllia Totou Ministry of Labour, Social Security and Social Solidarity	Christos Ioannou Hellenic Federation of Enterprises (SEV)	Katerina Daskalaki Hellenic Federation of Enterprises (SEV)	Ioannis Poupkos Greek General Confederation of Labour (GSEE)	Panagiotis Kordatos Greek General Confederation of Labour (GSEE)
Hungary	Katalin Kissné Bencze Ministry of National Economy	Andrea Hajós Ministry of Human Capacities	Adrienn Balint Confederation of Hungarian Employers and Industrialists (MGYOSZ)	To be appointed	Gyula Pallagi Hungarian Trade Union Confederation (MSZSZ)	Viktória Szűcs Forum for the Cooperation of Trade Unions (SZEF)
Ireland	Dearbháil Nic Giolla Mhicil Department of Social Protection	Fiona Ward Department of Enterprise, Trade and Innovation	Maeve McElwee Ibec for Irish Business	Pauline O'Hare Ibec for Irish Business)	David Joyce Irish Congress of Trade Unions (ICTU)	Ger Gibbons Irish Congress of Trade Unions (ICTU)
Italy	Aviana Bulgarelli Ministry of Labour and Social Policy	Leonardo Tomasi Ministry of Labour and Social Policy	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Paola Astorri General Confederation of Italian Industry (Confindustria)	Andrea Mone Italian Workers' Trade Unions Confederation (CISL)	Salvatore Marra Italian General Confederation of Labour (CGIL)
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	Ričardas Sartatavičius Lithuanian Confederation of Industrialists	Kristina Krupavičienė Lithuanian Trade Union 'Solidarumas' (LPS)	Danute Slionskiene Lithuanian Trade Union Confederation (LPSK)
Luxembourg	Nadine Welter Ministry of Labour, Employment and the Social Solidarity Economy	Gary Tunsch Ministry of Labour, Employment and the Social Solidarity Economy	Phililppe Heck FEDIL - The voice of Luxembourg's Industry	To be appointed	Veronique Eischen-Becker Independent Luxembourg Trade Union Confederation (OGB-L)	Paul de Araujo Luxembourg Confederation of Christian Trade Unions (LCGB)
Malta	Diane Vella Muscat Department of Industrial and Employment Relations	Cheryl Haber Department of Industrial and Employment Relations	Joe Farrugia Malta Employers Association	To be appointed	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)	To be appointed	Jan Kouwenberg Federation Dutch Labour Movement (FNV)	To be appointed
Poland	Jerzy Ciechański Ministry of Labour and Social Policy	To be appointed	Andrzej Rudka Polish Confederation of Private Employers Lewiatan	Katarzyna Siemienkiewicz Employers of Poland (Pracodawcy RP)	Bogdan Olszewski Independent and Self-Governing Trade Union Solidarnosc (NSZZ)	Piotr Ostrowski All-Poland Alliance of Trade Unions (OPZZ)
Portugal	Nelson Ferreira 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)	Augusto Coelho Praça General Workers' Union (UGT)	Carlos Alves 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	Cristina Pasat General Union of Romanian Industrialists	Adela Șerban 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	Martin Hošťák National Union of Employers (RUZ)	Peter Molnár National Union of Employers (RUZ)	Miroslav Hajnos Confederation of Trade Unions of the Slovak Republic (KOZ SR)	To be appointed
Slovenia	Vladka Komel Ministry of Labour, Family and Social Affairs	Andraž Bobovnik Ministry of Labour, Family and Social Affairs	Jože Smole 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)	To be appointed
Spain	Domingo Jiménez Valladolid Ministry of Employment and Social Security	María Calle García Ministry of Labour, Migration and Social Security	Miguel Canales Gutiérrez Spanish Association of the Electrical Industry (UNESA)	Javier Blasco de Luna Asociación Grandes Empresas Trabajo Temporal (AGETT)	Fernando Rocha Sánchez Federation of Workers' Commissions (CCOO)	Jose Domingo Roselló General Union of Workers (UGT)
Sweden	Viktoria Bergström 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)	Carola Löfstrand Swedish Trade Union Confederation (LO-S)
United Kingdom	Cara Maguire Department for Business Innovation and Skills	Peter Collins Department for Business Innovation and Skills	Matthew Percival Confederation of British Industry (CBI)	Elliot Mason 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)	
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	Attila Balogh DG Health and Food Safety	Harald Hartung DG Research and Innovation	Maria Kayamanidou DG Research and Innovation

Advisory Committees as at 31 December 2019

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: Mario Van Mierlo (NL)
Kris De Meester (BE)
Christiane Mißbeck-Winberg (DK)
Vacancy

Employees: Juha Antila (FI)
Fabienne Scandella, ETUI
Jan Kouwenberg (NL)
Romain Lasserre (FR)

Commission: Maria Hadjiantoni, DG Employment, Social Affairs and Inclusion
Tim van Rie, DG Employment, Social Affairs and Inclusion
(Substitute member: Henrik Ahm, DG Employment, Social Affairs and Inclusion)

Experts: Colette Fagan, University of Manchester, UK
Jouko Natti, University of Tampere, Finland (✉ 25 February 2020)

Advisory Committee for Quality of life and public services

Coordinator: Massimiliano Mascherini

Representation

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

Employers: Marcelino Pena Costa (PT)
Christos Ioannou (GR)
Igor Antauer (SI)
Diana Pasat (RO)

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

Commission: Kristine Krivmane DG Employment, Social Affairs and Inclusion
(Substitute member: Alessia Fulvimari, DG Employment, Social Affairs and Inclusion)
Attila Balogh, DG Health and Food Safety
(Substitute member: Graham Stull, DG Employment, Social Affairs and 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)
Ineta Tare (LV)
Guy van Gyes (BE)
Triantafyllia Totou (GR)

Employers: Mario Van Mierlo (NL)
Kris De Meester (BE)
Andrzej Rudka (PL)
Kerstin Römelte (DE)

Employees: Andrea Mone (IT)
Mats Essemeyr (SE)
Philippe Pochet (BE)
Fernando Rocha Sanchez (ES)

Commission: Evi Roelen, DG Employment, Social Affairs and Inclusion
Henrik Ahm, DG Employment, Social Affairs and Inclusion
(Substitute member: Sigried Caspar, DG Employment, Social Affairs and Inclusion)

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

Advisory Committee for Labour market change

Coordinator: Irene Mandl

Representation

Governments: Nelson Ferreira (PT)
 Harald Fugger (AT)
 Theodora Todorova (BG)
 Ioan-Cristinel Raileanu (RO)

Employers: Ilona Kiukucane (LV)
 Liliane Volozinskis, SME United
 Raul Eamets (EE)
 Vacancy

Employees: Béla Galgóczi, ETUI
 Linda Romele (LV)
 Salvatore Marra (IT)
 Peter Waldorff (DA)

Commission:

Sigried Caspar, DG Employment,
 Social Affairs and Inclusion
 (Substitute member: Carola Bouton,
 DG Employment, Social Affairs and
 Inclusion)
 Francisco Caballero Sanz, DG GROW
 (Substitute member: Miia Rossi-Gray,
 DG Employment, Social Affairs and
 Inclusion)

Experts:

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

Annex 6b: Highlights of events listed in chronological order as at 31 December 2019

Management Board, Executive Board and Advisory Committee meetings 2019

Date	Event	City
17 January	271st Bureau meeting of Eurofound Governing Board	Brussels
8 March	272nd Bureau meeting of Eurofound Governing Board	Dublin
13 March	Advisory Committee for Labour market change (including Digital age)	Brussels
21 March	Advisory Committee for Quality of life and public services (including Monitoring convergence)	Brussels
26 March	Advisory Committee for Industrial relations	Brussels
27 March	Advisory Committee for Working conditions and sustainable work	Brussels
16 May	2nd Executive Board meeting	Brussels
17 June	Advisory Committee for Industrial relations – Evaluation of three representativeness study reports	Brussels
27 June	All Groups meeting	Dublin
28 June	1st meeting of the Management Board	Dublin
10 September	Advisory Committee for Quality of life and public services (including Monitoring convergence)	Dublin
13 September	3rd Executive Board meeting	Brussels
24 September	Advisory Committee for Working conditions and sustainable work	Dublin
25 September	Advisory Committee for Industrial relations	Dublin
7 November	All Groups meeting	Dublin
8 November	2nd meeting of the Management Board	Dublin

EU Presidency events 2019

Date	Event	City
6 February	SPC – Indicator Subgroup meeting	Brussels
2 April	Labour mobility a key element in ensuring balance of the labour market	Bucharest
4 April	EU Presidency Romania – EMCO informal meeting	Bucharest
9 April	EU Presidency Romania – Occupational safety and health in the new world of work	Bucharest
10 April	EU Presidency Romania – EPSCO informal meeting	Bucharest
16 April	High-Level Group on Competitiveness and growth	Iasi (RO)
3 July	EU Presidency Finland – Conference in advance of the Competitiveness Council on Digitalisation and work/identifying skills	Helsinki
16 September	EU Presidency Finland – EMCO informal meeting	Helsinki
18 September	EU Presidency Finland – EU High-level Conference on Economy of Wellbeing	Helsinki
19 September	EU Presidency Finland – SPC informal meeting	Helsinki
9 December	EPSCO Ministers on Strategic vision for social and employment policies in the future EU working dinner	Brussels

Highlights of internal visits 2019

Date	Event	Country
8 January	Federal University of Applied Administrative Sciences	Germany
16 January	Gettysburg College, Pennsylvania	USA
29 January	Mr Antti Neimela, Finnish DG at the Ministry of Economic Affairs and Employment	Finland
25 February	Mr Jean-Philippe Peuziat, Union of the European Railway Industries (UNIFE)	Belgium – EU
25 February	Ryanair, Brussels	Belgium – EU
28 February	Norwegian Social Partners Committee	Norway
12 March	COFACE Families Europe	Belgium – EU
21 March	Finnish Construction Trade Union Rakennusliitto	Finland
9 April	Observatory of Public Sector Innovation (OECD OPSI)	France – International
16 April	Finnish Work Environment Fund	Finland
17 April	Italian Education Research Institute and University of Venice	Italy
17 April	External visit: Irish Business Employers Confederation (IBEC)	Ireland
25 April	Danish Union of Public Employees (FOA)	Denmark
13 May	H. E. Mr Adriaan Palm, Ambassador of the Netherlands to Ireland	Netherlands
28 May	St Pölten University	Austria
30 May	Focus Ireland	Ireland
5 June	Danish Trade Union Organisations for Public Employees (OAO)	Denmark
19 June	University of Arkansas, Walton College of Business	USA
12 August	Irish Government Delegation	Ireland
29 August	European Movement Ireland	Ireland
4 September	External visit: EQLS presentation to the Houses of the Oireachtas Library and Research Service	Ireland
9 October	Dun Laoghaire–Rathdown for Social Inclusion Week	Ireland
25 October	Finnish Delegation	Finland
8 November	Mr Joost Korte, DG for Employment and Social Affairs	European Commission
18 November	H. E. Mr Davor Vidiš, Ambassador of the Republic of Croatia to Ireland	Croatia

Highlights of own events 2019

Date	Event	City
7 March	Programme Development 2021–2024 stakeholder seminar	Dublin
4 April	National Eurofound Correspondents annual meeting	Dublin
11 April	Future of Manufacturing (FOME) end of project event	Brussels
15 May	Key dimensions of IR and capacity building – Eurofound lunch debate with EU-level social partners	Brussels
13 June	Flexible working in the digital age webinar	Dublin
29 November	Understanding trust in public institutions webinar	Dublin
2 December	Fairness and future (role of perceptions) expert workshop	Dublin
13 December	Integration of people with disabilities in the open labour market in Ireland expert workshop	Dublin

Highlights of joint events 2019

Date	Event	City
21 February	CEPS Ideas Lab 2019	Brussels
6 March	Fostering well-being for people with disabilities – MEP lunch event	Brussels
6 May	Working conditions in a global perspective – press launch	Geneva
21 May	14th Statutory Congress of the ETUC	Vienna
5 June	27th edition of the European Social Services conference	Milan
6 June	European Federation of Public Service Unions – Eurofound fringe event (Congress held in Dublin)	Dublin
26 September	Making it happen – joint seminar on convergence	Brussels
26 November	Quality of work and digitalisation – national-level event Finland	Helsinki
28 November	ECS Steering Group	Brussels

Highlights of contributions to external events 2019

Date	Event	City
10 January	The platformisation of work: Sharing the future we want	Brussels
21 January	National Trade Union involvement in the European Semester (INVOTUNES) conference	Brussels
22 January	Master in Industrial and Employment Relations (ITCILO)	Turin
24 January	Undeclared Work Platform – Tackling undeclared work in the agricultural sector with a focus on seasonal workers and horticulture	Brussels
29 January	Personal and household services European conference	Brussels
29 January	The Hairdresser of Tomorrow: A European Congress	Dilbeek
30 January	Monitoring of posted workers	Brussels
31 January	Making employment statuses count: Statistical, legal and social perspectives on atypical workers in the digital age	London
1 February	Section for Economic and Monetary Union and Economic and Social Cohesion	Brussels
6 February	Promoting and reinforcing the EU social dialogue joint conference	Brussels
6 February	Houses of the Oireachtas Joint Committee on European Union Affairs	Dublin
7 February	ILO-EC Project: Enhancing social partners' and social dialogue roles and capacity	Geneva
8 February	Thinking outside the ballot box: Democracy and the EU	Dublin
11 February	EESC study group on 'Gender equality issues'	Brussels
12 February	Local and regional government administrations social dialogue committee working group meeting	Brussels
13 February	Eurofound's research on innovation and employment, Nevin Economic Research Institute (NERI) seminar	Dublin
13 February	Future of work – European Economic and Social Committee	Brussels
14 February	Synergies for Europe's Research Infrastructures in the Social Sciences (SERISS) workshop – Measuring and coding socio-economic variables	Venice
14 February	7th European Social Week	Milan
19 February	Gender Equality Index working group meeting	Vilnius
20 February	Zero Project Conference 2019 – Independent living and political participation	Vienna
25 February	European sectoral social dialogue in education working group	Brussels
28 February	REBALANCE: Trade unions' and social partners' actions to improve reconciliation of work, family and private life for women and men	Berlin
28 February	Towards a more inclusive European Semester	Brussels
28 February	The challenge of inclusive growth	Athens

Date	Event	City
5 March	European Confederation of Independent Trade Unions (CESI) talks on precarious work and lack of access to social rights	Brussels
7 March	6th European User Conference for EU-Microdata	Mannheim
7 March	Measuring long-term care workshop	Brussels
12 March	DG EAC working group on early childhood education and care meeting	Brussels
12 March	The future of work: Implications for health and safety	Madrid
13 March	Working longer or retiring earlier: Exploring factors influencing employment and retirement trajectories at older age	Warwick
14 March	New challenges for EU Labour Law in the 21st century	Santiago de Compostela
15 March	Intergenerational solidarity workshop	Dublin
19 March	New forms of work seminar	Brussels
21 March	International Vocational Training Congress	Valencia
28 March	Extending InGRID integrated datasets and tools on vulnerable groups with employment conditions data expert workshop	Athens
28 March	Economic and social convergence seminar	Brussels
28 March	Young people in Europe: How to reduce the number of NEETs?	Brussels
29 March	Violence at Work: Protecting our members as workers and victims	Berlin
1 April	Social dialogue liaison forum	Brussels
4 April	Creating conditions for quality traineeships	Lisbon
8 April	15th anniversary of the 2004 EU enlargement: Looking back, looking forward conference	Vienna
8 April	Multi-level forms of HRM and social dialogue in MNCs seminar	London
9 April	Future of Work Conference, Today. Tomorrow. For All.	Brussels
10 April	SEEDING launching event	Brussels
11 April	European Health Policy Group meeting	Bologna
11 April	Combating labour exploitation and abuses in the EU	Brussels
12 April	New ways of working require new measures and approaches to data collection?	Berlin
12 April	Quantification, metropolises and anthropocene seminar at the Lyon Urban School	Lyon
15 April	4th International European Social Survey conference: Turbulent times in Europe: Instability, insecurity and inequality	Mannheim
16 April	European Works Councils 4.0: Fostering European social dialogue about digitalisation of transnational companies	Brussels
24 April	Workforce health = national wealth	Budapest
25 April	Towards the ILO Centenary: What future works for all?	Vilnius
30 April	Solidarity between generations: A focus on ageing workers	Brussels
2 May	The State of the Union 2019	Florence
6 May	European Business Summit	Brussels
7 May	Pay transparency for social partners	Brussels
9 May	European industrial relations and EU labour law	Kehl
14 May	Intra-household allocation of resources advisory and user engagement group	London
15 May	Skills and competencies workshop	Berlin
15 May	Global Brain Health Institute seminar	Dublin
16 May	Eurofound surveys presentation to the University of Tilburg Department of Sociology	Tilburg
17 May	4th SERISS Survey Experts Network Workshop 'Survey fieldwork cost'	The Hague
17 May	Employment/skill effects of GVCs and industry 4.0 workshop	Brussels
20 May	Digitalisation and OSH expert meeting	Bilbao

Date	Event	City
20 May	Working conditions and workers' health	Vienna
21 May	European Labour Authority advisory group	Brussels
21 May	Combatting Rural Depopulation: Creating new opportunities for vibrant rural areas workshop	Brussels
22 May	5th International Conference on Wellbeing at work	Issi Les Molineaux
22 May	Conference on Consequences of digitisation in the services sector	Graz
23 May	13th EU ANSA Meeting	Vienna
3 June	Work and Welfare in the Digital Age: What we know and what more we need to know	San Sebastian
4 June	Helping older people in poverty: FEAD (Fund for European Aid to the most deprived) initiatives	Vilnius
6 June	Quality of Living and Working Conditions in Europe international conference	Rijeka
6 June	The Dynamics of Inequality Across the Life-course (DIAL)	Turku
6 June	11th PES (Public Employment Services) board meeting	Bucharest
6 June	7th CIRIEC International Research Conference on Social Economy – Social and Solidarity Economy: Moving Towards a New Economic System	Bucharest
6 June	Quality of Living and Working Conditions in Europe international doctoral summer school	Zagreb
7 June	Intrahousehold allocation of resources advisory group meeting	London
11 June	Accelerating Progress Towards Healthy and Prosperous Lives for all in the WHO European Region – High-level Conference on Health Equity	Ljubljana
11 June	THALES European Works Councils training session	Paris
11 June	Employment polarisation – DG EMP summer school event	Brussels
12 June	Future of social Europe	Kirkel
13 June	Addressing long-term care challenges: A way forward workshop	Brussels
13 June	European Employers Network/BusinessEUROPE and European Social Fund (ESF) Capacity building	Brussels
17 June	European Institute for Gender Equality (EIGE) seminar at Eurofound on the gender pay gap	Dublin
17 June	Costs and benefits of investments occupational safety and health	Brussels
18 June	9th meeting of the expert group on the Active Ageing Index	Brussels
19 June	Sustainable Care Advisory Board meeting	Sheffield
20 June	Ensuring the good governance of evidence: What standards of evidence are needed for policy design, implementation and evaluation? expert meeting	Paris
24 June	Workshop, seminar and debate on convergence as the part of Jean Monnet Chair Seminar	Gdansk
25 June	Eurofound/ILO report on working conditions in a global perspective	Brussels
26 June	CESI and Bertelsmann Stiftung event: Summer Days – The future of work	Brussels
2 July	Future of work	Stuttgart
3 July	Work–life balance of vulnerable women	Dublin
4 July	Global employment Institute/International Bar Association	Copenhagen
4 July	Congress on Building Health and Social Care Systems for the Future: Demographic changes, digital age and human factors	Lisbon
9 July	Conference on migrants/refugees integration	Brussels
15 July	8th Conference of the European Survey Research Association	Zagreb
21 August	European Sociological Association	Manchester
4 September	Employers Young Professionals' Academy (EYPA) – Engaging as social partner	Turin
5 September	International Labour and Employment Relations Association (ILERA) conference	Dusseldorf
5 September	Low Pay Commission UK annual research symposium	London
16 September	Education Trade Unions Addressing Gender Equality	Bucharest

Date	Event	City
17 September	Marking the Centenary of the International Labour Organisation – The Declaration of Philadelphia Revisited	Dublin
19 September	Health policy for a stable labour market	Warsaw
19 September	2019 International Congress ‘Labour 20–30’ Work Innovation, are we ready?	Porto
19 September	Access to childcare and home care services across Europe	Dublin
23 September	Consultation on Decent Work National Indicators	Dublin
24 September	European Research and Innovation Days	Brussels
24 September	6th European Trade Union workshop on psychosocial risks at work	Leuven
24 September	JRC report <i>The changing nature of work and skills in the digital age</i> launch event	Brussels
24 September	Annual presentation to the EP EMPL Committee	Brussels
24 September	3rd meeting of the Early Childhood Education and Care (ECEC) Working Group	Brussels
25 September	ICTWSS database expert meeting (continuation)	Paris
26 September	Creating value and driving sustainability, accountability and the digital agenda through public sector innovation	Luxembourg
1 October	ETUI – Trade union training for EWCs piecing the European puzzle together	Dublin
3 October	Staff Matters: Disability Workforce of Tomorrow conference	Helsinki
3 October	Impact of the digital (r)evolution on the economy, labour market and society and the role of social dialogue high-level event	Brussels
7 October	H2020 Design Study meeting	London
8 October	General Economic Statistics (WGGS) working group meeting	Luxembourg
9 October	Human Movement-Vanguard	Half Moon Bay, CA
9 October	Family as a hub for social policies	Rome
9 October	Social services joint working group	Brussels
9 October	The decline of the trade union movement: The only way for trade unions to succeed is to embrace the future seminar	Porto
14 October	Occupational safety and health in the context of gender equality at work	Brdo
15 October	Panel debate – Digitalisation, SDGs and the future of work: Addressing tomorrow’s skills and jobs challenges	Brussels
15 October	14th Conference Social Monitoring and Reporting in Europe: Weakening social cohesion in Europe? Indicators, analysis and policy implications	Villa Vigoni
17 October	Social Affairs Committee bureau	Brussels
18 October	Europe of tomorrow: Five scenarios for our future	Riva del Garda
18 October	Future forms of work and national labour inspectorates	Helsinki
21 October	Capacity building	Brussels
21 October	Director General (DGIR) Industrial Relations on the Working Time Directive subgroup meeting	Brussels
21 October	Observatory Project strategic discussion seminar	Paris
22 October	Intel Employment Labour and Legal Group Greater European FTF meeting	Paris
22 October	Changing occupational structure conference	Gothenburg
23 October	New economic models: How to ensure the transition towards fairness and sustainability?	Brussels
23 October	Reshaping Work 2019: Think like a policymaker roundtable	Amsterdam
28 October	Workforce in long-term care congress	Alicante
6 November	Measuring Quality of Employment group of experts meeting	Geneva
6 November	Matching Skills with Needs conference	Brussels
6 November	Organizing Migration and Integration in Contemporary Societies – OMICS conference	Gothenburg
11 November	Asia Social Dialogue Forum 2019	Seoul
11 November	Promoting social mobility in Europe	Brussels

Date	Event	City
11 November	Workshop with Dr Elisabeth B. Reynolds and presentation of the MIT Work of the Future Taskforce	Brussels
12 November	Labour Law expert workshop	Gütersloh
13 November	OKAG/OSH Knowledge advisory group meeting	Bilbao
14 November	Second Mutual Assistance Programme Conference	Seville
14 November	Employment Committee (EMCO) IG meeting	Belgium
15 November	Strengthening social dialogue in the hospital sector in the east, south and central Europe	Rome
15 November	Eurofound–ILO closed seminar on EU labour law	Brussels
18 November	Hellenic Conference on Occupational Health and Safety	Athens
18 November	OECD report on Collective bargaining launch	Berlin
19 November	14th EU ANSA Meeting	Brussels
19 November	Thematic review on social dialogue with the social partners	Brussels
21 November	Politico Health Care Summit 2019	Amsterdam
21 November	Social Services in European cross-industry social dialogue: Towards a strong and deeper involvement	Brussels
28 November	Stratis Employment Relations Summit: 2020 Vision	Dublin
28 November	Health and Safety Authority (HSA) summit	Dublin
28 November	European Globalisation Fund meeting	Brussels
29 November	Directors General for Industrial Relations group meeting	Zagreb
3 December	Social partner involvement in the European Semester	Brussels
4 December	Joint EMCO IG/SPC ISG working group on work–life balance indicators	Brussels
9 December	Sectoral social dialogue in road transport	Brussels
10 December	33rd ACSH Plenary session: Advisory Committee on Safety and Health at Work	Luxembourg
11 December	Réunions internes du Cercle	Paris

Annex 6c: Publications published between 1 January 2019 and 31 December 2019

Strategic area 1: Working conditions and sustainable work	
Working conditions and workers' health	Report
How to respond to chronic health problems in the workplace?	Policy brief
How your birthplace affects your workplace	Policy brief
Casual work: Characteristics and implications	Report
Working conditions in a global perspective	Report
Rest breaks from work: Overview of regulations, research and practice	Report

Strategic area 2: Industrial relations	
Representativeness of the European social partner organisations: Banking sector	Report
Representativeness of the European social partner organisations: Insurance sector	Report
Representativeness of the European social partner organisations: ICT-telecommunications sector	Report
Representativeness of the European social partner organisations: Private security sector	Report
European sectoral social dialogue: Facts and figures	Report

Strategic area 2: Industrial relations

Representativeness of the European social partner organisations: Industrial cleaning sector	Report
Working life in Japan	Other (HTML)
Working life in the United States	Other (HTML)
Seniority-based entitlements: Extent, policy debates and research	Topical update
The involvement of social partners in national policymaking	Report
Minimum wages in 2019 – Annual review	Report
Working life in Albania	Other (HTML)
Working life in North Macedonia	Other (HTML)
Working life in Kosovo	Other (HTML)
Working life in Montenegro	Other (HTML)
Working life in Serbia	Other (HTML)
Working life in Turkey	Other (HTML)
Annual review of working life 2018	Report
Working time in 2017–2018	Report
Female entrepreneurship: Public and private funding	Report

Strategic area 3: Labour market change

Labour market segmentation: Piloting new empirical and policy analyses	Report
Restructuring trends: 2018 in review	Report
European Jobs Monitor 2019: Shifts in the employment structure at regional level	Report
Cooperatives and social enterprises: Work and employment in selected countries	Report

Strategic area 4: Quality of life and public services

Age and quality of life: Who are the winners and losers?	Policy brief
Is rural Europe being left behind?	Policy brief
Life and society in the EU candidate countries	Report
Challenges and prospects in the EU: Quality of life and public services	Flagship report
Household composition and well-being	Report
Role of public services in integrating refugees and asylum seekers	Report
Quality of health and care services in the EU	Report
Inequalities in the access of young people to information and support services	Report

Strategic area 5: The digital age: Opportunities and challenges for work and employment

Platform work: Maximising the potential while safeguarding standards?	Policy brief
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Strategic area 6: Monitoring convergence in the EU

Upward convergence in employment and socioeconomic factors	Report
A more equal Europe? Convergence and the European Pillar of Social Rights	Policy brief
Upward convergence in working conditions	Report

Activity: Reacting to ad hoc information requests	
Parental and paternity leave – Uptake by fathers	Ad hoc
Role of health and care services in improving well-being and economic performance: Perspectives from the EQLS	Ad hoc
Recent developments in the state of the middle classes	Ad hoc

Corporate communication	
Living and working in Europe 2015–2018	
Consolidated annual activity report 2018	

Future of manufacturing in Europe	
Energy scenario: Employment implications of the Paris Climate Agreement	Report
Company initiatives to align apprenticeships to advanced manufacturing	Report
Trade scenario: Employment implications in Europe of a large increase in global tariffs	Report
Reshoring in Europe: Overview 2015–2018	Report
Technology scenario: Employment implications of radical automation	Report
The future of manufacturing in Europe: Final report	Report

Annex 7: 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 Management Board and Executive Board, as well as financial information and formal evaluation reports, are published on the website.¹² Internal documents are routinely made available in response to requests in relation to the results of tender procedures or recruitment.

It is increasingly common that Access to Document (AtD) requests are sent to all EU agencies using an automated process from a web portal. Eurofound received two such requests in 2019.

The first received in May, concerned the use of Open Source Software, preparations for Brexit and measures taken to offset Eurofound's carbon footprint in the previous 10 years. None of the requests referred to existing documents and were treated therefore as Requests for Information. The information was compiled and provided within the deadline and duly published on the web portal.

In July, a separate NGO made a request concerning the travel expenses of the Executive Director in 2017–2018. The information was provided and duly published on the web portal.

An AtD request in May, related to job vacancy notices published on Eurofound's website in the previous three years and the questions asked during interviews. The job vacancy notices were provided but it was explained that it was not possible to provide the actual questions used during interviews, due to the confidential nature of

selection panels in accordance with Article 6 of Annex III of the Staff Regulations, and Article 4(3) of regulation 1049/2001 whereby the release of the document(s) would seriously undermine the institution's decision-making process. The request was granted within the deadline and a decision was taken subsequently to publish the vacancy notices archive on Eurofound's website.

Historical archiving

Council Regulation (EU) 2015/496 of 17 March 2015¹³ 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 2019, Eurofound made no transfers to the HAEU following the substantial initial deposit of papers and digitised files in 2017, though work was ongoing on the digitisation and preparation of files for transfer in 2020.

Digitisation of paper-based archives is a high priority in the Archives regulation and Eurofound's digitised archives are available for [online consultation](#) (upon registration) on the HAEU website. In 2019 there were 260 visits to the Eurofound fonds descriptions in the HAEU database, and 16 PDF (document) downloads.

Eurofound participated in a working group organised by the HAEU at the Historical Archives of the European Union Agencies in Florence in November.

Eurofound is an alternate member representing the EU agencies on the Inter-Institutional Archives Group (IIAG), Cedefop is the full member.

¹² Available at: <https://www.eurofound.europa.eu/access-to-internal-eurofound-documents>.

¹³ 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).

Annex 8: Delegated powers to Authorising Officers by Delegation

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)	
Sick leave	Line managers, Heads of Units (AODs)	
Compensatory leave	Line managers, Heads of Units (AODs)	
Advance of salaries	Head of HR	
Training requests	Head of HR	

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EU law and related documents

For access to legal information from the EU, including all EU law since 1951 in all the official language versions, go to EUR-Lex at: <http://eur-lex.europa.eu>

Open data from the EU

The EU Open Data Portal (<http://data.europa.eu/euodp>) provides access to datasets from the EU. Data can be downloaded and reused for free, both for commercial and non-commercial purposes.

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



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