

Decision No 51 of the Management Board of the European Foundation for the Improvement of Living and Working Conditions (Eurofound) adopting Eurofound's Draft Single Programming Document 2022

THE MANAGEMENT BOARD OF THE EUROPEAN FOUNDATION FOR THE IMPROVEMENT OF LIVING AND WORKING CONDITIONS (EUROFOUND),

Having regard to Regulation (EU) 2019/127 of 16 January 2019 establishing a European Foundation for the improvement of living and working conditions (Eurofound) and repealing Council Regulation (EEC) No 1365/75¹ (hereinafter referred to as 'Eurofound's Founding Regulation'), and in particular Articles 5(1) points (b) and (c), 6, 11(5) points (f) and (k) and 14,

Having regard to the Financial Regulation of Eurofound², and in particular Articles 32 and 33,

Whereas:

(1) Each year, the Executive Director of Eurofound shall draw up a draft programming document containing a multiannual and an annual work programme and submit it to the Management Board for its approval.

(2) Each year, the Executive Director shall also draw up, as part of Eurofound's programming document, a provisional draft estimate of Eurofound's revenue and expenditure for the following financial year, including the establishment plan, and send it to the Management Board.

(3) The Executive Director shall send by 31 January each year to the Commission, the European Parliament and the Council its draft single programming document, as endorsed by its Management Board.

HAS ADOPTED THIS DECISION:

Article 1

The Draft Single Programming Document 2023 is hereby adopted as set out in the Annex to this Decision.

Following its adoption, it shall be submitted to the European Commission, the European Parliament and the Council.

Article 2

This Decision shall enter into force on the day following that of its adoption.

Done by written procedure on 31 January 2022

For the Management Board

The Chairperson

Annex:  Draft Single Programming Document 2023 

¹. OJ L 30, 31.1.2019, p. 74-89.

². Decision No 12 of the Management Board of Eurofound, adopted on 30 August 2019, WPR-2019-05

PROGRAMMING DOCUMENT 2023

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LIST OF ACRONYMS

To be added in final draft

FOREWORD

To be added in final draft

Mission statement

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite Agency of the European Union.

Its Founding Regulation¹ states that the objective of the Agency shall be to provide the EU institutions and bodies, Member States and social partners with support for the purpose of shaping and implementing policies concerning the living and working conditions, devising employment policies and promoting the dialogue between management and labour. To that end, Eurofound shall enhance and disseminate knowledge, provide evidence and services for the purpose of policymaking, including research-based conclusions, and shall facilitate knowledge sharing among and between European Union and national actors.

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

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

¹ Regulation (EU) 2019/127 of 16 January 2019 of the European Parliament and the Council establishing the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and repealing Council Regulation (EEC) 1365/75.

I General context for the period 2021-2024

The drafting of this Programming document takes place in an unprecedented context. The European Union, along with the rest of the world, has been severely affected by the COVID-19 pandemic, with more than 50 million cases reported in the European Economic Area (EEA) and more than 850,000 deaths. The European Union has responded in an unprecedented way and EU Member States have reacted by introducing various restrictions while simultaneously introducing support measures for business and citizens. Social partners have made a solid contribution to the efforts by among other activities negotiating support measures and ensuring that workplaces remain safe. With an already slowing economy, the pandemic pushed the European economy into the deepest output contraction since World War II with a negative growth of -6.1 % in 2020. However, according to the European Commission Autumn 2021 Economic Forecast, GDP in the EU is expected to expand by around 5.0% in 2021 closing the gap with the pre-pandemic output level. While the shock has been symmetric, the impact has been asymmetric, hitting countries and industries with different strength, depth and persistence; this is expected to lead to an unequal recovery with bigger and more persistent differences across the EU Member States, sectors and specific groups. The crisis has had a substantial impact on the European labour market, sparking a rise in unemployment in particular for women and youth, an important increase in the take-up of short-time work and an unprecedented use of teleworking. After eight years of continuous decline in unemployment (from 11.4% in 2013 to 6.5% in February 2020), it increased during 2020 to thereafter decline, and is expected to stand at around 6.8 % in 2021; hours worked decreased by up to 25% from the first and second quarters 2020, and while hours worked have increased during 2021 they still remain below the pre-crisis level; simultaneously certain sectors are reporting labour shortages, many of these sectors were already facing labour shortages pre-Covid. The prevalence of short-time working schemes across the EU have prevented large-scale job losses. While in June 2020, more than 42 million workers had applied for short-time working schemes – 27% of all employees in the EU, the figures have steadily decreased as the economy has been opening up. Millions of workers have been teleworking since the lockdown in March 2020 and many will continue to do so.² While the economic outlook remains uncertain, depending on the vaccine roll-out, recurrent spikes of the outbreak, how confinement and support measures are applied and withdrawn, and the asymmetric impact on industries and countries, the economic forecast is expecting a continuous steady growth as the economy has opened up and is fuelled by private savings, strong external demand and investments. The implementation of the national Recovery and Resilience Plans under the Next Generation EU programme will play a major role in responding to the current challenges to the economy and society while preparing Europe for the transition to a more competitive, green and digital economy. There can be little doubt that the COVID-19 crisis and the twin-transition will bring structural changes to the labour market and its functioning, as well as how we live and work.

The impact of the COVID-19 crisis could compound the marked increase in perceptions of insecurity and concerns about prospects for the future, not only among the most marginalised but also among larger parts of society, leading to expressions of division, disenchantment and distrust with the establishment, not least in relation to EU integration.

² European Commission (2020), *Employment and Social Developments in Europe 2020*, Publications Office of the European Union, Luxembourg.

In parallel, the mega-drivers of structural change in Europe remain related to demography, technology, globalisation and climate change. Technological change continues apace and has been compounded by the COVID-19 crisis. Automation, not least as enabled by artificial intelligence (AI), will both eliminate and create jobs and change the nature of work and how tasks are allocated, performed and assessed. Eurofound showed that while the transition to a carbon-neutral economy can be expected to create more jobs than it destroys, it also alters the structure of employment.³ This transition poses broader challenges to life and work in light of the ambitious targets set by the EU and should be added to the challenges arising from the recovery from the COVID-19 crisis.

Another structural change for the EU is the reduction of its size from 28 to 27 Member States. The year 2020 marked the end of the Brexit transition period and the beginning of a new relationship between the EU and the UK.

Demographic change will intensify many current challenges. An ageing population such as in Europe accentuates labour shortages and skills mismatches and poses challenges to (long-term) health care and sustainability and adequacy of pensions. The population of Africa is projected to double by 2050 (UN World Population Prospects 2017), while also other regions are likely to remain a source of migrants. This combination of demographic shortages in the EU and a demographic boom in areas neighbouring the continent is likely to continue to place severe pressure on migration flows and the integrative capacity of societies and workplaces in Europe and may in turn create challenges for the cohesion of the EU. Structural change brings many challenges for employment and living and working conditions, but it can also be an opportunity to advance towards a more inclusive, innovative and sustainable Europe.

To understand and so influence these important issues, it is first necessary to monitor their development regularly. As highlighted by the Porto summit on the 7 May 2021, the focus is likely to continue on issues related to social cohesion and convergence towards better living and working conditions. Attention should also be placed on ensuring that labour market adjustment to forthcoming structural change not only improves competitiveness and increases employment but also, as stated in the International Labour Organization (ILO) Centenary Declaration of June 2019, leads to 'a just transition to a future of work that contributes to sustainable development in its economic, social and environmental dimensions'.⁴ It is clear that the impact of the pandemic, the consequent recovery measures and various transitions are bound to have some level of asymmetric distributional effect; however, it is critical that these effects are fair.

EU Policy context

- Since the beginning of the pandemic, the EU institutions have taken unprecedented steps to react to the social and economic consequences of the COVID-19 crisis. In the areas of particular interest to Eurofound's mandate, the European Council adopted the activation of the general escape clause of the Stability and Growth Pact, indicating that it is timely, temporary and targeted, allowing Member States to take all necessary measures to support their health and

³ Eurofound (2019), *The future of manufacturing in Europe*, Publications Office of the European Union, Luxembourg.

⁴ The ILO Centenary Declaration for the Future of Work was adopted at the 108th session of the International Labour Conference, Geneva, 21 June 2019.

social protection systems and to protect their economies. The escape clause will last until 2023. In May 2020, the Council adopted the SURE programme, a temporary scheme with a total envelope of €100 billion of loans to Member States which in 2020 benefited between 25 and 30 million people and between 1.5 and 2.5 million firms in 18 EU countries by supporting national short-time work schemes and similar measures, including for self-employed persons, or to some health-related measures, in particular at the workplace in response to the crisis⁵. The first bi-annual report on SURE implementation was released in March 2021. And on 4 March 2021, the EC released its Recommendation for Effective Active Support to Employment (EASE) which focuses on promoting a job-rich recovery, encouraging skills development and supporting people in their transition to new quality jobs”.

- Furthermore, on 4 March 2021, the EC presented its social strategy for the decade: a [European Pillar of Social Rights Action Plan](#)⁶. The Action Plan was the centre of an informal meeting of Heads of States in Porto on 7-8 May 2021 and at the end of the conference, EU institutions, European social partners and civil society representatives co-signed [the Porto Social Commitment](#).
- The Action Plan includes three headline targets as well as several sub-targets to be reached by 2030: (1) At least 78% of the population aged 20 to 64 should be in employment by 2030; (2) At least 60% of all adults should participate in training every year and (3) The number of people at risk of poverty or social exclusion should be reduced by at least 15 million by 2030. Included in the Action Plan, is the revised social scoreboard with four new headline indicators to monitor the EPSR through the European Semester. The Action Plan is and will continue to be of central importance for the establishment of Eurofound’s work programme.
- In particular the new Strategic Framework on Health and Safety at Work 2021—27 adopted on June 2021⁷, the legislative proposal on the working conditions of platform workers presented by the European Commission on the 9 December and invitation to EU social partners to follow-up on their Autonomous Framework Agreement on Digitalisation, the announced Commission initiative to ensure that EU competition law does not stand in the way of collective agreements for (some) self-employed as well as initiative to support social dialogue at EU and national level in 2022 will be central to the work of Eurofound
- In addition, in the area of social policy, the Commission launched in June 2021 a European Platform on Combating Homelessness and will propose in 2022 a European Care Strategy, including an initiative on long term care, the revision of the Barcelona targets, a Council Recommendation on minimum income, and end 2021 launched a High-Level Expert Group to study the future of the welfare state as well as an Action Plan on Social Economy.
- In terms of finalising the adoption of proposed EU legal instruments, The Council of the EU has adopted on 14 June 2021 the Recommendation establishing a European Child Guarantee. On the 6 December the Council agreed on the mandate for the negotiations on a EU framework on adequate minimum wages in the European Union as well as its position on the on the draft [directive for pay transparency measures](#).

⁵ European Commission (2021) REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE ECONOMIC AND FINANCIAL COMMITTEE AND THE EMPLOYMENT COMMITTEE Report on the European instrument for Temporary Support to mitigate Unemployment Risks in an Emergency (SURE) following the COVID-19 outbreak pursuant to Article 14 of Council Regulation (EU) 2020/672

⁶ [European Pillar of Social Rights Action Plan | European Commission \(europa.eu\)](#)

⁷ COM(2021) 323 final.

- 182 • As for the implementation of EU legislation, of particular relevance to Eurofound's mandate, two
183 2019 directives have to be transposed into national legislation by August 2022: The Work Life
184 Balance Directive and the transparent and predictable working conditions directive. The
185 Commission will also present at the end of 2022 its five-year report on the implementation of the
186 working time directive.
- 187 • At the same time, the EU will continue to implement its medium term specific strategies and in
188 particular [the EU Gender Equality Strategy 2020–2025](#); [the LGBTIQ Equality Strategy](#); a [Roma](#)
189 [strategic framework for equality, inclusion and participation](#) and the [Disability Strategy](#)
190 presented in March 2021.
- 191 • Regarding EU funds, on 17 December 2020, the European Council adopted the 2021-2027
192 multiannual financial framework (MFF) and the Next Generation EU (NGEU) recovery instrument
193 with a total of 2.018 trillion EURO. On 19 February 2021, the Recovery and Resilience Facility,
194 entered into force⁸. It makes available €723.8 billion in loans and grants to support structural
195 reforms and investments in Member States to mitigate the economic and social impact of the
196 pandemic and “make European economies and societies more sustainable, resilient and better
197 prepared for the challenges and opportunities of the green and digital transitions”. In Spring
198 2021, Member States presented to the Commission their National Recovery and Resilience Plans
199 where a minimum of 37% of the funds should be dedicated to climate investments and reforms
200 and at least 20% should be dedicated to foster the digital transition. As of end 2021, most of the
201 national plans were adopted by the Council and prefinancing was disbursed.
- 202 • The EU policy context reflects the long-term challenges, and the ambition to maintain and
203 improve living and working standards in Europe is shared by the EU, its Member States and
204 social partners. Several initiatives have been taken or proposed by the EU and the Member
205 States in the context of the European Pillar of Social Rights, the EU Council's strategic agenda for
206 2019–2024 and the European Commission's political guidelines 2019–2024. Furthermore, the
207 social partners, at different levels, accompany the process of transformation and through social
208 dialogue are well-placed to design balanced measures and solutions that contribute to economic
209 and social progress.
- 210 • The European Council has maintained its Strategic Agenda for 2019–2024 adopted on 20 June
211 2019 that lays out four key priorities: protecting citizens and freedoms; developing a strong and
212 vibrant economic base; building a climate-neutral, green, fair and social Europe; and promoting
213 European interests and values on the global stage. Aligned with the European Council's strategic
214 agenda, Ursula von der Leyen, on 16 July 2019 as candidate for President of the European
215 Commission, presented to the European Parliament the political guidelines for the European
216 Commission 2019–2024 under six headlines: a European Green Deal; an economy that works for
217 people; a Europe fit for the digital age; protecting our European way of life; a stronger Europe in
218 the world; and a new push for European democracy.
- 219 • In May 2021, the Council and the Parliament reached a provisional agreement on the European
220 Climate Law setting into law the objective of a climate-neutral EU by 2050, and a collective, net
221 greenhouse gas emissions reduction target (emissions after deduction of removals) of at least
222 55% by 2030 compared to 1990. In July 2021, the Commission presented a comprehensive legal
223 package “Fit for 55” to provide the instruments to support the implementation of the climate

⁸ [Recovery and Resilience Facility | European Commission \(europa.eu\)](#)

law objective, including the Social Climate Fund. In December 2021, the Commission proposed a Council Recommendation on how to address the social and labour aspects of the climate transition. Regarding the digital strategy, the Commission proposed [a 2030 Digital Compass: the European way for the digital decade](#) in March 2021 laying out key targets to be reached by the end of the decade. Among them, that 80% of adults to have at least basic digital skills, 20 million employed ICT specialists and the digitalisation of public services. In 2022 it will propose a Council recommendation on improving the provision of digital skills.

- Another major event that will set the scene for the coming years was launched on 9 May 2021, in Strasbourg. The conference on the future of Europe gathers all the EU institutions and national representatives. It will last a year, until 2022, and the final outcome of the Conference will be presented in a report to the Joint Presidency (EP, Council, EC). The three institutions will examine swiftly how to follow up effectively to this report, each within their own sphere of competences and in accordance with the Treaties.
- Last but not least, the social partners' role in devising solutions which meet the needs of employers and workers is a crucial consideration for the work of Eurofound. The ILO Centenary Declaration of June 2019 considered that 'the experience of the past century has confirmed that the continuous and concerted action of governments and representatives of employers and workers is essential to the achievement of social justice, democracy and the promotion of universal and lasting peace'. In addition, the current turbulent period will mean a continuous contribution from the social partners in negotiating support measures, ensuring safe workplaces and managing the labour market fall-out of the COVID-19 crisis. In line with their 2019–2021 joint work programme, the EU social partners have approved an autonomous framework agreement on digitalisation as well as organised meetings on labour market and social systems, focusing on skills, active labour market policies and childcare. They will also address psychosocial aspects and risks at work, capacity building for a stronger social dialogue and the circular economy. New activities will be agreed in a subsequent joint work programme and included in this Single Programming Document.

Institutional context

The European Council adopted the Multiannual Financial Framework (MFF) 2021-2027 on the 17 December 2020, the current Commission proposal is to set the general subsidy for Eurofound at €22,710,000 in 2023, frozen in real terms (allowing for compensation of annual inflation) until 2027. Eurofound actively seeks opportunities to further reduce costs, increase efficiency and achieve stronger synergies. The financial outlook will challenge the ability of Eurofound to fulfil its mandate at the expected standards, particularly as regards the data collection and monitoring of trends in living and working conditions. In this context, Eurofound will have to invest in alternative measures to achieve its tasks, such as selecting a limited number of priorities and looking for collaboration and partnerships, primarily with other EU agencies and institutions.

More generally, in the results-based management approach of the EU agencies, Eurofound is committed to ensuring long-term ecological, social and financial sustainability.

II Multiannual and 2023 work programme

Introduction

Eurofound's priorities for 2021-2024 are shaped by the key challenges for social cohesion and just transitions in a changing environment in the aftermath of the COVID-19 crisis as outlined in the previous chapter. The Agency focuses on issues where it can draw on its core expertise in the areas of working conditions, industrial relations, employment and living conditions, to support its stakeholders, by providing evidence that can assist their policy action.

The Programming document 2021-2024 has six strategic areas that will be implemented through the following operational activities:

The first four are those as mandated in the Founding Regulation of the Agency.⁹

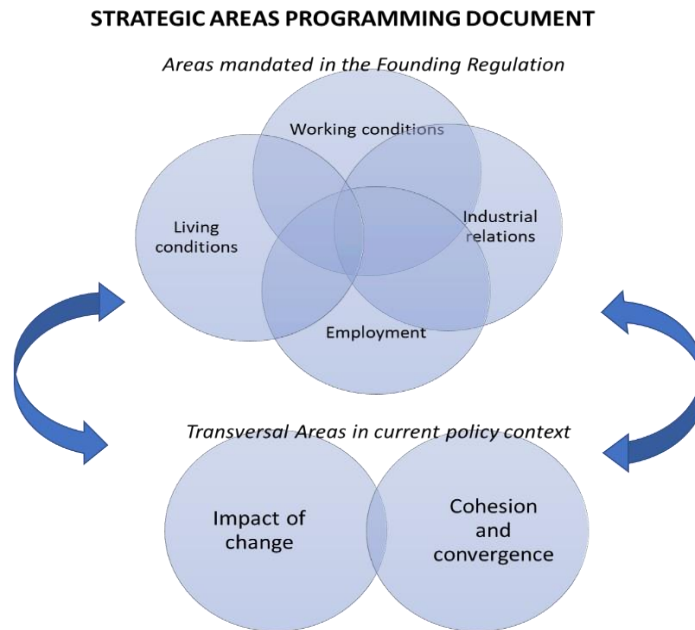
1. **Working conditions and sustainable work:** providing comparative data and analysis that can be used to improve job quality and promote sustainability of work over the life course in a labour market characterised by transformative changes. The data and analysis will inform policy makers on developments and highlight opportunities and challenges.
2. **Industrial relations and social dialogue:** functioning as a centre of expertise for monitoring and analysing developments in industrial relations and social dialogue, and promoting dialogue between management and labour. The activity responds to the need to support social dialogue and provide comparative data on national institutional settings and developments, as well as European social partner actions, thereby reflecting the importance of social dialogue in responding to the policy priorities, and contextual challenges and opportunities highlighted in the previous chapter.
3. **Employment and labour markets:** providing knowledge to identify changes in the labour market and inform employment policies to improve its functioning and inclusiveness in a rapid changing labour market.
4. **Living conditions and quality of life:** mapping and analysing key elements for the improvement of living conditions of people, including information on their perception of quality of life and society. The activity will provide evidence and research-based conclusions for understanding the challenges faced by the population in particular in relations to the 20 principles of the European Pillar of Social Rights and the twin-transition.

In addition, Eurofound will address the policy challenges in two transversal thematic activities.

5. **Anticipating and managing the impact of change:** providing evidence on structural changes, driven largely by digitalisation and climate change, but also by the COVID-19 crisis that can be of use in ensuring just transitions which promote employment, good working conditions, social protection and workers' rights, while also improving labour productivity, competitiveness and prosperity as set out in the European policy agenda.

⁹ Article 1(2): The objectives of the Agency shall be to increase and disseminate knowledge to assist the Commission, other EU institutions and bodies, Member States and social partners in shaping and implementing policies aimed at the improvement of living and working conditions, in supporting employment policies and in promoting the dialogue between management and labour.

6. **Promoting social cohesion and convergence:** contributing to the policy debate on fairness and informing policies aimed at improving social cohesion and promoting convergence toward better living and working standards in the EU. The activity will provide both qualitative and quantitative evidence to support linked to the European Pillar of Social Rights and ensuing actions.



Analysis in these strategic areas will make use of Eurofound's monitoring tools. This includes the Eurofound surveys that will provide valuable information across the previous operational activities. Moreover, as the policy context is changing, Eurofound will reserve some flexible capacity to be able to respond to ad hoc requests and new stakeholders' needs during the programming period. It is in this context and for the implementation of the programme that two additional operational activities are included:

7. **Survey management and development**
8. **Reacting to ad hoc information requests**

Finally, two horizontal activities complement this programming document:

9. **Corporate communication**
10. **Management and development**

317

318 **1. Multiannual objectives**

319 Eurofound's strategic objective for the programming period 2021-2024:

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

323 Eurofound's contribution in each of the strategic areas aims to inform policymakers to:

- 324 • improve job quality and promote sustainability of work over the life course (Working conditions
325 and sustainable work)
- 326 • promote dialogue between management and labour (Industrial relations and social dialogue)
- 327 • improve labour market functioning and inclusiveness (Employment and labour markets)
- 328 • improve quality of life and society (Living conditions and quality of life)
- 329 • ensuring just transitions that promote employment, good working conditions, social protection
330 and workers' rights, while also improving labour productivity, competitiveness and prosperity
331 (Anticipating and managing the impact of change)
- 332 • improving social cohesion and promoting convergence toward better living and working
333 standards (Promoting social cohesion and convergence)

334 As a high-performing organisation the Agency will make effective and efficient use of human and
 335 financial resources through sound management and continuous development of staff.

336 **Performance monitoring**

337 Eurofound is using various instruments to monitor, analyse and report on its performance towards
 338 achieving the expected results¹⁰.

339 Key performance indicators (KPIs) measure how well Eurofound performs in aspects that are
 340 specifically relevant for achieving its corporate strategic objective. These KPIs are supplemented
 341 with metrics on inputs, outputs and results. The analysis of the performance data supports
 342 management in implementing the programme of activities efficiently and effectively.

343

344 Regular stakeholder feedback and evaluations, including external evaluations the European
 345 Commission will carry out, deepen the understanding of the extent to which the quality and
 346 relevance of Eurofound's work and expertise is used and valued by its stakeholders. See also Annex
 347 IX.

348

349 **Key performance indicators**350 *Result indicators*

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

- 352 • uptake of Eurofound's expertise in European level-policy documents

¹⁰ Its selection of KPIs and monitoring tools is also used for the performance of the Executive Director as per Commission Staff working document (2015).

- Eurofound's engagement with stakeholders in meetings and events
- uptake of Eurofound knowledge through the media
- uptake of and engagement with Eurofound's knowledge through its website and other corporate platforms

Reliability and independence of the knowledge provided:

- recognition of the scientific quality of Eurofound's research

Input and output indicators

Effective and efficient use of human and financial resources indicated by

- budget implementation
- efficient use of posts available in the establishment plan
- programme delivery

Most of these KPIs are also applied at Activity level as explained in See also Annex IX.

2. Operational activities

2.1 Activity 1: Working conditions and sustainable work

Multiannual perspective

Overview

In the programming period 2021–2024, the Agency will continue to monitor developments in working conditions. Change over time and progress achieved in the various dimensions of job quality will be assessed, as far as is feasible, and findings for different countries and groups of workers compared. This will include an analysis of the impact of the COVID-19 pandemic on working conditions and job quality, especially in relation to changes in work organisation such as telework, shift work and adapted workplaces. Non-standard forms of employment and the self-employed will be a specific focus. Building on the concept of sustainable work developed by Eurofound, the Agency will also provide evidence of the factors that allow more workers to stay in employment longer, which circumstances need to be improved, and how this can be achieved.

At the beginning of the programming period, Eurofound collected new data through conducting a European Working Conditions Survey (EWCS). As a consequence of the COVID-19 crisis, this data was gathered using computer-assisted telephone interviews (CATI). Despite this change from face-to-face interviews used in the previous waves of the survey, Eurofound will be in a position to present comparative data on the job quality experienced by workers in Europe in 2021 using the established

framework of seven dimensions of job quality.¹¹ Possibilities for analysing trends over time will be limited given the change of mode in conducting the survey but will be explored.

Secondary analyses of the 2021 dataset will also be conducted. Further analysis of working conditions may use data from the European Company Survey (ECS) 2019, and a new wave could be foreseen in the future if cooperation with other agencies and organisations can be established.

Analysis of working conditions and job quality will have a specific focus on the longer-term structural impact of the COVID-19 pandemic. This will include exploration of whether types of work organisation or work patterns that substantially increased during 2020, such as telework, adaptation of workplaces, shift work or redeployment, but also attention to health and safety standards at work, have been temporary phenomena limited to the lockdown situations or whether these 'natural experiments' result in more structural changes sustainably affecting workers' well-being. Cooperation will continue with EU-OSHA with regard to occupational health and safety.

Self-employment will be investigated with a focus on the job quality experienced, but also issues of economic dependency and autonomy, representation, and social protection will be explored. Non-standard forms of employment will be considered in areas where they grow or raise policy questions. They will also be taken up in Activity 5 (Anticipating and managing the impact of change), when there are new forms of employment, related to the identified drivers of change, that can have significant implications for employment and working conditions and social protection. The question whether labour institutions are fit for purpose to ensure employment in a flexible labour market that guarantees good working conditions and protection will be examined.

The ambition to improve working conditions and job quality is also linked to the requirement to address the consequences of demographic change. Demographic change, namely low fertility rates and longer life expectancy, may require the integration and retention of more workers in the labour market for longer. Based on its previous research on the factors that lead to more sustainable work, Eurofound could examine the employment and working conditions of workers, company practices and policies beyond the workplace that have proved to be effective to increase the employment rate of older workers and/or extend working life.

In the context of the longer-term approach to Eurofound surveys, a feasibility study setting out various scenarios future-proofing Eurofound surveys was drafted and discussed in a steering group. On the basis of the study and the discussion, it has been decided that in 2024 Eurofound will carry out the EWCS including some questions on working conditions and living conditions relevant to the aftermath of COVID-19. Respondents for this survey are recruited face-to-face. The majority of these respondents will also be interviewed face-to-face, to ensure that the findings of the survey can be compared with previous rounds of the EWCS. To prepare the transition of Eurofound surveys to an on-line mode of data administration, a smaller random subsample of respondents would be recruited to complete the interview online. This allows for a comparison of the answers between the two different modes of administration for a selection of questions from the EWCS. It further allows

¹¹ The seven dimensions of job quality are physical environment; work intensity; working time quality; social environment; skills and discretion; prospects; and earnings.

testing the impact of moving to a push-to-web approach on survey efficiency and data quality. As part of this 2024 survey, respondents will be asked to participate in a series of online follow-up questionnaires. These follow-up questionnaires will include questions from the EWCS that were not asked in the initial questionnaire – increasing the selection of variables for which trend breaks can be managed. This element also allows testing the effectiveness of recruiting respondents for follow-up questionnaires, the impact of the initial refusals to participate in such follow-up questionnaires, as well as survey attrition at a later stage on the sample composition.

Further analysis of working conditions is included in the two transversal thematic activities dealing with the impact of change (Activity 5) and social cohesion and convergence (Activity 6).

Objectives

This activity will address the challenge of improving job quality and making work sustainable over the life course by providing policymakers with facts and figures on working conditions and evidence on developments in job quality. The focus of the latter will be to identify and analyse pressing issues and specific groups at risk, also in light of the impact of the COVID-19 crisis. Through providing knowledge about policy interventions which have been successful in improving job quality and making work more sustainable, Eurofound will assist policy action.

Expected results

By the end of the programming period, Eurofound will have provided evidence of relevance to a wide range of existing and planned legal instruments, for example, with regard to working time, equal treatment and anti-discrimination. Research related to the COVID-19 impact on working conditions can feed into renewed discussions on, for example, telework regulations (including the 'right to disconnect'), health and safety at work, design of workplaces and work organisation, and training and skills development options. Cooperation will continue with EU-OSHA with regard to occupational health and safety.

Data points on working conditions as experienced by workers in the EU in 2021 and the analysis of their job quality will allow relevant policymakers and/or evaluators to establish a snapshot of working conditions and job quality in the aftermath of the COVID-19 crisis – against which the impact of regulatory and soft initiatives including those introduced under the European Pillar of Social Rights (for example, the Directive on work–life balance of parents and carers and the Directive on transparent and predictable working conditions) can be assessed and gaps identified.

For many job quality indicators, data will be available on trends over time, though comparability of data collected in 2021 will be limited due to the change of mode in data collection. Nonetheless, this evidence will enable further progress towards the aim to support growth in the creation of quality jobs that can be measured as set out by the Commission's President. Given the emphasis on the European Gender Equality Strategy and the Commission's political guidelines, the analysis of gender differences in job quality will be of interest, particularly in view of the impact of the COVID-19 crisis and the implementation of the European Gender Equality Strategy 2020–2025.

Through having provided evidence on the working conditions and job quality of those in non-standard forms of employment, Eurofound will have supported the goal of the European Pillar of Social Rights to prevent employment relationships that lead to precarious working conditions. More

particularly, the Agency will have contributed to identifying different forms of self-employment, including those with characteristics that might be considered as bogus self-employment, taking into account diverse national contexts. Evidence provided on the situation of the self-employed will have contributed to establishing a baseline for monitoring and evaluating the implementation of the Council Recommendation on access to social protection for workers and self-employed.

By providing knowledge about policy interventions that have been successful, Eurofound will have supported mutual learning and peer-review processes among the Member States. For example, knowledge provided on the institutional frameworks and policies that support making work more sustainable, as evidenced by higher employment rates for older workers, will inform the European Semester process and the drafting of country-specific recommendations (CSRs).

2023 Programme: Working conditions and sustainable work

Overview

In 2023, work in this activity will be dominated by further analysis of two datasets: the data collected in the EWCS extraordinary edition 2021 and data collected through interviewing respondents of the 2020 7th EWCS who had agreed to be re-contacted in 2021. The first dataset provides a snapshot of working conditions in a world of work characterised by the experience of a severe, worldwide health crisis and its economic impact. The overview report published in 2022 will have analysed the multiple dimensions of job quality, comparing the situation in the Member States, for different sectors, occupations, age groups and by gender. This will be complemented by more in-depth analysis of the situation of specific groups of workers and of highly policy relevant issues linked to working conditions.

In 2023, the analysis of the working conditions of different types of self-employed will be completed. While data analysis will have been largely finalised in 2022, Eurofound will, in 2023, map policies in the Member States which address the challenges and opportunities associated with specific types of self-employment and publish results of both the quantitative and qualitative analysis in a report.

Three further projects started in 2022 will be completed in the 2023 work programme: the investigation of psychosocial risks and associated working conditions (in cooperation with EU-OSHA), the analysis of data collected in follow-up interviews with respondents of the 7th EWCS (who had agreed to be re-contacted), and the investigation of the working life of essential workers in the EU.

The EWCS extraordinary edition 2021 will be the primary source of data for examining the employment and working conditions of older workers in a new project. The objective is to identify what sectors (and occupations) are facing more challenges in relation to recruiting, retaining and training older workers in the labour market and to assess the role of working conditions. Collaboration will be sought with CEDEFOP to draw on CEDEFOP's work on the training and up-and reskilling of the older workforce. Societal developments like digitalisation and the transition to a climate-neutral economy, as well as changes in work organisation and the role of non-standard forms of work, will be considered to understand the relationship between working conditions and labour market participation of older workers. Eurofound's Network of Correspondents will be used to update information on collective agreements and national programmes that address the inclusion and retention of older workers in the labour market, including training of older workers, and to map national level information on the effects of HR practices at company level for reaching this goal. Policies beyond the workplace that have proved to be effective to increase the employment rate of older workers and/or extend working life could be examined through expert interviews in a second phase in 2024.

By 2023, changes in the workplace triggered by the pandemic but proving to be persistent in the medium to long-term will have emerged. The 'hybrid workplace' - where some workers combine working from the employer's premises with working from home (or other locations), and others work exclusively from home or on-site' is likely to become more common. Eurofound will investigate how companies have adapted their work organisation and work practices in a new project. How are teams being managed and how has the role of management changed in these organisations? How is work being monitored and performance assessed? To what extent and how is workplace social dialogue being leveraged in this transition? The project will also examine which tasks and roles are

more suitable for hybrid work and whether creative and innovative thinking and levels of engagement are affected. Questions around employee involvement (including participation in decision making affecting their work), organisational fairness and managerial support in hybrid workplaces will also be investigated.

Persistent change is also visible in the area of working time and its increasingly flexible organisation, driven by digitalisation, measures to advance towards a climate-neutral economy and often reinforced by developments during the pandemic. Research starting in 2023 will investigate changing working time patterns and the effects for work-life balance, health and well-being of workers. How are working time patterns distributed in the workforce? Do men and women distribute their working time differently in different life stages? Also, the question whether working time is conceived and measured differently as a result of the mentioned drivers of change will be investigated, as well as the monitoring and control of working time and how management and workers have coped with changes in working time patterns. 2023 will see the design of the main research tools, starting with an expert meeting to finetune the research questions and research priorities and how to investigate them through statistical analysis of data sources (EU LFS, EWCS extraordinary edition 2021) and use of Eurofound's Network of Correspondents.

The data set derived from the EWCS extraordinary edition 2021 is a unique source of information. It is in Eurofound's interest to ensure that relevant research questions and hypotheses about working conditions and job quality, with a specific focus on the longer lasting impact of COVID-19, are explored using the dataset. The Agency will partner with an academic institution or publisher¹² to organise a call for papers, organise a launch conference, and a peer review process to encourage external researchers to exploit the data. Given that the sample size for each Member States is larger than in previous EWCS waves using face-to-face interviews, it will be important to include national level experts to explore options for analysing data collected on working conditions and job quality for each Member State.

Projects and outputs

Project description	Outputs	Year
The working life of essential workers in EU (continuation from 2022)	Policy brief	2023
The hybrid workplace in the post-covid era (new)	Policy brief Working paper	2024
Working time in the aftermath of the pandemic (new)	Report	2024
Exploitation of data from the EWCS extraordinary edition 2021 through the involvement of external researchers (new)	Edited volume containing 10 to 15 academic articles	2023
Analysis of the job quality of older workers and company practices that support keeping older workers in employment (postponed from 2022)	Report	2024

¹² IZA cooperated with Eurofound for a similar exercise using ECS 2019

Analysis of self-employment based on EWCS data and policies addressing the challenges associated with specific types of self-employment, including an assessment of existing evaluations of these policies (continuation from 2022)	Report Working paper	2023
Analysis of data collected in 2021 through re-contacting respondents of the 2020 7th EWCS pre-COVID (continuation from 2022)	Working paper	2023
Psychosocial risks – latest developments and policies addressing the risks (continuation from 2022)	Report Working paper	2023

Resources:

317,000 EUR and 3.9 FTE (*provisional data*)

2.2 Activity 2: Industrial relations and social dialogue

Multi-annual perspective

Overview

Eurofound will continue to support the dialogue between management and labour and will analyse developments in industrial relations systems and social dialogue. This comparative analysis of policies, institutional frameworks and practices will contribute also to the research in both Activities 5 and 6. This activity will build on Eurofound's established expertise on industrial relations, and it will draw on the knowledge of the Network of Eurofound Correspondents at national level.

A first strand of work concerns the actors and processes of industrial relations, and the framework in which the employment relationship is shaped (by law and collective agreements). In this context, comparative information will be provided on national systems of industrial relations, including national social dialogue and collective bargaining processes and outcomes.

The framework of key dimensions of industrial relations and the dashboard of indicators established by the Agency will be updated during the programming period. Regular and timely updating of national industrial relations developments will be provided by the Network of Eurofound Correspondents, including updates to the EU PolicyWatch database created in 2020, which contains policy initiatives by governments, social partners and other actors to mitigate the social and economic fallout of the crisis. Measures to support economic recovery will be an important focus.

Reporting will also include the functioning of tripartite social dialogue and involvement of social partners in policymaking at national level, notably the Recovery and Resilience Plans. Data on wage and working time setting, including for minimum wages, will be reported regularly and findings will

also be published on working time developments.¹³ At two-yearly intervals, the national profiles of working life, which include structural information on industrial relations systems and other dimensions of working life, will be updated. Data and findings on labour disputes, generated through the feasibility study and pilot project on an industrial action monitor conducted during the previous programming period, was presented in a final overview report.

A second strand of work concerns support for social dialogue. At EU level, Eurofound will continue to support the development of social dialogue through its studies on the representativeness of social partner organisations. The studies provide the empirical basis for the Commission to take decisions on the participation of European organisations of management and labour in social dialogue committees and to consult under Article 154 TFEU, as well as to assess their representativeness in the context of their dialogue leading to Council decisions under Article 155 TFEU. Building on previous work, Eurofound can make available its expertise to support capacity-building activities for effective social dialogue, the EU Social Dialogue Committee and debates of EU social partners in the framework of their work programme. Building on the recommendations made in Eurofound's report *Capacity-building for effective social dialogue* (2020), Eurofound will explore together with social partners the development of further activities in this area, as well as looking at options for organisational support.

Activity 5 (Anticipating and managing the impact of change) will consider the role of social dialogue in the context of restructuring, climate change and digitalisation. Social partners, particularly at company level, play a key role in the anticipation and management of change, for example, the adaptation of the workplace and job content, and when more significant restructuring is required. Similarly, Strategic Area 6 (Promoting social cohesion and convergence) will consider the role of social dialogue in contributing to some social outcomes.

Objectives

Eurofound's objectives in this area are to support the EU institutions, Member States and social partners in promoting social dialogue, and to monitor and analyse developments in industrial relations systems and the social dialogue at national and European levels. Eurofound will contribute regular, timely and authoritative information on a comparative basis on the main developments affecting the actors, processes and key outcomes of industrial relations, and make available data and expertise to support social dialogue.

Expected results

Through the provision of reliable and timely information on trends and developments in national industrial relations systems and working life outcomes (including a report on labour disputes and industrial action), Eurofound will support the European institutions, national public authorities and social partners at various levels in their work of policy formation, social dialogue, collective bargaining and the regulation of employment relations. Eurofound's input will pay particular

¹³ Further analysis of wages and working time developments will be conducted in Activity 6 promoting social cohesion and convergence.

attention to the steps taken in response to the COVID-19 emergency, the Recovery and Resilience Facility and the twin transition.

Eurofound will analyse developments with a view to identifying ways to strengthen collective bargaining at national level and to support social partners and the European institutions in fostering social dialogue more widely taking into account their joint work programme.

In particular, findings will contribute to the functioning of European social dialogue, for example, facilitating decisions on representativeness for the consultation and negotiation, as well as the functioning of committees, and the implementation of Principle 8 of the European Pillar of Social Rights (Social dialogue and involvement of workers). The findings will also contribute to the legislative process and policy coordination through the European Semester, thus providing valuable input on a range of policy-relevant themes as required by policymakers and industrial relations actors.

Specific findings will seek to contribute to the discussion on minimum wages, to initiatives promoting fair, decent and transparent wages (in line with Principle 6 of the European Pillar of Social Rights and the priority of gender pay equality), and to monitoring the Working Time Directive.

2023 Programme: Industrial relations and social dialogue

Overview

In 2023, Eurofound will continue to provide findings to support social dialogue and to report on trends and developments in national industrial relations systems. This work will draw extensively on the work of the Network of Eurofound Correspondents (NEC).

Eurofound will support the European social dialogue by conducting a series of studies on the representativeness of social partner organisations in specified sectors. Six studies will be published, and preparations begin for others, in sectors selected in consultation with the European Commission. The studies provide the empirical basis for the Commission to take decisions on the European organisations of management and labour to consult under Article 154 of the Treaty, and to assess their representativeness in the context of their dialogue leading to Council decisions under Article 155. Eurofound will remain available to contribute to initiatives to support capacity-building for social dialogue. A budget has been reserved to finance activity by Eurofound in support of such initiatives by stakeholders.

Eurofound will continue to monitor national (tripartite or institutional) social dialogue and the involvement of social partners in policymaking, drawing on the NEC. Where relevant, information will be gathered from tripartite institutions. The series of reports will continue to focus on social dialogue and the involvement of social partners in the policy processes linking European and national policy agendas – in particular the Employment Guidelines, the European Semester and the Recovery and Resilience Plans. In 2023, findings will be published on social dialogue in the context of the Action Plan to implement the European Pillar of Social Rights, and a new cycle of work will begin on national social dialogue linked to EU policies addressing climate change. Relevant policy initiatives will continue to be recorded in Eurofound's EU PolicyWatch database of policy-initiatives. Updating

of the database will aim to capture a broad spectrum of initiatives to support research across Eurofound and will have a focus on social partner involvement.

Regular monitoring of industrial relations systems will be maintained. The NEC will produce national reports based on a common template, and thematic articles based on them will also be published. The updated working-life country profiles will be published, and preparatory work will be done to update the Database on wages, working-time and collective disputes.

The data presented in the updated dashboard of indicators illustrating the “key dimensions of industrial relations” will be analysed and the findings made available.

Comparative information will be published on developments affecting minimum wages in the context of the European policy debate (uprating of the levels, and changes in the systems for setting them), and on developments in working-time in 2021-22. Specific topics will be selected for comparative reporting in the light of the policy debate, and where relevant the results of monitoring these developments will be analysed in other Activities.

Collective bargaining remains the core of industrial relations systems. Findings will be made available from work begun in 2022 on developments in selected sectors, and new work will be undertaken. Research on the role of collective bargaining beyond the topic of pay (for example working time, telework, training, work life balance) and its contribution to preparing sectors and workplaces for key economic, social and environmental transitions will be supported by coding collective agreements in the database developed for the Pilot Project on minimum wages. The feasibility and scope of the project will be reassessed after the summer 2022 once the collective agreements have been collected in the minimum wage pilot project. Research will also begin on collective bargaining for low-paid groups, and how its functioning is affected by changes in (statutory or other legally-based) minimum wages.

Projects and outputs

Project description	Outputs	Year
Representativeness studies (ongoing)	<ul style="list-style-type: none"> Six studies as part of rolling programme 	2023
National reporting on industrial relations, social dialogue and working-life (ongoing)	<ul style="list-style-type: none"> National reports Thematic articles 	2023
Monitoring policy developments and social partner involvement – EU PolicyWatch database (ongoing)	<ul style="list-style-type: none"> Updated database 	2023
Tripartite social dialogue and policy formation (continuation/ongoing)	<ul style="list-style-type: none"> Report (EPSR Action Plan) Report (EU climate policies) 	2023 2024
Working-life country profiles, and database on wages, working-time and collective disputes (ongoing)	<ul style="list-style-type: none"> Updated working-life profiles Updated database 	2023 2024
Minimum wages – annual review (ongoing)	<ul style="list-style-type: none"> Report 	2023

Topical updates (ongoing)	• Reports and articles	2023
Developments in working-time (2021-22) (continuation)	• Report	2023
Capacity building for effective social dialogue	• Supporting documents	2023
Collective bargaining beyond pay (new)	• Dataset	2023
The interaction of minimum wages with collective bargaining for low-paid groups (new)	• Report	2024

Resources

1,214,000 EUR and 7.8 FTE (*provisional data*)

2.3 Activity 3: Employment and labour markets

Multiannual perspective

Overview

Following the overall improvement in the employment situation in the aftermath of the Great Recession, the European labour markets were again faced with significant challenges after the COVID-19 pandemic was unleashed on the world in early 2020. Higher levels of unemployment are expected in some countries, regions, sectors and occupations, with the most precarious and vulnerable workers likely to be affected the most and longest in some cases. Eurofound will fulfil its function to provide knowledge that can inform policy to help mitigate the consequences of the pandemic for work and employment and ensure the functioning and inclusiveness of the labour market in the face of the twin-transition. Eurofound will collect data, analyse trends in employment and labour market developments and provide the Commission and other EU institutions, Member States and social partners with support to devise employment policies. This will be achieved by continuing Eurofound's role in the monitoring of trends on the labour market, the impacts of these trends for different groups and the lessons which can be drawn for policymakers.

A first research strand in this activity will focus on the change in the structure of the labour market, including the impact of the COVID-19 pandemic. It will identify growing and declining sectors, occupations and qualifications, based on ongoing updates and analyses of Eurofound's established monitoring instruments, the European Jobs Monitor (EJM) and the European Restructuring Monitor (ERM), as well as Eurostat data. The EJM will continue to map job growth and decline across occupations and sectors and identify shifts in the tasks profiles and some aspects of the quality of jobs, including educational attainment. Some focus will be placed on jobs employing a large number of workers or those growing or declining fastest. The cooperation with the European Commission's JRC in this area is expected to continue. Work on restructuring could continue with the ERM examination of large-scale events and legislative measures. This could be supplemented by more in-depth qualitative research on company practices at restructuring (including the role of social dialogue). Regional perspectives could also be considered. Research on restructuring will continue to

contribute to activities of the European Globalisation Adjustment Fund for Displaced Workers (EGF) as well as the European Social Fund Plus (ESF+). The results of the two instruments will be presented in an integrated way to provide an overview of structural changes on labour markets.

Analysis of restructuring would also feed into the Activity 5 (Anticipating and managing the impact of change) as regards some types of restructuring (for example, linked to climate change/the transition to a carbon-neutral economy, digitalisation, offshoring or reshoring) that would be further researched in that area.

A second research focus will be on labour shortages and underutilised potentials. Based on research conducted in the 2017–2020 work programme, analysis will mainly explore policy interventions and company practices. Eurofound will analyse various types of labour market and social policy measures as regards their effectiveness, with a specific focus on measures to tackle the functioning of certain sectors traditionally subject to labour shortages which were accentuated during the COVID-19 crisis.

Respective approaches can target the supply as well as the demand for labour and refer to fostering activation/active inclusion and management of workplace diversity focusing on unused or underutilised human resources and talent (for example, in terms of geographic or occupational mobility; skills mismatches and working time, including ‘labour market slack’; or oriented towards specific target groups underrepresented in the labour market, such as people with disabilities, women and young people). The related work of the Commission and implementation of EU funds such as the ESF+, OECD and other organisations will be considered. Cooperation with Cedefop and the European Labour Authority (ELA) will be explored as regards skills and labour mobility in the context of employment policies to tackle labour shortages. More generally, the use of other resources (for example, European Vacancy Monitor) and exchange with other European actors working on the issue of labour shortages and underutilised potentials could be explored (for example, the European network of Public Employment Services).

This activity will also feed into the preparation of the new round of the ECS, foreseen for the next multiannual programme.

Objectives

Eurofound will monitor and analyse how the labour market structure is changing, including as a result of the COVID-19 crisis, in terms of net job creation and job loss by sector and occupation, as well as key characteristics of the job structure (for example, employment polarisation and changing task composition in jobs). Furthermore, Eurofound will provide up-to-date information on restructuring, in terms of its employment effects, as well as on policies and legislation. Finally, this research activity will address the key challenge of labour shortages in certain sectors and occupations by exploring the effectiveness of relevant policy responses.

Expected results

Analysis of labour market structural change and shifts in supply and demand will allow stakeholders to go beyond standard statistical data to better understand recent trends and developments and identify related opportunities and challenges. This can contribute to the EU objective on quality jobs in regions, as well as to the development of the forthcoming comprehensive and coordinated industrial policy. In addition to generally monitoring large-scale restructuring in a period of

substantial economic and labour market shock as result of the COVID-19 crisis, the ERM can be a knowledge base for activities of the EGF, the Just Transition Fund and the ESF+, particularly in light of the broadened scope of the EGF post-2020 to cover all large-scale restructurings.

EJM data will continue to inform policymakers on the extent to which employment shifts in national labour markets are polarising, upgrading or following some other pattern of change. Analysis of what works to tackle labour shortages and activate underused potentials will help policymakers in their design of specific instruments. Knowledge provided through this activity will be a useful basis to support the development of more effective policies, for example, when debating labour market reforms, including in the context of the European Semester, social dialogue, the implementation of ESF+ measures related to access to employment, the participation of young people and women, active ageing, and the integration of migrants and people with disabilities.

2023 Programme: Employment and labour markets

Overview

Reporting on structural change in the labour market, including an analysis of patterns related to the three main labour statuses, – employment, unemployment and inactivity - as well as workers' demographic characteristics, sector and occupation, will be based on the European Jobs Monitor (EJM), European Restructuring Monitor (ERM) and Eurostat data. For this purpose, the EJM database as well as the ERM events and legal databases will be updated in 2023. These databases also form the basis for projects conducted as part of Activity 5. This refers to exploring the impact of the change resulting from the twin transition at sector level and on company restructuring.

A new project will start to investigate regional employment shifts between metropolitan and rural areas resulting from the increased incidence of working from home during the COVID-19 pandemic and following the expected long-term trend towards more teleworking and hybrid working. The project will cover data for 2020 and 2021 and build upon existing expertise from the EJM regional analyses and the joint Eurofound/JRC research on 'teleworkable' jobs. If the available data allow, the project will also explore the relationship between working from home, regional labour market integration, sectoral specialisation and the therewith related equalising dynamics, that is convergence of regions within countries. It will provide comparisons between countries, including looking into the reasons for differences, both push and pull factors, to the extent data availability allows.

From a policy perspective, another new project will explore the sustainability of COVID-19 support measures beyond the peak of the pandemic and their effects on mitigating the medium-term consequences of the resulting economic and labour market crisis. The research will follow up on Eurofound's 2020 mapping of national financial support to keep business afloat and short-time working/temporary lay-off schemes. Through inhouse research and the Network of Eurofound Correspondents, the use of these instruments in 2021-2022 (also compared to the Great Recession) and their contribution to preserving jobs will be explored, with the aim to derive policy lessons for effective instruments for future crises.

To complement the mapping of incidence of labour shortages conducted in 2020/2021 and the assessment of policies addressing labour shortages in 2021/2022, in 2023 Eurofound will look into company practices tackling labour shortages related to the twin transition and in sectors in which shortages have been aggravated by COVID-19 (for example, health or ICT). Case studies will explore the implementation of measures at enterprise level and associated enterprise-internal (such as, for example, the role of social dialogue) and external (including governmental policies) success factors and bottlenecks.

Projects and outputs

Project description	Outputs	Year
European Restructuring Monitor databases – maintenance and update (ongoing)	<ul style="list-style-type: none"> Update database 	2023
European Jobs Monitor database – maintenance and update (ongoing)	<ul style="list-style-type: none"> Update database 	2023
Report on structural change on the labour market (new)	<ul style="list-style-type: none"> Report 	2023
Regional perspective of labour market change following the COVID-19 pandemic (new)	<ul style="list-style-type: none"> Report 	2023
COVID-19 support measures and their effects on mitigating the longer-term consequences for business, work and employment (new)	<ul style="list-style-type: none"> Report Database update 	2024
Company practices to tackle labour shortages related to the twin transition and in sectors in which shortages have been aggravated by COVID-19 (new)	<ul style="list-style-type: none"> Report Case studies 	2024

Resources

337,000 EUR and 5.9 FTE (*provisional data*)

2.4 Activity 4: Living conditions and quality of life

Multiannual perspective

Overview

The health and ensuing economic outfall following the COVID-19 pandemic has deeply affected the lives of people living in Europe. For this reason, the study of living conditions and quality of life has acquired even more importance, and Eurofound will continue to monitor trends in this area in light of this new challenge.

As mentioned in Activities 1 and 7 in relation to the discussion on the longer-term approach to Eurofound surveys, in 2024 Eurofound will carry out the EWCS which will include some questions on working conditions and living conditions relevant to the aftermath of COVID-19. Respondents for this survey are recruited face-to-face. The majority of these respondents will also be interviewed face-to-face, to ensure that the findings of the survey can be compared with previous rounds of the EWCS. To prepare for the transition of Eurofound surveys to an online mode of data administration, a smaller random subsample of respondents would be recruited to complete the interview online. This will allow for a comparison of the answers between the two different modes of administration in the case of a selection of questions from the EWCS. It will further allow the impact of moving to a push-to-web approach on survey efficiency and data quality to be tested. As part of this 2024 survey, respondents will be asked to participate in a series of online follow-up questionnaires. These follow-up questionnaires will include questions from the EWCS that were not asked in the initial questionnaire – increasing the selection of variables for which trend breaks can be managed. This element also allows for the testing of the effectiveness of recruiting respondents for follow-up questionnaires and the impact of the initial refusals to participate in such follow-up questionnaires, as well as survey attrition at a later stage on the sample composition.

The European Quality of Life Survey (EQLS) should be fielded in 2026/7 using lessons learnt from the 2024 test survey.

With European societies still enveloped in uncertainty due to the COVID-19 pandemic, Eurofound will investigate the impact of the crisis on the living conditions of Europeans in different life stages and the role played by various initiatives implemented to alleviate the social hardship of various groups of citizens.

Furthermore, to respond to key demographic changes in European societies, Eurofound will focus on the implications of demographic ageing. This involves capturing and assessing the quality of life of older citizens, including older workers and pensioners, and the analysis of income security and role of public services in facilitating independent ageing. Eurofound's research perspective will address the preferences and opportunities of citizens to participate in society and employment, as well as to contribute to the development of services that enable older people to do so. The new demography also has implications for the younger generation and for women. This will be explored through research on young people and their social inclusion as well as their social mobility, including the transmission of advantages and disadvantages between generations. Building on previous research

findings, Eurofound will investigate the differentiated impact of the crisis on men and women across several dimensions.

Many responses to the challenges and opportunities for the improvement of living conditions are designed, delivered or facilitated by institutions and public services that played a major role, while facing important challenges, during the COVID-19 crisis. The quality and fairness (access and affordability) of these services, with a potential focus on social, care and health services, will be investigated based on available results of the proposed new Eurofound survey and other data sources, such as the European Union Statistics on Income and Living Conditions (EU-SILC) and the Fundamental Rights Survey. Eurofound will inform policymakers by producing evidence on trends and drivers in this field in relation to the implementation of services included in the chapter III of the European Pillar of Social Rights. Research on quality of society will also contribute to Activity 6 (promoting social cohesion and convergence) on issues such as trust, social tensions and quality of public services, as has been previously explored in the EQLS.

Objectives

The objectives of this activity are to monitor the impact of the COVID-19 pandemic and following recovery in Europe and to provide information on status, trends and risks, as well as explore ways to improve living conditions in the European Union. The research will look broadly at the quality of society and at communities at local or regional level, underlining the role of social protection for all citizens, with a special focus on the most vulnerable.

Another objective is to inform policy debates on ageing and measures to improve the social situation of older citizens, on support for independent living, and on developing quality services to complement informal care throughout the life course. Furthermore, the research will provide up-to-date information on the social situation of young people, men and women in order to support policy measures promoting their inclusion.

Expected results

The results of the research will shed light on the impact of the health and economic fallout from the COVID-19 crisis on living conditions and will contribute to initiatives and assessments of the implementation of the European Pillar of Social Rights and sustaining the European social model, with particular attention paid to the regional dimension. Specific findings regarding groups affected by demographic change, care responsibilities, developments in work–life balance, as well as regarding access to quality public services, could feed into the debate on the Youth Guarantee and be used in the European Semester for social policy-related CSRs, especially in relation to care. This research can support discussions around initiatives like the Child Guarantee while the findings on gender equality will contribute to the Gender Equality Strategy 2020–2025. Results from the research on care services can contribute to the Long-Term Care initiative, European Semester discussions related to social spending and social services, as well as to the monitoring and evaluation of the implementation of the Cohesion Fund and ESF+. The results could inform the annual reports of the Employment and Social Protection Committee and the European Commission’s reports on Employment and Social Developments in Europe.

2023 Programme: Living conditions and quality of life

Overview

In 2023, the project on the intergenerational dynamics over time. The investigation, started in 2022, will be completed using the data collected via the e-survey on Living, Working and COVID19 during 2020-2022. Furthermore, the project on affordable housing will be completed and findings will be published in 2023.

In light of the differences in terms of coverage and adequacy of social protection scheme in Europe and building on the work of the Social Protection Committee, a new project will map population groups which are left uncovered by social protection in each Member State (MS), including those who receive particularly low social protection benefits. The project will focus on unemployment and minimum income benefits and will investigate whether and how these schemes include healthcare coverage. Given the dramatic changes to social protection systems brought by the COVID19 crisis, the project will map the policy changes in EU social protection systems, it will analyse their consequences in terms of coverage and adequacy and discuss their implications for the institutional architecture of welfare systems in the post-COVID-19 era. Furthermore, it will investigate what changes became permanent reforms and to what extent the initiatives implemented during the pandemic has been successful in terms of coverage and adequacy to mitigate the impact of the crisis on the most vulnerable groups.

Eurofound will build on the previous work on young people with new research assessing the long-term impact of the pandemic on young people transitions to adulthood. Particular emphasis will be placed on young people's employment, education and opportunities to transit towards adulthood, such as leaving parental home, new household formation and entering in parenthood. The project will analyse changes in youths quality of life and mental health, a major concern post-Covid, in the context of the economic situation of a different groups of youth; there will be a particular focus on young women. The analysis will be complemented by an overview of implementation of the Reinforced Youth Guarantee, and of the quality of its offers, as well as of other EU support instruments such as ALMA in supporting the employability of different groups of young people.

Finally, a new project will focus on EU citizens' rights and opportunities to live independently. Focusing on various vulnerable groups (such as persons with disabilities, persons with mental health problems, persons experiencing homelessness, children, and older adults) the research will analyse the situation faced by different groups and how EU Member States are supporting them, also considering changes related to COVID-19. Taking into account EU Member States' commitment towards the deinstitutionalisation, the project will focus on people (at risk of) living in institutional settings and their transition towards independent and their experiences. Finally, the project will provide an overview of preventive and supportive measures that Member States have adopted to enhance EU citizens' opportunities to live independently over the last decade. Special attention will be paid to changes in support types, modes and delivery and their effectiveness since the COVID-19 outbreak.

Projects and outputs

Project description	Outputs	Year
Affordable and adequate homes: the cost of access to housing in Europe – (Continuation)	• Report	2023
The intergenerational dynamics across time (Continuation)	• Policy brief	2023
Social Protection 2.0 (New)	• Report	2024
Becoming adults: youth life and work in a post- pandemic world (New)	• Report	2024
Paths towards independent living in Europe (New)	• Report	2024

Resources

230,000 EUR and 4.5 FTE (*provisional data*)

2.5 Activity 5: Anticipating and managing the impact of change

Multiannual perspective

Overview

The megatrends mentioned in the general context section are driving a rapid change in the economy, society, and labour market. Digitalisation and the transition to a carbon-neutral economy are currently two of the most relevant drivers, together with the expected longer-lasting impact of the COVID-19 crisis. Eurofound will focus on the impact of these drivers, sometimes associated with new business models and a different organisation of work, for employment creation and labour market integration, employment relations and working conditions, together with the implications for labour market institutions – particularly the regulatory framework, social dialogue and social protection. The roles, situations and challenges for specific types of organisations, like SMEs or the public sector, could be explored.

Eurofound will explore aspects associated with the deployment of digitalisation, not least AI. This could include the use and ownership of private/personal data and, in the area of working conditions also issues such as leadership and HRM practices, remote and flexible working, teamwork, human-machine interaction, working time, control and surveillance. As far as possible, data from the EWCS and ECS could be exploited for this purpose. Cooperation with EU-OSHA and the European Union Agency for Fundamental Rights (FRA) could be considered as regards the implications of digitalisation for health and safety, particularly psychosocial risks, and the ethics dimension of digitalisation.

The impact of the transition to a carbon-neutral economy, in light of the target of a climate neutral Europe, including the circular economy and NextGenerationEU is less known. Eurofound will

investigate the socioeconomic effects, such as on employment (shifts and transformation of jobs) and working conditions, as well as on society (for example, the distributional impacts of climate change policies). Some of this work can build on results of the pilot project on the future of manufacturing (FOME) implemented by Eurofound. Cooperation will take place with the European Environmental Agency.

Building on the research of Activity 3 (Employment and labour markets), restructuring in relevant sectors will be identified and analysed. Restructuring specifically linked to digitalisation and the transition to a carbon-neutral economy could be identified with the ERM databases, by adjusting the events database and complemented with qualitative research. The analysis would also include the specific role of social dialogue and employee representatives in the design and implementation of the change process, for example, social plans, including support for the transitions of workers affected and other measures, such as active labour market policies, collected in the ERM support and legal databases.

Eurofound will also examine the impact, in the areas indicated in first paragraph of this activity, of new business models and work organisation. This could include, for example, an examination of new ways of cooperation and organisation between and within companies, such as those related to the platform or the circular economy. The already existing orientation of platform work will continue with more focus on mapping and providing some assessment of the effectiveness of initiatives to tackle identified challenges. Furthermore, issues such as discrimination, gender and age, or privacy could be explored.

Future scenarios of potential developments driven by digitalisation or the transition to a carbon-neutral economy will be outlined. This would include a discussion with stakeholders about possible pathways and measures to achieve the desired outcomes.

When addressing the implications for industrial relations in the research mentioned above, Eurofound will explore the role, opportunities and challenges of traditional social dialogue and the emergence of new types of collective actions where they exist.

Objectives

Eurofound will explore the impact of digitalisation and the transition to a carbon-neutral economy on employment levels, working conditions (including social protection) and employment relations, and study the role of industrial relations and social dialogue in shaping and implementing such change, as well as the impact on society and citizens. Furthermore, the implications for labour market institutions, particularly social partners and the regulatory framework, as well as for different regions and social groups will be analysed. Existing measures and initiatives to manage change will be mapped and pathways towards a desirable future explored.

Expected results

By delivering on this objective, stakeholders will have the necessary evidence to inform decisions about where and how to intervene in order to manage change, optimise positive impacts and prevent the undesirable consequences of digitalisation and the transition to a carbon-neutral

economy on work and employment in a labour market affected by the COVID-19 pandemic. The focus on the impact of these drivers of change on the workplace level will provide insight into how to best support employers and workers to take advantage of the opportunities and mitigate the challenges related to these developments which are high on the policy agenda (for example, included in NextGenerationEU, the European Green Deal, the EU Strategic Agenda 2019–2024 or related to the Digital Services Act, the Digital Education Action Plan, and update of the European Skills Agenda, the EU Strategy for Data or the EU White Paper on Artificial Intelligence). The research could also feed into the new SME strategy and activities related to help businesses adapt to globalisation, and thereby contribute to the Commission priorities on ‘Europe fit for the digital age’ and an ‘Economy that works for people’.

Research on the twin transitions related to digitalisation and climate change could provide relevant information for policymakers seeking solutions to make markets work better for consumers, business, workers and society, for the sustainable development of cities and urban areas, and to support regions to improve their infrastructure and access to services as foreseen in the Commission priorities on ‘Europe fit for the digital age’, the ‘European Green Deal’, ‘Cohesion and reforms’ and ‘Democracy and demography’.

The exploration of the impact on labour market institutions, including regulations and social partners, can contribute to the discussions on whether the traditional frameworks are fit for purpose in a changing world of work.

The examination of the distributional impacts of climate change policies, and of measures to maximise social justice will inform the Just Transition Fund as well as the Social Climate Fund. The monitoring of reforms and newly emerging interventions can foster an exchange of policy approaches and lessons learned, in terms of informing on ‘what works, what does not’.

2023 Work Programme: Anticipating and managing the impact of change

Overview

The projects in this activity will be implemented in close coordination and alignment with projects in other activities, notably activities 1, 2 and 3.

In 2023, Eurofound will continue its research on the impact of digitalisation on working life. The projects started in 2022 on the impact of new developments in Human-Machine-Interaction on work organisation will be finalised.

The ongoing monitoring of the developments in the platform economy through Eurofound’s web repository will be continued, and the online resource of digitalisation will be updated with new information stemming from finalised Eurofound research or other relevant sources.

In the research strand related to the transition to a climate-neutral economy, in 2023 Eurofound will finalise the projects on the socio-economic impact of the transition to a carbon neutral economy, started jointly with the EEA in 2021 and on the impact of the transition to a carbon neutral economy on employment and the thereof resulting consequences for aggregate job quality (started in 2022).

Also the foresight project started in 2022 to elaborate potential future scenarios related to teleworking and hybrid working will be finalised in 2023.

A new project will explore the roles, opportunities and challenges of policy actors in the twin transition. Selected national/regional case studies will illustrate the processes related to the design and implementation of Just Transition policies, their mechanisms and involved actors. This will be supplemented by focus groups or stakeholder workshops to validate the generalised findings from the case studies and to share practices and experiences and lessons learnt across countries and types of policymakers. A foresight module on potential future scenarios on policy partnerships related to green growth strategies might also be included.

Following the approach of the WP2021 analysis of the impact of change on work and employment in the financial services sector, new research will explore the impact of change caused by the twin transition at sector level [*specific sector yet to be decided*]. Focus will be on potential changes in the type of business activities, business models, employment shifts, transformation of occupational profiles, work organisation and working conditions as well as industrial relations and social dialogue. The project will draw on Eurofound's information tools (EJM, ERM, EWCS), supplemented by qualitative research methods (literature review, stakeholder interviews).

From a micro perspective, another new project will illustrate company restructuring practices in the twin transition and the aftermath of the COVID-19 peak. It will look into company practices (qualitative case studies, identified through the ERM) to anticipate and manage the 'new normal', which a specific focus on HR management strategies and mechanisms (including, for example, reskilling, talent management, contingent workforce strategies and management, use of digitised/AI-based HR tools). In this context, also the role of social dialogue and employee participation and the validity of the Quality framework for anticipation and management of change will be explored.

Cooperation with other actors conducting research in these fields, like JRC or EU-OSHA as regards digitalisation, or the EEA as regards the transition to a climate neutral economy, as established in previous years of the programming cycle, will be continued.

Projects and outputs

Project description	Outputs	Year
Impact of new developments in Human-Machine-Interaction on work organisation and working conditions (continuation)	<ul style="list-style-type: none"> Research report Case studies 	2023
Web repository of the platform economy – maintenance and update (ongoing)	<ul style="list-style-type: none"> Database 	2023
Online resource digitalisation – maintenance and update (ongoing)	<ul style="list-style-type: none"> HTML outputs 	2023
Socio-economic impact of the transition to a climate-neutral economy (continuation)	<ul style="list-style-type: none"> Report 	2023

Impact of the transition to a climate-neutral economy on employment and its effect on overall job quality (continuation)	<ul style="list-style-type: none"> • Report 	2023
Scenarios on teleworking and hybrid working (continuation)	<ul style="list-style-type: none"> • Report • HTML output 	2023
Role, opportunities and challenges of policy actors in the twin transition (new)	<ul style="list-style-type: none"> • Policy brief • Working paper 	2024
Impact of change caused by the twin transition at sector level (new)	<ul style="list-style-type: none"> • Report • Working paper 	2024
Company restructuring practices related to the twin transition and to manage new trends in work practices (new)	<ul style="list-style-type: none"> • Report • Working paper • Database update 	2025

Resources

EUR 212,000 and 4.2 FTE (*provisional data*)

2.6 Activity 6: Promoting social cohesion and convergence

Multiannual perspective

Overview

After the improvements in economic growth and labour market participation recorded in recent years, the COVID-19 pandemic and subsequent economic crisis constitute a new, extraordinary challenge for the European Union and its economic and social stability. The very severe financial consequences of the crisis could trigger new fragmentations among Member States' performances, revealing the fragilities of the progresses in convergence patterns recently achieved. Furthermore, the socioeconomic effects of the crisis could impact on inequalities among citizens, leaving many Europeans with a growing perception of economic and social insecurity and a sense of discontent, which is expressed at both national level and European level. Promoting upward convergence towards better working and living conditions and strengthening economic and social cohesion are of utmost importance for the European Union. With the aim of providing evidence to policymakers on how to mitigate the consequences of the crisis and reduce economic and social fragmentations, Eurofound will continue and expand upon the upward convergence theme of the previous work programme. It will more explicitly focus on the potential rise of new inequalities and how to explain and address the increased challenges to the social cohesion of the EU. In order to monitor the impact of the COVID-19 pandemic, as well as the twin transition, Eurofound will continue to regularly report on trends of upward convergence in the socioeconomic dimension, as well as in employment, working and living conditions in Europe at Member State and regional levels. This will be complemented with an investigation of the convergence performance in Europe compared to other developed countries, for example, within the United States, and can provide a comparative measure to assess the convergence performance of the EU. The convergence web repository will be updated and further developed.

Furthermore, Eurofound will focus on the drivers and implications of economic and social convergence within the European Union. The research will highlight the interrelationships between various dimensions of convergence and factors that drive convergence, such as social investment, mobility and institutional frameworks (for example, regulation, welfare systems, public services and social dialogue, and structural reforms). The effect on economic and social convergence of the various recovery programmes put in place at European level to respond to the COVID-19 pandemic and subsequent economic crisis will be investigated and a comparison with the 2008 recession will be made. This will provide information to policymakers on the possible means to promote convergence and the effectiveness of these initiatives. Specific focus will be placed on monitoring and explaining convergence in the euro area, not least in terms of the contrasts between different groups of countries and possible emerging asymmetries. Eurofound will also consider how industrial relations processes, in particular collective bargaining, is influencing convergence of some outcomes.

Another strand of research will focus on social cohesion in the European Union, to inform policymakers on the means to promote policies towards a fairer and more inclusive society. The COVID-19 pandemic may have resulted in an entrenchment of existing inequalities or in the upsurge of new ones, affecting more broadly society and its citizens. Economic, social and health disparities, both in the labour market (such as income and employment security) and in terms of access to and quality of crucial goods and services – such as healthcare, housing, education and social protection – will be examined from a social cohesion perspective. Links with the migration and integration topic will be also considered. This analysis will be conducted for various groups in society, including the middle classes. Making use of Eurofound survey data, the issue of future prospects and perceptions of fairness will be taken into account. Furthermore, Eurofound will investigate the expressions of a lack of cohesion associated, not only with the material and economic situation, but also in terms of trust in institutions and tensions between groups in society (for example, ethnic and religious groups), as well as citizen participation.

Objectives

The overall objective of the activity is to investigate the link between the developments of disparities among Member States and among social groups and developments in social cohesion in Europe. In particular, this activity aims to monitor the key trends and determinants of upward economic and social convergence in Europe, to understand the impact of COVID-19 on upward convergence and to identify the key policy drivers for strengthening Member States' resilience and promote sustainable upward convergence.

This activity also aims to investigate the trends and determinants of social cohesion, with a special emphasis on the impact of rising levels of disparities among social groups as a result of the COVID-19 crisis. The research will investigate the main drivers of inequality and key policy levers to support the reduction of multidimensional inequalities and initiatives to promote social cohesion. It will also provide options for policymakers for actions to reduce inequalities and strengthen social cohesion in Europe.

Expected results

The evidence produced in this activity will inform policymakers on the latest trends and drivers on convergence, inequalities and social cohesion in Europe, shedding light on the impact of the COVID-19 crisis. Research on convergence will relate to the EU objective of sustainable economic and social convergence and will help to identify gaps and overlaps between these two objectives. It will assess the impact of the COVID-19 and subsequent economic crisis on convergence trends and the effects of the various recovery programmes in reducing any fragmentation resulting from the crisis, including through the rapid restoration of the full functionality of the single market. It will seek to contribute to the debate about the European Pillar of Social Rights, its implementation and monitoring role (in particular through the European Semester process), as well as about the reform of the Economic and Monetary Union.

Additionally, the work on cohesion can contribute to understanding the impact of the COVID-19 crisis on inequalities in order to better frame the EU priorities identified by the European Council on strengthening cohesion, reducing inequalities and the role of social protection. Evidence and information emerging from these studies will provide policymakers with options for action in the post-COVID-19 new reality. The work on trust and discontent can contribute to the overall initiatives regarding the Future of Europe debate. For these reasons, the results produced as part of this activity would contribute to the work of the different services of the European Commission and the Employment Committee (EMCO), the Social Protection Committee (SPC), the Economic and Financial Committee (EFC), the Council and the European Parliament, including in relation to the European Semester.

2023 Programme: Promoting social cohesion and convergence

Overview

In 2023 the project on urban rural divide in Europe will be completed providing new findings contributing to the debate on upwards convergence in Europe. Furthermore, Eurofound will continue to inform policymakers on the latest trends and drivers on upward convergence on the socio-economic dimension by updating and maintaining its dashboard of indicators and by providing regular annual updates on upward convergence in living and working in Europe, at both Member States and regional level.

Furthermore, building on previous research on income inequalities as well as on the middle classes, a new project will provide an overview of trends of overall income inequalities and provide a particular focus on the development of the situation of the middle classes in the EU, based on the most recent data, covering the period of the pandemic.

Eurofound's work on convergence and inequalities will be complemented by a new project focusing on the role of human capital in inequalities across the European Union, as well as within Member States, and in particular its role in ensuring social cohesion and convergence. Linking with CEDEFOP work, the project will carry out a comparative analysis of national trends in education and lifelong learning in the size of differences between educational groups in terms of income, living conditions, and health. It will also investigate the implications of education inequalities at individual and societal

level and it will assess the role of education as a driver of convergence, with particular emphasis on future developments at macro level in light of intra-EU mobility and the twin transitions.

While Eurofound will complete its work on labour market instabilities and on the role of economic and social inequalities on social cohesion, new research will be launched to investigate migration and its implications in the EU. Building on previous research and on statistical and econometric analysis, this new project will aim at investigating the trends in migration in Europe and its implications for employment, in particular given the ageing population in Europe. It will also analyse the relations among ethnic groups in the society and, in that context, study the trends in access to public service and social protection of the national and migrant population.

Projects and outputs

Project description	Outputs	Year
The rural-urban polarization (continuation)	• Report	2023
Societal implications of labour market instabilities (continuation)	• Report	2023
Social cohesion and the role of economic and social discontent (continuation)	• Report	2023
Social Impact of Migration (new)	• Report	2024
Income inequalities and the middle class (new)	• Report	2024
The role of human capital on cohesion and convergence (new)	• Report	2024
State of play: upward convergence in 2023 (ongoing)	• Policy brief	2023

Resources

207,000 EUR and 4.6 FTE (*provisional data*)

2.7 Activity 7: Survey management and development

Multiannual perspective

Overview

Eurofound surveys cover a broad range of policy-relevant areas within Eurofound's strategic priorities and feed into a substantial part of the multiannual work programme. The Agency has been conducting over many years three European Surveys (EWCS since 1990, EQLS since 2003 and ECS since 2004).

In recent years, Eurofound has been preparing a long-term strategy aimed at making the surveys future-proof and financially sustainable. Frequency of the surveys has been reviewed, new data collection modes have been explored and non-response rates have been analysed.

For the period 2021–2024, Eurofound plans to implement the following actions.

1196 It will continue to develop the long-term survey strategy, which includes an examination of the
 1197 viability of different and more cost-effective data-collection modes, considering both overall survey
 1198 quality and comparability over time. A further element is to reconsider the way the surveys are
 1199 managed and includes assessing different options for the way the surveys are organised in terms of
 1200 contracting, opportunities for further collaboration with other EU agencies, as well as better synergy
 1201 and options for enlarging sample sizes through more collaboration with Member States. Further
 1202 developmental work will include the investigation of potential complementary sources of data, such
 1203 as big data analysis and non-probabilistic, non-random online surveys (building on the experience of
 1204 the COVID19 e-survey).

1205 Fielded in 2021, an EWCS via telephone interviewing (EWCS-CATI 2021) replaced the face-to-face
 1206 EWCS 2020 for which fieldwork had to be stopped because of the COVID-19 pandemic. Due to the
 1207 force majeure, the mode change to CATI was the only possible way of restarting the fieldwork in the
 1208 foreseeable future for Eurofound, as well as for most other statistical offices in the world.
 1209 Respondents to the EWCS 2020 who gave permission to be recontacted were followed up.

1210 In the context of the longer-term approach to Eurofound surveys, a feasibility study setting out
 1211 various scenarios for future-proofing Eurofound surveys was drafted and discussed in a steering
 1212 group. On the basis of the study and the discussion, it has been decided that in 2024 Eurofound will
 1213 carry out the EWCS including some questions on working conditions and living conditions relevant to
 1214 the aftermath of COVID-19. Respondents for this survey are recruited face-to-face. The majority of
 1215 these respondents will also be interviewed face-to-face, to ensure that the findings of the survey can
 1216 be compared with previous rounds of the EWCS. To prepare the transition of Eurofound surveys to
 1217 an online mode of data administration, a smaller random subsample of respondents would be
 1218 recruited to complete the interview online. This allows for a comparison of the answers between the
 1219 two different modes of administration for a selection of questions from the EWCS. It further allows
 1220 testing the impact of moving to a push-to-web approach on survey efficiency and data quality. As
 1221 part of this 2024 survey, respondents will be asked to participate in a series of online follow-up
 1222 questionnaires. These follow-up questionnaires will include questions from the EWCS that were not
 1223 asked in the initial questionnaire – increasing the selection of variables for which trend breaks can
 1224 be managed. This element also allows testing the effectiveness of recruiting respondents for follow-
 1225 up questionnaires, the impact of the initial refusals to participate in such follow-up questionnaires,
 1226 as well as survey attrition at a later stage on the sample composition.

1227 The EQLS should be fielded in 2026/7 using lessons learnt from the 2024 test survey.

1228 A steering group with Board representatives accompanied the feasibility study and will monitor any
 1229 potential further development of the future approach to surveys.

1230 A new round of the ECS will take place in the next programming period if appropriate cooperation
 1231 partners can be found. The 2019 survey covered the areas of work organisation, HR practices,
 1232 workers' participation, social dialogue, skills strategies and digitalisation at workplace level.

1233 Exploitation of data of previous surveys, namely the EWCS-CATI 2021, will also continue during the
 1234 multiannual cycle as indicated in Activity 1.

1235 The activity has three strands of work:

- 1236 • fielding the surveys: preparation and implementation of fieldwork
- 1237 • methodological survey development: making the surveys future-proof
- 1238 • survey management: improving the organisation of the surveys

1239 Objectives

1240 The surveys inform and guide a substantial part of Eurofound's research work. During the previous
 1241 programming period, the long-term approach to the surveys was reassessed and Eurofound
 1242 developed a long-term strategy for the future of the surveys, aimed at a better use of resources
 1243 while keeping abreast of methodological developments.

1244 The Agency will examine the viability of different and more cost-effective data collection modes,
 1245 looking at overall survey quality as well as comparability with data collected in the past. Another
 1246 objective is to improve the way the surveys are organised in terms of contracting, further
 1247 collaboration and better synergy with other EU agencies and Member States.

1248 Expected results

1249 Eurofound will have rolled out the strategy for the future of the surveys, to ensure that the Agency
 1250 continues to be a key data source of policy relevance in its areas of expertise.

1251 *2023 Work Programme: Survey management and development*

1252 Overview

1253 The Agency will continue its work with the Steering Group on the Future of the Surveys to prepare
 1254 for the transition to online data collection and ensure that high quality, policy and research relevant,
 1255 comparable data on working conditions and quality of life can be collected in the future.

1256 In 2023, Eurofound will continue working with the contractor on the preparations of the EWCS24-
 1257 test survey. It will analyse the pilot test results and implement any lessons learned in the design for
 1258 the full data collection in Spring of 2024.

1259 Preparations for the 2026/27 EQLS will commence in 2023, with the development of a draft set of
 1260 survey questions that are suitable for the transition to online on the basis of the Agency's mandate
 1261 to analyse living conditions.

1262 Eurofound will also further explore avenues to broaden and improve the range of data collection
 1263 tools that Eurofound can avail of, examining quality criteria as well as ways to mitigate potential
 1264 quality losses. Eurofound will collect data among young people for the Activity 4 Youth project using
 1265 the e-survey tool developed for the Living, Working and COVID-19 e-survey. This exercise will
 1266 provide information about the usability of the e-survey tool for the study of specific populations.
 1267 Questions included in that survey will be simultaneously fielded on a selection of probability-based
 1268 web panels in a number of European countries.

1269 Finally, Eurofound continues its work on improving the way the surveys are managed. In 2023, it will
 1270 identify what steps are needed to adapt its survey management practices to the characteristics of
 1271 the future surveys and assess the resource and skill needs, budget requirements and quality
 1272 standards that would be required for carrying out survey tasks in-house.

1273 The Activity also requires resources to maintain and improve methodological know-how.

1274 Projects and outputs

Project description	Outputs	Year
Preparation and implementation of the EWCS24-Test (continuation)	<ul style="list-style-type: none"> • Questionnaire • Pilot data-set 	2023 2023
Preparing the 2026/27 EQLS (new)	<ul style="list-style-type: none"> • Internal Paper 	2023
Methodological Survey Development (ongoing)	<ul style="list-style-type: none"> • Dataset • Working Paper 	2024
Using the e-survey tool to implement a youth e-survey (new)	<ul style="list-style-type: none"> • Dataset 	2023
Survey management (continuation)	<ul style="list-style-type: none"> • Internal paper 	2024

1275

1276 Resources

1277 1,786,000 EUR and 5.2 FTE (*provisional data including resources allocated for conducting survey*)

1278 2.8 Activity 8: Reacting to ad hoc information requests

1279 Multiannual perspective

1280 Overview

1281 To be able to react to changing information needs that could not be foreseen at the time of
 1282 programme development and to ad hoc request of policymakers, Eurofound reserves capacity to
 1283 provide background papers, customised reports and short studies on request to its stakeholders. The
 1284 capacity reserved can also be used to research upcoming and unforeseen issues at the initiative of
 1285 Eurofound. The Executive Board will be fully informed about requests received and ad hoc research
 1286 work.

1287

1288 Objectives

1289 To provide relevant knowledge to the Agency's stakeholders on demand.

1290

1291 Expected results

1292 Eurofound will have the flexibility to react to changing information needs and to provide evidence on
 1293 emerging, unforeseen issues which require policy action.

1294

1295 The European Commission, the European Council and its committees, the European Parliament,
 1296 Member States through their Presidencies of the European Council, national governments and the
 1297 European social partners can receive tailor-made information on issues in Eurofound's remit on
 1298 request.

1299

1300 Outputs

1301 Customised reports of existing findings

1302 Studies in response to stakeholder enquiries

1303 Background papers

1304 Contributions to publications

1305 Reports paid for by stakeholders

1306

1307	
1308	Resources
1309	245,000 EUR and 2.2 FTE (provisional data)
1310	
1311	

1312

1313 **3. Horizontal activities**

1314

1315 **3.1 Activity 9: Communication**

1316

1317 **The multiannual perspective**1318 **Overview**

1319 Communication is of critical importance in achieving Eurofound's primary goal of providing
 1320 knowledge, research-based conclusions, evidence-based information and analysis and services for
 1321 policymaking, and facilitating knowledge sharing among and between stakeholders.

1322 Eurofound is working within a different communication context with a changed policy setting, a
 1323 revised Founding Regulation and a communication climate which is experiencing intense disruption.
 1324 New tools and channels are constantly evolving, and policymakers' preferences are adapting in
 1325 response.

1326 Against this background, Eurofound's efforts must be keenly targeted at ensuring that its knowledge
 1327 reaches the relevant actors at EU and national levels to shape and implement better policies in the
 1328 core areas of the Agency's remit. User feedback, analytics and evaluations provide a very clear
 1329 picture of how best to do that in the most timely, relevant and cost-effective way.

1330 **Objectives**

1331 Four key objectives provide the framework for the corporate communication and dissemination
 1332 plan:

- 1333 1. Implement a policy focus (in line with relevant EU top priorities) in all communication outputs,
 1334 prioritising the production and promotion of policy-relevant products over others and
 1335 highlighting expertise.
- 1336 2. Implement a digital-first approach to content production and dissemination, prioritising online
 1337 and mobile over traditional channels.
- 1338 3. Exploit collaborative partnerships for communication activities with EU institutions (specifically
 1339 the Commission and Parliament), other EU agencies, social partners, international organisations
 1340 and other multipliers.
- 1341 4. Further develop national-level communication (while continuing to prioritise EU level),
 1342 integrating a national approach to analysis and data provision, strengthening communication
 1343 with EU bodies of national representatives (for example, EU committees) and exploring strategic
 1344 collaboration aimed at tripartite bodies, national governments and social partners and other
 1345 relevant organisations.

1346

Expected results

Communication activity will ensure policymakers and key stakeholders have timely and easy access to Eurofound's most relevant information, findings and analysis in a manner and format which allows them to shape better policies for the improvement of social, employment and work-related issues. The Digital first approach will enhance this further. Campaigns targeted at raising awareness of Eurofound findings, its areas of expertise and its new programme of work, will ensure stakeholders know where and how to access the right information in the right way to facilitate their work. The results of this activity specifically – but not exclusively – will be to increase web download numbers and user activity, increase the number of references to Eurofound's work in EU policy documents, increase the number of Eurofound expert contributions and engagements relevant to key policy debates, increase the take-up of Eurofound's work by media outlets and grow the number of Eurofound citations in academic journals and increase uptake in the media. Successful partnership will also leverage communication and engagement opportunities and increase outreach. Other results will be to raise further awareness about the Agency and its work with new audiences and improve levels of satisfaction of existing groups. This will be reflected in continued positive user feedback, ongoing requests for targeted expertise from policymakers at EU and national levels, wider media reach and impact, higher levels of social media interaction and increased numbers of registered contacts.

2023 Communication and dissemination plan

Overview

In 2023, Eurofound will continue to adapt its communication activities at corporate level to ensure optimal presentation and promotion of the work programme's priorities and outputs. The EU policy focus, and in particular the overarching priorities in the context of the triple transition of COVID-19 social and economic recovery, digitalisation and climate change, will dictate to a large degree the orientation and prioritisation of the communication activities and approach. Related priorities which will have emerged during the year-long Future of Europe conference in 2021 and 2022 will also continue to shape the communication outreach programme and initiatives, drawing on existing and ongoing research in the relevant areas. There will be particular emphasis on upcoming European Commission initiatives, European Parliament priorities and the work of the EU Presidencies of Sweden and Spain in 2023. Work will continue to further improve multimedia and multilingual access to key messages and policy issues in these and other areas.

Implementation of the Agency's Digital First initiative will continue to play out across all aspects of the Agency's work with several key communication dimensions: further work will be carried out on data management and visualisation capacity, further developing the upgraded Eurofound data explorer to provide better access to and use of all survey and other data resources and in particular the results from the 2021 EWCS and the five rounds of the Living, working and COVID-19 survey as well as the European Jobs Monitor and the European Company Survey; web application development will take place to deliver a range of new or adapted resources outlined in the programme of work; prioritising generic solutions over customised development and work towards

full migration of the website to Drupal will continue; the corporate webinar series will be expanded to adapt to emerging policy priorities; and the 'Ask the expert' initiative will be further implemented. The in-house studio capacity will be exploited to ensure improved access and enhanced cost efficiencies in the delivery of Eurofound expertise to key stakeholders. In this context, the focus on making Eurofound's experts and expertise more accessible in different forms across different channels will continue across a wide range of platforms. Collaboration with key partners among the EU Institutions, social partners, tripartite bodies and governments will continue to be prioritised and formalised for all communication activities, particularly in the areas of targeted policy-oriented contributions and initiatives as well as social media campaigns. Consolidation of the outreach work to expand the reach to national audiences via a range of new digital and other channels will build on activities and partnerships established during 2021 and 2022 including adapted cooperation with the network of correspondents as well as other institutional networks which will be continued. In particular, Eurofound's collaboration with the EU Presidencies will continue with input to the Swedish and Spanish Presidencies during this year.

The Living and working in Europe yearbook will be produced and published.

The communication and dissemination plan also includes all communication outputs mentioned in the operational activities, which will be promoted and disseminated within the framework outlined above.

Projects and outputs

Project description	Outputs	Year
<i>Corporate production and publication</i>	<i>Corporate publications and outputs</i> <i>Corporate signage and branding – PD 2021-2024</i> <i>Corporate web content, databases and applications</i> <i>Data visualisation</i> <i>Library and information service</i>	2023
<i>Corporate campaigns</i>	<i>Engagements with stakeholders through events, meetings, webinars, podcasts, visits and partnerships, exhibition space, hardware and logistics.</i> <i>Dissemination, electronic, OP and print.</i> <i>Social media monitoring, social media advertising, media partnerships, media monitoring, distribution and partnerships.</i> <i>Photo, video and audio.</i> <i>Motion graphics</i>	2023

Resources

1,356,000 EUR and 14.3 FTE (provisional data)

1411

1412 **3.2 Activity 10: Management and development**

1413

1414 **Multiannual perspective**1415 **Overview**

1416 Eurofound operates within the EU institutional framework. It is committed to delivering results to a
 1417 high professional standard while at the same time making efficient and effective use of resources
 1418 available. Eurofound's activities are executed in an open and transparent (regulatory) framework of
 1419 governance and performed in a spirit of collaboration and teamwork. In supporting the strategic
 1420 objective of the organisation, the focus will be on the following.

1421 **Developing and engaging people and strengthening capabilities to implement a high-performing**
 1422 **organisation.**

- 1423 • Continuous investment in training and development of staff in support of the proposed
 1424 areas of intervention.
- 1425 • Managing the engagement and commitment of the people to the organisation's objectives
 1426 aimed at increased performance in the organisation and retention of staff through sense of
 1427 ownership, responsibility and accountability.

1428

1429 **Providing the information and intelligence to make well-informed decisions about the use of the**
 1430 **scarce resources.**

- 1431 • The programming cycle is supported by data and evidence on its achievement according to
 1432 established evaluation criteria and performance monitoring information with a view to
 1433 organisational improvement, learning and future sustainability.
- 1434 • Further strengthening activity-based budgeting and activity-based management in support
 1435 of the Agency's outsourcing strategy and of optimising the allocation of internal resources.
- 1436 • Efficient and effective working methods and delivery of tasks through the application of
 1437 project and process management standards in the context of the digital-first strategy.

1438

1439 **Supporting results-based operations in line with regulatory compliance and governance principles**
 1440 **for EU agencies.**

- 1441 • Promoting ethical behaviour and conduct to avoiding conflict of interest, irregularities and
 1442 ensuring zero tolerance to fraud based on the Agency's Internal control framework.
- 1443 • Further professionalising the Agency's approach to quality management in line with
 1444 established and emerging practices in comparable EU agencies and appropriate to
 1445 Eurofound's operations.

1446

1447 **Objectives**

1448 The Agency carries out its mandate with staff performing towards their potential through:

- 1449 • the implementation of development programmes with blended learning options
- 1450 • support from effective professional project and process management tools

- access to data and analysis about programme implementation based on efficient digital solutions

During the programme period the Agency will implement its sustainability framework about economic, social and environmental impact with standards that ensure comparable measurement.

Expected results

Optimisation of competencies and capabilities of staff in meeting the programme requirements.

Reasonable assurance of sound financial management as based on the building blocks of internal control and specific audits.

2023 Programme: Management and development

Overview

- The annual learning activities for staff development, based on the roll out of the revised competency framework.
- A dashboard of performance indicators and qualitative analysis of past performance and user feedback.
- Organisational performance analysis and process improvements.
- Well-functioning internal control components and zero-tolerance to fraud through annual risks assessment, regular monitoring and the annual corporate ethics month.

Projects and outputs

Project description	Outputs	Year
Development and implementation of coaching tool to support informal learning and career development	<ul style="list-style-type: none"> • <i>Training for managers and staff</i> • <i>IT tool for monitoring coaching and recording informal learning</i> 	2023
Evaluation and monitoring: organisational performance and learning	<ul style="list-style-type: none"> • <i>Topical evaluation</i> • <i>Performance report 2022</i> 	2023
Preparation for ABAC replacement - SUMMA	<ul style="list-style-type: none"> • <i>Project plan for introduction of SUMMA</i> 	2023/2024
Sustainability	<ul style="list-style-type: none"> • <i>Implementation of sustainability measures acc. to EMAS plan</i> • <i>Internal EMAS audits</i> • <i>External EMAS audit and re-certification</i> 	2023 2023 2023

Governance	<ul style="list-style-type: none"> • <i>Management and Executive Board meetings</i> • <i>Internal control annual assessment and risk review</i> • <i>Corporate annual report 2022, including sustainability report</i> 	2023 2023 2023
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Resources

266,000 EUR and 4.5 FTE (*provisional data*)

4. Implementation approach

4.1 Methodologies and tools

Eurofound will implement a wide range of research approaches, methodologies and data sources in this programming period. Eurofound survey instruments have already been described under ‘2.7 Activity 7: Survey management and development’. Other methodologies and tools are:

- Analysis by Eurofound of other datasets, mainly those of Eurostat. This includes both the direct use of Eurostat and other data sources but also the matching of various datasets to create unique sources of information, for example, as is done with the European Jobs Monitor.
- Gathering national-level information and comparing regulations and practices. This is primarily conducted with the Network of Eurofound Correspondents based in all Member States. The representativeness studies are an example of this approach. The Network of Eurofound Correspondents contributes to all areas of Eurofound’s research (especially in areas where no harmonised data sources exist) and by describing and comparing institutional frameworks, policies and practices.
- The systemising of information publicly available, such as in the ERM. Eurofound will be exploring other options to use big data and user generated information.
- The approach to policy evaluation is primarily based on an assessment of previously conducted evaluations. This entails a compilation and critical review of many studies and when feasible meta-evaluations. Another feasible approach is the use of expert interviews.
- With the increased focus on change in this programming period, some emphasis will be placed upon future-oriented methodologies, such as scenario building, forecasting and backcasting. These are often to be used together in discussion with stakeholder groups. Explorative methodologies can also include case studies of emerging, but as yet rather minor, phenomena.
- This programming period will make more use of research conducted by others, in academia, other EU institutions and bodies, international organisations, think tanks etc. Such research can be used for several issues in the Change and Cohesion strategic areas. It can also be applied to provide policy relevant inputs to key policy debates.
- The Agency will explore the use of national administrative registers and databases where appropriate, in the awareness that access to and comparability of data are difficult.

- There will be a relatively extensive option for ad hoc studies, both those requested by the stakeholders or initiated by Eurofound in response to changing policy needs over the programming period.

Most of the resources will be devoted to surveys and the Network of Eurofound Correspondents. Other tools and approaches will be considered where appropriate.

4.2 Collaboration and partnerships

Eurofound seeks and maintains a close working relationship with other EU agencies. It will continue to build on the well-established collaboration with the sister agencies in the employment and social affairs policy field (Cedefop, ELA, EU-OSHA and ETF), as well as other agencies related to Eurofound's work (FRA, EIGE, EEA). Memoranda of understanding and coordination of work programmes can lead to the selection of joint activities of shared interest. In this context, Eurofound will explore partnership with Cedefop, ETF and other EU agencies and institutions for the next European Company Survey. Eurofound has an SLA with the ELA sharing the service of Eurofound's accounting officer. It will also seek a memorandum of understanding with ELA that may include the possibility of joint actions on mobility, if considered appropriate for both agencies.

Eurofound will seek to further build on its relations with the European Commission. This includes activities with the JRC. Cooperation could be expanded in areas such as supporting capacity building of social partners in the framework of the ESF and on restructuring activities for the EGF. The Agency will also explore new avenues of cooperation with DG Research and Innovation to expand Eurofound's current role.

Cooperation in the area of communication is more detailed in the corresponding section. Eurofound will seek opportunities to cooperate with entities that can act as multipliers or provide synergies with the Agency's activity. This would include exploring cooperation with entities mentioned in the Founding Regulation, such as the national tripartite bodies.

The Agency is open to carry out, where relevant and at the request of the Commission, pilot projects and preparatory actions, as is indicated as one of Eurofound's tasks in its Founding Regulation.

The service level agreement (SLA) with DG Employment to carry out a three-year pilot project on minimum wages will enter its final year.

The pilot project has the following independent project modules:

- Enforcement of minimum wages and compliance (Approaches to quantification, map institutions, policy analysis for selected sectors).
- Database on minimum wage rates in collective agreements (Concept, pilot and populate the database).
- Regulating independent workers minimum pay rates or tariffs (Comparative report).

4.3 Strategy for relations with third countries and international organisations

Eurofound maintains close working relationships with international organisations such as the ILO and the OECD allowing for a global perspective in the analysis of EU policy issues.

Eurofound is committed to continue its work in candidate countries, building on the positive role of EU agencies in supporting the EU strategy for the enlargement countries. In the context of the Instrument of Pre-Accession III Eurofound expects to extend its surveys once again to the Western Balkan countries and Turkey. It allows countries not only to compare themselves with others but to also see their own development in living and working conditions over time.

Eurofound will also explore the possibility of a similar approach to other countries in the framework of the eastern and southern part of the European Neighbourhood programme.

Resources dedicated to international relations are reduced and included in the activities of the annual work programme. Some limited mission costs are covered in the ordinary budget line for missions of the Agency.

5. Human and financial resources outlook: Resource programming 2022-2025

5.1 Financial resources

In December 2020 the European Council adopted the next multiannual financial framework (MFF) for the period 2021-2027.

The figures below are based on the forecasted subsidy figures provided by the Commission's services. They continue to foresee a freeze in real terms (in 2018 prices) of Eurofound's subsidy for the years ahead. In nominal terms, this equals an annual increase of the subsidy of about 2%. This should allow for compensation of an assumed annual inflation rate of that same rate.

The planned title 3 (operational expenditure) level for 2023 is about €6.2 million. Due to the nearly frozen subsidy over the past many years this is significantly lower than 2010 which was about €7.8 million. The expected subsidy increases over the next years will partly serve to reverse the trend of a shrinking title 3 and will bring it back up to €6.4 million by 2025. The increases in title 1 (staff and staff-related cost) are expected to be relatively modest during the planning years, about 1.5 – 2% per year, reflecting the stable establishment plan while at the same time taking into account the increased charge-backs requested for services provided by the Commission and the expected salary adjustments in line with other civil servants of Member States. A significant challenge is the country coefficient for Ireland which aims at balancing the difference in the cost of living of EU staff throughout the Member States. After a steep increase at the end of 2020 and a further increase from mid-2021 on, it is expected that the coefficient remains at this high level during the planning years. Additional funding needs to be made available to title 2 in order to compensate for IT cost increases due to the surge in requirements for digital solutions including a heightened focus on cyber-security. The other area that needs a higher budget allocation in title 2 is Eurofound's

1578 sustainability programme, particularly the environmental sustainability which will be required to
 1579 move towards carbon neutrality by the end of the decade.

1580

<i>in thousand EUR</i>	2021	2022	2023	2024	2025
	Budget	PD 2022	Forecast	Forecast	Forecast
Revenue					
<i>Subsidy</i>	21600	22051	22492	22942	23400
<i>Other revenue</i>	220	219	218	218	200
Total	21820	22270	22710	23160	23600
Expenditure					
<i>Title 1</i>	14080	14755	14950	15250	15500
<i>Title 2</i>	1640	1550	1590	1660	1700
<i>Title 3</i>	6100	5965	6170	6250	6400
Total	21820	22270	22710	23160	23600

1581

1582 Details of the evolution of revenue and expenditure can be found in Annex III-Financial resources

1583 5.2 Human Resources

1584 The following table sets out the projected staff evolution up to 2025.

Staff population	Staff population planned for 2021	Staff population planned for 2022	Staff population planned for 2023	Staff population planned for 2024	Staff population planned for 2025
Total AD ¹⁴	51	51	51	51	51
Total AST ¹⁵	40	40	40	40	40
Total CA ¹⁶	13	13	13	13	13

¹⁴ Total administrators are officials and temporary agents.

¹⁵ Total assistants are officials and temporary agents.

¹⁶ Contact agents, in FTE.

SNE ¹⁷	1	1	1	1	1
Structural service providers ¹⁸	7	7	7	7	7
TOTAL	112	112	112	112	112

1585

1586 Eurofound does not expect changes in overall staffing in the period 2021-2025. Details of the staff
1587 population and evolution are in Annex IV: Human resources quantitative.

1588 The stable headcount is a reflection of the unchanged mandate and the continuation of most tasks.

1589 5.3 Development of tasks and efficiency gains

1590 While the revision of Eurofound's Founding Regulation (Regulation (EEC) No 1365/75) led to an
1591 update of its mandate, it did not include any substantial changes which would influence the
1592 resources requirements. This Programming document does, therefore, not include any new tasks or
1593 growth in existing tasks.

1594 The Agency might, however, be entrusted with tasks such as pilot projects or through contribution
1595 agreements which would need to be resourced beyond the figures here presented.

1596 In the context of a frozen budget in real terms for the next years (only compensation of inflation is
1597 expected), efficiency gains are the only way to counter the likely effects of increased costs beyond
1598 inflation, e.g. ICT, collection of reliable data. With more than 60% of its budget in the area of staff
1599 and staff-related cost (title 1), largely influenced by the EU Staff regulation, the possibilities for
1600 efficiency gains are in the number of staff employed and, to a much smaller amount, in areas like
1601 missions, buildings and savings in the procurement of services.

1602 An important lever for efficiency gains could be the increase of services that are shared between
1603 different EU agencies or between an Agency and the Commission. Compared to several years ago
1604 the agencies have significantly professionalised their approach to sharing of services: systematic
1605 screening of potential tasks to share, substantial increases in the number of shared procurement
1606 allowing for administrative savings and economies of scale and regular monitoring and reporting of
1607 the progress achieved in this area. Eurofound has also in place a service-level agreement with ELA to
1608 share the services of Eurofound's accounting officer.

1609 Similarly, the amount of shared services and joint procurements with the Commission also increased
1610 consistently over the past few years. An example of this is the roll-out in Eurofound of the

¹⁷ Seconded national expert (SNE).

¹⁸ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission.

1611 Commission's HR system, Sysper, which will be fully implemented during the period of this
1612 Programming document.

1613 While these developments certainly resulted in a higher quality of goods and services procured, as
1614 well as economies of scale, the reduction in administrative burden and cost is much less obvious.
1615 The procedures for participating in joint procurements and in shared services give rise to
1616 coordination costs that limit any potential savings. This is even more the case if an agency leads a
1617 joint procurement or offers services to others. In the case of the Commission, this regularly leads to
1618 the request for very significant fixed annual charges, for example, for the use of Sysper or the
1619 possibility to participate in IT procurement tenders.

1620 Next to sharing of services and joint procurements, the delivery of more and better digital solutions
1621 to support the Agency is a key element to achieve efficiency gains. The digital-driven redesign of
1622 processes and projects to reduce the administrative burden will be another focus for the years to
1623 come. This comes, however, at the cost of additional expenditure in the area of information and
1624 communication technology. On balance, this will nevertheless result in net efficiency gains for the
1625 Agency.

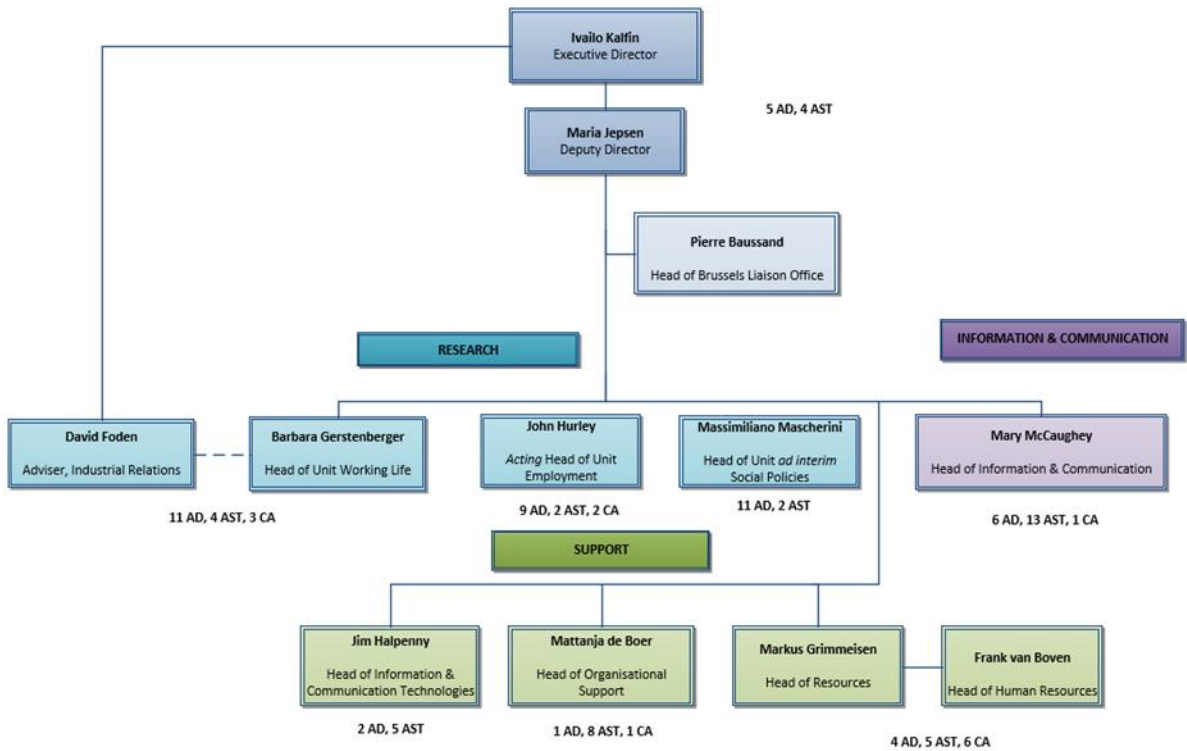
1626 Finally, lessons learned during the prolonged remote working from home during the Covid pandemic
1627 2020/2021 will allow for higher efficiency. Electronic signatures, increased numbers of online
1628 meetings, digital communication of research findings and many other smaller measures will help
1629 both with overall cost savings and increased environmental sustainability.

1630

1631

Annex I: Organisation chart

Eurofound overview as of 31 December 2021



31 December 2021

Note: AD: Administrator post; AST: Assistant post; CA: Contract agent post.

1639

Annex II: Resource allocation per activity

	2022			2023			2024 (The 2024 figures will be added in the final version in 2022.)		
Activity	Operational cost Title 3 cost (EUR)	Staff time in FTE	Total cost (EUR)	Operational cost Title 3 cost (EUR)	Staff time in FTE	Total cost (EUR)	Operational cost Title 3 cost (EUR)	Staff time in FTE	Total cost (EUR)
Working conditions and sustainable work	316,000	6.0	2,220,000	317,000	3.9	1,529,000			
Industrial relations and social dialogue	1,205,000	7.5	3,523,000	1,214,000	7.8	3,559,000			
Employment and labour markets	136,500	2.5	942,000	337,000	5.9	2,158,000			
Living conditions and quality of life	101,500	2.9	1,030,000	230,000	4.5	1,629,000			
Anticipating and managing the impact of change	153,000	4.7	1,628,000	212,000	4.2	1,509,000			
Promoting social cohesion and convergence	124,000	5.8	1,949,000	207,000	4.6	1,629,000			
Survey management and development	2,103,000	3.7	3,289,000	1,786,000	5.2	3,443,000			
Ad hoc requests	200,000	2.2	904,000	245,000	2.2	941,000			

Corporate communication infrastructure	1,406,000	16.3	5,479,000	1,356,000	14.3	4,887,000			
Management and development	220,000	4.2	1,307,000	266,000	4.5	1,426,000			
Grand Total	5,965,000	55.7	22,270,0000	6,170,000	57.1	22,710,000			
Budget Title 3 (draft)				6,170,000					

1640

1641 **Annex III – Financial resources**1642 **Table 1 – Revenue**1643 **General revenues**

1644

REVENUES	2022	2023
	Revenues estimated by the Agency	Budget forecast
EU contribution	22,051,380	22,492,000
Other revenue	218,620	218,000
TOTAL REVENUES	22,270,000	22,710,000

1645

1646

REVENUES	General revenues						
	Executed 2021	Estimated by the agency 2022	2023		VAR 2023/ 2022(%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES						.	
2 EU CONTRIBUTION	21,600,000	22,051,380	22,492,000	22,492,000	2.0%	22,942,000	23,400,000
- Of which assigned revenues deriving from previous years' surpluses	pm	273,570	pm	pm	n/a	pm	pm
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	pm	pm	pm	pm		pm	pm
- Of which EEA/EFTA (excl. Switzerland)	pm	pm	pm	pm		pm	pm
- Of which candidate countries	pm	pm	pm	pm		pm	pm
4 OTHER CONTRIBUTIONS	pm	pm	pm	pm		pm	pm
5 ADMINISTRATIVE OPERATIONS	3,468	18,620	18,000	18,000	-3.3 %	18,000	pm

- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)		15,000	15,000	15,000	0%	15,000	pm
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	84,892	200,000	200,000	200,000	0 %	200,000	200,000
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	21,688,360	22,270,000	22,710,000	22,710,000	2.0 %	23,160,000	23,600,000

1647

1648 **Additional EU funding: grant, contribution and service level agreement**

REVENUES	2022	2023
	Revenues estimated by the Agency	Budget forecast
TOTAL REVENUES	55,000	1,000,000

1649

REVENUES	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2021	Estimated by the Agency 2022	2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)		55,000 ¹⁹	1,000,000 ²⁰	1,000,000	1718%	--	--
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)							
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)	1,000,000						
TOTAL	1,000,000	55,000	1,000,000	1,000,000	1718%	--	--

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¹⁹ Final payment current grant under the Instrument for Pre-accession (IPA II)²⁰ Envisaged under the new Instrument for Pre-accession funds (IPA III) subject to approval of a multi-annual project proposal in 2022 and 100% pre-financing.

1654

1655 **Table 2 – Expenditure**

Expenditure	2022		2023	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	14,755,000	14,755,000	14,950,000	14,950,000
Title 2 - Infrastructure and operating expenditure	1,550,000	1,550,000	1,590,000	1,590,000
Title 3 - Operational expenditure	5,965,000	5,965,000	6,170,000	6,170,000
TOTAL EXPENDITURE	22,270,000	22,270,000	22,710,00	22,710,00

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EXPENDITURE	Commitment appropriations ²¹						
	Executed Budget 2021 ^[1]	Budget 2022 ^[2]	Draft Budget 2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
Title 1 - Staff expenditure	14,335,707	14,755,000	14,950,000	14,950,000	1.3%	15,250,000	15,500,000
Salaries & allowances	13,348,246	13,619,000	13,774,000 ²²	13,774,000	1.1 %	13,914,000	14,158,000
<i>- Of which establishment plan posts</i>	12,854,572	<i>13,119,000</i>	<i>13,269,000</i>	<i>13,269,000</i>	<i>1.1%</i>	<i>13,404,000</i>	<i>13,643,000</i>
<i>- Of which external personnel</i>	493,674	<i>500,000</i>	<i>505,000</i>	<i>505,000</i>	<i>1.0%</i>	<i>510,000</i>	<i>515,000</i>
Expenditure relating to staff recruitment	140,516	205,000	195,000	195,000	-4.9%	205,000	181,000
Employer's pension contributions							
Mission expenses	9,910	150,000	175,000	175,000	16.7 %	230,000	250,000
Socio-medical infrastructure	79,190	216,000	221,000	221,000	2.3%	241,000	241,000

²¹ Includes all commitments made from C1, C4 and R0 appropriations in 2021

²² No certainty about movements in the Irish country co-efficient. Annual revision is announced in November 2022 for 2023. All movements will be reviewed and may change projections during the budget adoption.

Training	91,518	140,000	130,000	130,000	-7.1%	160,000	160,000
External Services	666,327	425,000	455,000	455,000	7.1%	500,000	510,000
Receptions, events and representation							
Social welfare							
Other Staff related expenditure							
Title 2 - Infrastructure and operating expenditure	1,724,322	1,550,000	1,590,000	1,590,000	2.6 %	1,660,000	1,700,000
Rental of buildings and associated costs	691,541	620,000	631,000	631,000	1.8%	690,000	720,000
Information, communication technology and data processing	882,511	760,000	772,000	772,000	1.6%	785,000	800,000
Movable property and associated costs	93,804	99,000	100,000	100,000	1.0%	102,000	97,000
Current administrative expenditure	15,882	23,000	28,000	28,000	21.7%	28,000	28,000
Postage / Telecommunications	40,584	48,000	59,000	59,000	22.9%	55,000	55,000
Meeting expenses							
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure							
Title 3 - Operational expenditure	6,503,323	5,965,000	6,170,000	6,170,000	3.4 %	6,250,000	6,400,000
Meetings	290,348	564,000	491,000	491,000	-12.9		
Evaluations	74,450	60,000	100,000	100,000	66.7 %		
Translation expenses	505,683	300,000	350,000	350,000	16.7		
Studies and consultants	3,663,466	3,851,000	3,982,000	3,982,000	3.4%		
Information and publication	1,969,376	1,190,000	1,247,000	1,247,000	4.8%		
Other							
TOTAL	22,563,351	22,270,000	22,710,00	22,710,00	2.0%	23,160,000	23,600,000

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EXPENDITURE	Payment appropriations ²³						
	Executed Budget 2021 ^[1]	Budget 2022 ^[2]	Draft Budget 2023		VAR 2023/2 022(%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
Title 1 - Staff expenditure	14,142,549	14,755,000	14,950,000	14,950,000	1.3%	15,250,000	15,500,000
Salaries & allowances	13,348,246	13,619,000	13,774,000 ²⁴	13,774,000	1.1 %	13,914,000	14,158,000
<i>- Of which establishment plan posts</i>	<i>12,854,572</i>	<i>13,119,000</i>	<i>13,269,000</i>	<i>13,269,000</i>	<i>1.1%</i>	<i>13,404,000</i>	<i>13,643,000</i>
<i>- Of which external personnel</i>	<i>493,674</i>	<i>500,000</i>	<i>505,000</i>	<i>505,000</i>	<i>1.0%</i>	<i>510,000</i>	<i>515,000</i>
Expenditure relating to staff recruitment	140,516	205,000	195,000	195,000	-4.9%	205,000	181,000
Employer's pension contributions							
Mission expenses	5,350	150,000	175,000	175,000	16.7 %	230,000	250,000
Socio-medical infrastructure	27,579	216,000	221,000	221,000	2.3 %	241,000	241,000
Training	77,023	140,000	130,000	130,000	-7.1%	160,000	160,000
External Services	543,835	425,000	455,000	455,000	7.1%	500,000	510,000
Receptions, events and representation							
Social welfare							
Other Staff related expenditure							
Title 2 - Infrastructure and operating expenditure	1,302,237	1,550,000	1,590,000	1,590,000	2.6 %	1,660,000	1,700,000
Rental of buildings and associated costs	500,370	620,000	631,000	631,000	1.8%	690,000	720,000
Information, communication technology and data processing	678,249	760,000	772,000	772,000	1.6%	785,000	800,000

²³ Includes all payments made from C1, C4 and R0 appropriations in 2021

²⁴ No certainty about movements in the Irish country co-efficient. Annual revision is announced in November 2022 for 2023. All movements will be reviewed and may change projections during the budget adoption.

Movable property and associated costs	76,608	99,000	100,000	100,000	1.0%	102,000	97,000
Current administrative expenditure	14,046	23,000	28,000	28,000	21.7%	28,000	28,000
Postage / Telecommunications	32,964	48,000	59,000	59,000	22.9%	55,000	55,000
Meeting expenses							
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure							
Title 3 - Operational expenditure	3,359,416	5,965,000	6,170,000	6,170,000	3.4 %	6,250,000	6,400,000
Meetings	236,578	564,000	491,000	491,000	-12.9%		
Evaluations	46,625	60,000	100,000	100,000	66.7%		
Translation expenses	357,568	300,000	350,000	350,000	16.7%		
Studies and consultants	1,757,664	3,851,000	3,982,000	3,982,000	3.4%		
Information and publication	960,980	1,190,000	1,247,000	1,247,000	4.8%		
Other							
TOTAL	18,804,202	22,270,000	22,710,00	22,710,00	2.0%	23,160,000	23,600,000

1662

1663 **Table 3 - Budget outturn and cancellation of appropriations 2019-2021**

Budget outturn	2019	2020	2021
Revenue actually received (+)	21,921,536	21,702,380	21,688,360
Payments made (-)	17,173,293	17,505,223	-18,805,007
Carry-over of appropriations (-)	5,424,643	5,048,887	-3,783,020
Cancellation of appropriations carried over (+)	226,704	143,234	81,233
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	115,534	1 317, 618	836,351
Exchange rate differences (+/-)	-1,327	-63	-5

Balance of the outturn account for the financial year out			
Adjustment for negative balance from previous year (-)		-335,489	17,912
Total	-335,489	273,570	17,912

1664

1665 **Descriptive information and justification on:**

1666 - budget outturn

1667 The budget utilisation rate measured as commitments against general C1 appropriations was 100.0%
 1668 in 2021.

1669 The provisional balance of the outturn account for the financial year 2021 shows a positive balance
 1670 of EUR 17,912. This amount arises from the cancellation of carry forward commitments from 2020.

1671 - cancelation of commitment appropriations

1672 In 2021, EUR 5,324 (0.02 %) of general C1 appropriations were cancelled as non-consumed

1673 - cancelation of payment appropriations for the year and payment appropriations carried over.

1674 Cancelled carry-over appropriations amounted to EUR 81,233 or 1.9 % of all C8 commitments carried
 1675 over from 2020 to 2021.

1676 About one quarter of all cancellations related to the implementation of the 7th European Working
 1677 Condition Survey during the pandemic. Some agreed interviews were not achieved by the contractor
 1678 or had to be excluded due to quality issues. Therefore, Eurofound decided to impose small
 1679 deductions on final payments to the contractor. The rest of cancellations mainly related to some
 1680 orders which suppliers/contractors did not deliver.

1681

Annex IV: Human resources quantitative

Table 1 - Staff population and its evolution; Overview of all categories of staff

A. Statutory staff and SNE

Staff	2021			2022	2023	2024	2025
ESTABLISHMENT PLAN POSTS	Authorised Budget	Actually filled as of 31/12/2021	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	51	44	86.3%	51	51	51	51
Assistants (AST)	39	39	100%	39	38	37	37
Assistants/Secretaries (AST/SC)	1	0	0%	1	2	3	3
TOTAL ESTABLISHMENT PLAN POSTS	91	83	91.2%	91	91	91	91
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2021	Execution Rate %	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	13	13	100%	13	13	13	13
Seconded National Experts (SNE)	1	0	0%	1	1	1	1
TOTAL EXTERNAL STAFF	14	13	92.8%	14	14	14	14
TOTAL STAFF	105	96	91.4%	105	105	105	105

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	2022	2023	2024	2025
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	1	1	2	1
Seconded National Experts (SNE)	0	0	0	0
TOTAL	1	1	2	1

C. Other Human Resources

- Structural service providers²⁵

	Actually in place as of 31/12/2021
Security	2
IT	0
Other (specify) Canteen staff	1
Other (specify) Receptionist	1

- Interim workers

	Total FTEs in 2021	
Number	6	

²⁵ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc) and 4) contributing to the added value of the Commission.

1699

1700 Table 2 - Multi-annual staff policy plan 2023-2025

Function group and grade	2021				2022		2023		2024		2025	
	Authorised budget		Actually filled as of 31/12/2021		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	0	0	0	0	0	0	0	0	1	0	1
AD 14	0	2	0	1	0	2	0	2	0	1	0	1
AD 13	2	3	1	1	2	3	2	4	2	4	2	4
AD 12	1	8	1	6	1	8	0	5	0	5	0	5
AD 11	0	5	0	2	0	5	1	4	1	4	1	2
AD 10	0	6	0	2	0	6	0	5	1	5	1	5
AD 9	1	6	2	7	1	6	1	7	0	8	0	9
AD 8	0	8	0	9	0	8	0	8	0	7	0	8
AD 7	0	6	0	5	0	6	0	7	0	7	0	8
AD 6	0	2	0	3	0	2	0	3	0	3	0	4
AD 5	0	1	0	4	0	1	0	2	0	2	0	0
AD TOTAL	4	47	4	40	4	47	4	47	4	47	4	47
AST 11	0	2	0	2	0	2	0	2	0	2	0	2
AST 10	0	1	0	0	0	1	0	1	0	2	0	2
AST 9	2	7	0	6	2	7	2	7	2	8	2	8
AST 8	1	7	1	2	1	8	1	9	2	6	1	4

AST 7	2	5	2	8	2	5	2	5	1	5	1	7
AST 6	0	2	1	5	0	2	0	2	0	3	0	4
AST 5	0	5	0	5	0	5	0	6	0	6	0	4
AST 4	0	3	0	1	0	2	0	1	0	1	1	1
AST 3	0	1	0	4	0	2	0	0	0	0	0	0
AST 2	0	1	0	1	0	0	0	0	0	0	0	0
AST 1	0	0	1	0	0	0	0	0	0	0	0	0
AST TOTAL	5	34	5	34	5	34	5	33	5	33	5	32
AST/S C 6	0	0	0	0	0	0	0	0	0	0	0	0
AST/S C 5	0	0	0	0	0	0	0	0	0	0	0	0
AST/S C 4	0	0	0	0	0	0	0	0	0	0	0	0
AST/S C 3	0	0	0	0	0	1	0	1	0	2	0	2
AST/S C 2	0	1	0	0	0	0	0	1	0	0	0	1
AST/S C 1	0	0	0	0	0	0	0	0	0	0	0	0
AST/S C TOTAL	0	1	0	0	0	1	0	2	0	2	0	3
TOTAL	9	82	9	74	9	82	9	82	9	82	9	82
GRAN D TOTAL	91		83		91		91		91		91	

1701

1702

1703

1704 • **External personnel**

1705 *Contract Agents*

Contract agents	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Headcount as of 31/12/N-1	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025
Function Group IV	7	7	7	7	7	7	7
Function Group III	2	2	2	2	2	2	2
Function Group II	4	2	2	4	4	4	4
Function Group I	0	0	0	0	0	0	0
TOTAL	13	13	13	13	13	13	13

1706

1707 *Seconded National Experts*

Seconded National Experts	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Headcount as of 31/12/2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025
TOTAL	1	0	0	1	1	1	1

1708

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1710

1711 **Table 3 – Recruitment forecasts N+1 following retirement/mobility or new requested**
 1712 **posts**
 1713 **(information on the entry level for each type of posts: indicative table)**

1714

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA Recruitment Function Group (I, II, III and IV)
			Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication		
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Assistant	TA AST/SC		AST/SC 2	AST/SC 2	
Research Manager	TA AD		AD 7-8	AD 7	
Administrative Assistant	TA AST		AST 1-7	AST 1	

1715

1716 Number of inter-agency mobility 2022 from and to Eurofound: (to be updated end December 2022).

1717

Annex V: Human resources qualitative

A. Recruitment policy:

Officials

The officials serving in Eurofound are largely as a result of the ‘titularisation’ exercise undertaken in 2007. The competition was open to all serving temporary agent staff, regardless of position. The result of that procedure is that staff across the Agency hold the status of official in a personal capacity without regard to their function. The options used for recruitment of officials are:

- inter-institutional transfer
- internal competition (Article 29(d) of the Staff Regulations)
- European Personnel Selection Office (EPSO) reserve lists for officials, using the electronic reserve list (ERL) database
- open competition organised by EPSO
- temporary agents recruited under Article 2(b)

Due to difficulties in attracting, recruiting and retaining the right candidates (especially in Research), the decision on how to fill official vacancies is to be taken on a case-by-case basis. Eurofound is conscious of the principle in Article 29 that the vast majority of officials are to be recruited on the basis of open competitions. Therefore, future policy on filling official posts includes a mix of options allowing Eurofound to manage the process in the most efficient and effective manner. The policy aims to allow Eurofound to fill vacant posts in a timely manner and promote the career development possibilities of current staff members.

Inter-institutional transfers for officials are advertised on the Eurofound, EPSO and Commission websites. They are also circulated to all agencies. Internal competitions may be organised on the basis of Article 29(d) of the Staff Regulations. A vacancy notice, outlining the job specification, the necessary competencies and the selection process is published internally in the Agency and serving officials and temporary agents are invited to apply.

Temporary agents

The great majority of staff in the agency are temporary agents, 2(f). They are used for all roles, both managerial and operational, except those roles that are filled with contract agents. In addition, there are two Temporary Agent 2(a) posts, which are filled by the Executive Director and Deputy Director.

All newly recruited staff will be offered a fixed-term contract, with for temporary agents 2(f) the possibility of an indefinite contract on first renewal. Fixed-term contracts are for a duration of five years, unless, exceptionally, the nature of the role to be filled or the skills required is for a shorter duration. The contract of a temporary agent 2(a) can be renewed once for a duration of another five years.

Where it is not possible to fill an official post with an official, the option of appointing a temporary agent under Article 2(b) of the CEOS is exercised. The contract duration is for up to four years in such cases, with the option of renewal for a maximum of a further two years.

1756 The entry grades are in accordance with the requirement of the Staff Regulations and with the
 1757 model decision for the agencies. For the most junior administrative assistant role (for example,
 1758 secretary or finance assistant, the entry level was AST 1.²⁶ For more complex administrative
 1759 assistant roles (for example, HR generalist, editor or personal assistant), the entry level is AST 3 or
 1760 AST 4. Almost all AD staff are recruited at AD 5, AD 6 or AD 7 levels. Eurofound is recruiting social
 1761 researchers in the beginning of their career at AD5 and AD6 level. Researchers with extensive
 1762 experience in managing research projects and programmes are recruited at AD7. The determining
 1763 factor in deciding on the appropriate entry point is the level of experience that the candidate needs
 1764 in order to assume the responsibilities of the role. For instance, in the area of research, Research
 1765 Managers recruited at AD 7 are normally more mature candidates, with a significant level of
 1766 experience and expertise and are expected to assume a project managerial role immediately.
 1767 Research Officers, on the other hand, who are recruited at AD 5, will generally be less experienced
 1768 and are assigned to carry out work of a more technical/scientific nature initially, for example
 1769 conducting research rather than managing it. In this role, the Research Officer develops the skills of a
 1770 Research Manager over time and by the time of promotion to AD 7 in due course will be expected to
 1771 assume all aspects of the role of Research Manager.

1772 *Contract agents*

1773 Contract agents are engaged by Eurofound to carry out different roles.

1774 Roles for which contract agents have been engaged are: Project officer – HR; Project officer –
 1775 Research; events assistant; contracts assistant; Project officer – Data Protection and Internal
 1776 Control; receptionist; facilities assistant; and operations assistant. In deciding on the posts to be
 1777 filled by contract agents, the following factors are considered:

- 1778 • there is no post available in the approved staffing table to source a suitable candidate and
 1779 there is a work overload problem, perhaps long term
- 1780 • there is a short- or medium-term project where the appointment of a permanent resource is
 1781 not justified
- 1782 • to fill a post on a short-term basis, due to extended illness or, exceptionally, maternity leave
- 1783 • a post is being created on a pilot basis and a contract agent is employed until the success of
 1784 the new post can be assessed in due course.

1785 Eurofound offers contracts of up to five years' duration. These contracts may be renewed if there is
 1786 a need for the role to be continued and subject to budgetary constraints. On second renewal, a
 1787 contract would become indefinite.²⁷

1788 Some contract agents have been offered contracts of shorter duration, depending, for example, on
 1789 the envisaged duration of the project in the case of core activities, the estimated time for which an
 1790 additional resource is required, or the time that it will take to fill a temporary agent vacancy.

1791 There are two options available when recruiting contract agents on short- or medium-term
 1792 employment. The first is to source candidates from the EPSO CAST Permanent database. The second

²⁶ From 1 January 2014, the most junior grade has been AST/SC 1. Posts at this level have not been provided for in the staff table since there are no posts in the Agency that can be classified as secretarial.

²⁷ In the case of FG IV staff, subject to confirmation that they have achieved a level of B2 in a third language.

- 1793 option of recruiting through a selection procedure organised by the Agency is invariably the more
1794 effective solution.
- 1795 CAST Permanent is a new contract agent selection procedure for a number of profiles comprising
1796 Function Groups II, III & IV which has been developed by EPSO.
- 1797 *Structural service providers*
- 1798 In Eurofound, there are three categories of resources falling within this heading.
- 1799 *Interim staff*
- 1800 Such staff are provided to meet shorter-term staffing needs, arising from inability to fill a vacancy
1801 immediately or to carry out work when the role holder is on long-term sick leave.
- 1802 They have been engaged to carry out a range of functions:
- 1803 • General facilities assistant/officer;
 - 1804 • Web content officer;
 - 1805 • HR assistant;
 - 1806 • Finance/procurement assistant/officer;
 - 1807 • Research officer;
 - 1808 • ICT helpdesk assistant.
- 1809 Contracts for interim staff usually range between 2 and 11 months. In exceptional cases, interim
1810 staff may be engaged for a longer period, where they have key skills and the life of a project may
1811 exceed 11 months.
- 1812 They are supplied by a recruitment agency with which Eurofound has a four-year framework
1813 contract, following an open tendering procedure. Their employment contracts are with the
1814 recruitment agency and not with Eurofound.
- 1815 *ICT contractors*
- 1816 They provide consultancy services and additional technical support to the staff of the ICT unit. This
1817 support relates to ICT projects for which specific technical expertise is not available internally within
1818 the ICT unit.
- 1819 They are provided under the terms of a framework contract, awarded following an open tendering
1820 procedure carried out by Eurofound. Framework contracts have a duration of between one and four
1821 years.
- 1822 Their services are provided as required and relate to specific ICT projects approved in the annual
1823 Strategic ICT Plan. Support may also be provided during very busy periods or to cover for the
1824 absence of key ICT technical personnel (such as network administrator).
- 1825 *Service contractors*
- 1826 A number of contract staff are working intra-muros in the context of framework contracts for the
1827 supply of catering, cleaning and security services.

1828 **Appointment of heads of unit**

1829 To ensure the appointment of candidates of the highest calibre and competence to head of unit
 1830 (middle management) positions, Eurofound decided in 2013 to open, in principle, the process to
 1831 both internal and external candidates. In this case, while the roles will be advertised internally both
 1832 as transfers and selection procedures, candidates may also be sought through both the inter-Agency
 1833 mobility process and an open selection procedure. Such vacancies constitute a small number of the
 1834 total number of vacancies arising, and in adopting this approach Eurofound would be cognisant of
 1835 the ceiling of 20% applying to such appointments.

1836 **Mobility within the Agency**

1837 All vacancies are advertised internally, where practical and appropriate. Interested candidates are
 1838 interviewed and if considered suitable are transferred internally. If there is no suitable candidate, a
 1839 selection procedure or competition is launched. The first stage is an internal selection/competition,
 1840 and if internal candidates are successful, they are appointed to the position.

1841 A job rotation scheme also exists. It is not frequently availed of, but it allows staff members to swap
 1842 jobs with each other. The ultimate decision to facilitate the swap is contingent on the suitability of
 1843 each candidate for the roles.

1844 **Redeployment**

1845 Decisions regarding the choice of posts to be suppressed are, if needed, based on strategic and
 1846 organisational criteria to ensure that the best interests of the agency are not compromised and that
 1847 the objectives of the Programming document can be met. These criteria should assess whether the
 1848 post is key to the functioning of Eurofound and should, therefore, include the following
 1849 considerations:

- 1850 • Is the post becoming vacant (transfer, end of contract, retirement or resignation) still as
 1851 relevant as it was when originally created?
- 1852 • Has technology or more efficient procedures/structures created any redundancies in the
 1853 roles?
- 1854 • Is the post assigned to a core activity?
- 1855 • Is the activity appropriately resourced or over-resourced? Could it be carried out with fewer
 1856 resources or by restructuring other roles? Is there duplication between the role and what
 1857 others are doing? Can the work be delegated to other staff?
- 1858 • Can the activity/task be outsourced, or simply discontinued?
- 1859 • Are skills critical – can they be found among existing staff or must they be recruited?
- 1860 • What would be the impact of not filling the post – for the Unit, for Eurofound?
- 1861 • Should staff reductions be used to rebalance in favour of AD and have fewer AST staff, or
 1862 vice versa?

1863

1864

1865 **Implementing rules in place:**

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	X		
Engagement of TA	Model Decision C(2015)1509	X		
Middle management	Model decision C(2018)2542	X		
Type of posts	Model Decision C(2018)8800	X		

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1867

1868 **B. Appraisal and reclassification/promotions**

1869 Eurofound has an annual appraisal and development cycle (HRDP). After closing the HRDP exercise, the
 1870 promotion and reclassification exercise is launched.

1871 **Implementing rules in place:**

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560	X		
Reclassification of CA	Model Decision C(2015)9561	X		

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1876 **Table 1 - Reclassification of TA/promotion of official**

Grades	Average seniority in the grade among reclassified staff						
	2018	2019	2020	2021	2022 (to be updated end 2022)	Actual average over 5 years	Average over 5 years (According to decision C(2015)9 563)
AD05	3		3				2.8
AD06	3	4.5	5	3			2.8
AD07	2.6	4.2	3.2	2.8			2.8
AD08	4.7	2.8	2.7	5			3
AD09		4		4			4
AD10		4.5					4
AD11	5	12					4
AD12			8.5				6.7
AD13							6.7
AST1	3.8	3.7					3
AST2	4.3	4.3		3			3
AST3	3.6		3				3
AST4	3	3	6.5	3			3
AST5	5	4.8	5	4.2			4
AST6	5.8	6	4	3			4
AST7		6	5.5	5			4
AST8	6	4.3		5.2			4
AST9							N/A
AST10			7.5				5

(Senior assistant)							
AST/SC1	n/a	n/a	n/a	n/a			4
AST/SC2	n/a		n/a	n/a			5
AST/SC3	n/a	n/a	n/a	n/a			5.9
AST/SC4	n/a	n/a	n/a	n/a			6.7
AST/SC5	n/a	n/a	n/a	n/a			8.3

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1881 **Table 2 -Reclassification of contract staff**

Function Group	Grade	Staff in activity at 1.01.2020	How many staff members were reclassified in Year 2021	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16	1	0		Between 5 and 7 years
	15				Between 4 and 6 years
	14	3	1	3	Between 3 and 5 years
	13	1	0		Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10	1	0		Between 5 and 7 years
	9				Between 4 and 6 years
	8	1	1	3.4	Between 3 and 5 years
CA II	6	1	0		Between 6 and 10 years
	5	1	0		Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

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1883

1884

C. Gender representation

There is a fairly balanced gender distribution. This is applicable to the distribution staff in general and also for staff in managerial roles.

Table 1 - Data on 31/12/2021 - statutory staff (only officials, TA and CA)

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	3	3.1%	16	16.6%	6	6.2%	25	26%
	Assistant level (AST & AST/SC)	4	4.2%	23	23.9%	3	3.1%	30	31.2%
	Total	7	7.3%	39	40.6%	9	9.4%	55	57.2%
Male	Administrator level	1	1%	24	25%	2.1%	2%	29	30.2%
	Assistant level (AST & AST/SC)	1	1%	11	11.4%	2.1%	2%	15	15.6%
	Total	2	2.1%	35	36.4%	4	4.2%	41	42.6%
Grand Total		9	9.4%	74	77%	13	13.5%	96	100%

1893

1894 **Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior**
 1895 **management**²⁸

	2017		2021	
	Number	%	Number	%
Female Managers	5	45%	4	45%
Male Managers	6	55%	5	55%

1896

1897 **D. Geographical Balance**

1898 There is a fairly balanced nationality distribution. It is notable that few candidates from Member
 1899 States such as Cyprus, Estonia, Malta and Slovenia apply for positions in Eurofound. The relatively
 1900 high number of Irish staff is due mainly to historical reasons and may re-balance with time, although
 1901 for geographical reasons, it will continue to be higher than other nationalities.

1902 **Table 1 - Data on 31/12/ 2021 - statutory staff only (officials, TA and CA)**

	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
BE	1	1.9%	4	9.1%	5	5.2%
BG	1	1.9%	1	2.3%	2	2.1%
DK	1	1.9%	0	0%	1	1%
DE	5	9.6%	2	4.5%	7	7.3%
IE	8	15.4%	20	45.4%	28	29.2%
EL	1	1.9%	0	0%	1	1%
ES	4	7.7%	5	11.3%	9	9.4%
FR	3	5.8%	5	11.3%	8	8.3%
IT	7	13.4%	1	2.3%	8	8.3%
LT	1	1.9%	0	0%	1	1%

²⁸ Staff who is defined as middle manager by the applicable General Implementing provisions on middle management

LU	1	1.9%	0	0%	1	1%
HU	2	3.9%	0	0%	2	2.1%
NL	5	9.6%	1	2.3%	6	6.3%
AT	2	3.9%	0	0%	2	2.1%
PL	1	1.9%	3	6.9%	4	4.2%
PT	2	3.9%	0	0%	2	2.1%
RO	3	5.8%	0	0%	3	3%
SK	1	1.9%	1	2.3%	2	2.1%
FI	2	3.9%	0	0%	2	2.1%
SE	1	1.9%	1	2.3%	2	2.1%
UK	0	0%	0	0%	0	0%
TOTAL	52	100%	44	100%	96	100%

1903

1904 **Table 2 - Evolution over 5 years of the most represented nationality in the Agency**

Most represented nationality	2017		2021	
	Number	%	Number	%
IE	27	27%	28	29.2%

1905

1906 **E. Schooling**

1907 There is one European School, Type II, providing education up to level 5, based in Dunshaughlin, Co.
1908 Meath. The school was primarily established for children of staff of the Food and Veterinary Office, a
1909 directorate of the Commission, in Grange, Co. Meath. However, it does not offer the European
1910 Baccalaureate degree and is also for logistical reasons not a viable option for Eurofound staff. No
1911 child of Eurofound staff is currently attending the school.

1912 Eurofound has discussed the schooling question with the Irish Authorities, particularly in the context
1913 of the Irish Government's commitment in the Seat Agreement to be open to providing for the
1914 education of the children of Eurofound staff on a similar basis to what is provided for EU staff
1915 located elsewhere. Following these consultations, Eurofound staff were surveyed on their
1916 preferences. There was a strong preference for maintaining the level of choice that is currently
1917 available to them and continuing with payment of the double education allowance in respect of
1918 children attending second level education. On the basis of this feedback Eurofound will not pursue
1919 the matter of an Accredited European School for the time being.

1920 Eurofound together with the Commission's and Parliament's office in Ireland have established an
 1921 arrangement for many years with a private school, St Andrew's College, Blackrock, which operates at
 1922 both primary and secondary level. In its 'European Annex' the school provides additional tuition in
 1923 children's mother tongues to the children of Eurofound staff, funded wholly by the Irish
 1924 Government. It also prepares children for and allows them to sit the exams to get the International
 1925 Baccalaureate (IB). This school is used by many of Eurofound's staff. In its admission policy the
 1926 school grants a certain level of priority to children of Eurofound staff. However, depending on
 1927 general demand the priority given to Eurofound children might not in every case secure a place in
 1928 the school. This is particularly critical for newly recruited staff members' children who arrive in
 1929 Ireland with little lead time and, possibly, during the academic year. Eurofound has established a
 1930 regular dialogue with the school in order to inform them about staff developments and to create an
 1931 understanding for the particular needs of Eurofound staff and their children.

1932

Agreement in place with the European School(s)				
Contribution agreements signed with the EC on type I European schools	Yes		No	X
Contribution agreements signed with the EC on type II European schools	Yes		No	X
Number of service contracts in place with international schools:	0			
Description of any other solutions or actions in place: Issuing school allowance as per SR/CEOS				

1933

Annex VI. Environment management

Public administrations have the responsibility to reduce the impact of their administrative operations on the environment as much as possible. In its special report (14/2014) 'How do the EU institutions and bodies calculate, reduce and offset their greenhouse gas emissions?' the European Court of Auditors concludes with a recommendation of full implementation of EMAS (European Management and Audit Scheme) and green procurement by all EU Institutions and bodies.

Eurofound considers environmental sustainability as one element towards greater corporate sustainability within the context of the UN's sustainability development goals (SDGs). While in the past 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, to reduce the number of missions, the reduction of paper consumption, the instalment of charging points for electrical cars and many more, no long-term strategy was implemented.

Since 2020 concrete steps were taken that will ensure an EMAS certification by 2022.

The biggest obstacle to faster progress in this area are the scarce human and financial resources available to Eurofound. Each year only few and relatively small projects can be implemented in the area of environmental management in order not to jeopardise the justified expectations of stakeholders in relation to Eurofound delivering on its actual mandate as per its Founding Regulation. It is, therefore, suggested to the Budgetary Authority (the EU Parliament and Council) to make available a specific budget that would allow agencies like Eurofound to apply for grants which are not available from national authorities to accelerate the efforts for better environmental sustainability of their operations. With this, the EU Institutions and Agencies should set an example for a European Green Deal.

Public procurement is an important instrument towards sustainability and the transition to a circular economy. In 2020 Eurofound has adapted its procurement strategy to chart how to best integrate sustainability into existing procurement practices and systems. It will build on and use the handbook, toolkit and criteria for social and green public procurement available from the European Commission. Since March 2021 Eurofound is a part of an inter-institutional Green Public Procurement Helpdesk (GPP) contract. The Helpdesk provides a professional advice on purchases of environmentally friendly products or services which will be helpful in implementing the 2022 procurements.

Collaboration within the appropriate networks of the EU Agencies will be an important support.

1966

1967 **Annex VII. Building Policy**

1968

1969 **Current buildings**

	<i>Name, location and type of building</i>	<i>Other comments</i>
<i>Information to be provided per building:</i>	<i>Dublin: Main building and conference centre</i>	
<i>Surface area (in square metres)</i>	<i>Approx. 2,500 sq. m.</i>	
<i>– of which office space</i>	<i>2,000 sq. m.</i>	
<i>– of which non-office space</i>	<i>500 sq. m., conference centre</i>	
<i>Annual rent (in €)</i>	<i>n/a</i>	
<i>Type and duration of rental contract</i>	<i>n/a</i>	
<i>Host country grant or support</i>	<i>n/a</i>	
<i>Present value of the building</i>	<i>EUR 620,965</i>	<i>31.12.2021</i>

1970

1971

1972

1973

	<i>Name, location and type of building</i>	<i>Other comments</i>
<i>Information to be provided per building:</i>	<i>Dublin: Loughlinstown House and grounds (historical, listed building)</i>	
<i>Surface area (in square metres)</i>	<i>Approx. 500 sq. m.</i>	
<i>– of which office space</i>	<i>350 sq. m.</i>	
<i>– of which non-office space</i>	<i>150 sq. m. meeting rooms</i>	

<i>Annual rent (in €)</i>	<i>None; €250,000 was paid in 2000 for a 99-year lease (from 2001 on)</i>	
<i>Type and duration of rental contract</i>	<i>99-year lease</i>	
<i>Host country grant or support</i>	<i>n/a</i>	
<i>Present value of the building</i>	<i>n/a</i>	

1974

1975

1976

	<i>Name, location and type of building</i>	<i>Other comments</i>
<i>Information to be provided per building:</i>	<i>Brussels: 18, Avenue d'Auderghem</i>	<i>Brussels Liaison Office</i>
<i>Surface area (in square metres)</i> – of which office space – of which non-office space	<i>100 sq. m.</i>	
<i>Annual rent (in €)</i>	<i>23,189.45</i>	<i>In 2021</i>
<i>Type and duration of rental contract</i>	<i>Lease agreement with annual termination clause</i>	
<i>Host country grant or support</i>	<i>n/a</i>	
<i>Present value of the building</i>	<i>n/a</i>	

1977

1978 ***Building projects in the planning phase***

1979 No new buildings or significant building extensions planned; no change of surface area.

1980

1981 ***Building projects submitted to the European Parliament and the Council***

1982 Eurofound does not plan any building projects likely to have significant financial implications that

1983 will be submitted to the European Parliament and the Council. Nor are there building projects

1984 submitted previously in accordance with Article 206 of the 2018 Financial Regulation.

Annex VIII. Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol on privileges and immunities/diplomatic status	Education/day care
<p><i>The Agency has diplomatic status.</i></p> <p><i>In common with other EU institutions, Eurofound is exempt from VAT.</i></p> <p><i>Eurofound meets the full cost of office furniture, security and infrastructure.</i></p> <p><i>There is no contribution by ministries and regional governments.</i></p>	<p><i>No staff member has diplomatic status, but senior staff are entitled to a Laissez-Passer document to facilitate travel; however, this privilege is currently not availed of. The Protocol on privileges and immunities is applicable to all staff recruited under the Staff Regulations. This entitles them and their families to enter Ireland without being subject to the usual immigration procedures, for staff to travel to and from work without hindrance, for staff to transfer residence to Ireland without payment of import duty on their effects and motor cars. Staff are exempt from national income tax on their earning on the basis that they are liable to a tax for the benefit of the Communities on salaries, wages and emoluments paid to them by the Communities.</i></p> <p><i>There are no continuous VAT exemptions for staff, with the exception of the Executive Director.</i></p> <p><i>Staff recruited from outside Ireland may purchase up to two cars without payment of tax or import charges. They may also purchase household goods free of VAT during the first 24 months after moving to Ireland.</i></p>	<p><i>There is no access to subsidised day-care facilities for staff.</i></p> <p><i>Educational allowances are paid to staff in accordance with the provisions of the Staff Regulations.</i></p> <p><i>School fees are not paid directly by Eurofound. Staff sending their children to private schools may qualify for the non-flat-rate education allowance (the child must be at least six years of age) in accordance with the provisions of the Staff Regulations.</i></p>

1989 **Annex IX: Evaluations**

- 1990 Eurofound's performance monitoring system (EPMS) aims to foster a culture of continuous
 1991 organisational improvement using a series of instruments such as key performance indicators and
 1992 metrics, user feedback, qualitative assessment and analysis, evaluation and learning. This approach
 1993 supports the periodic external evaluation organised by the European Commission²⁹.
- 1994 Eurofound has long-standing expertise and experience in the area of Performance monitoring and
 1995 Evaluation. This is also further enhanced through close involvement in the EU Agencies' sub-network
 1996 Performance Development Network and is taking account of recent developments and requirements
 1997 for monitoring and evaluation for EU agencies.
- 1998 Eurofound's 2021-2024 evaluation policy and **evaluation programme** consists of a modular
 1999 approach to replace the conventional ex-ante / interim / ex-post evaluation approach at programme
 2000 level, focusing in particular on the activity level of the new programme cycle. The evaluation
 2001 programme defines the high-level plans over the four-year period.
- 2002 In 2022, the focus will be on implementing the first of two biennial User feedback surveys in the
 2003 2021-2024 programming period, to learn how Eurofound's users and stakeholders use the
 2004 information provided by Eurofound for their own policymaking tasks.
- 2005 An interim / ex-ante programme evaluation in 2022 will provide a framework to review the state of
 2006 play that will inform the gaps or opportunities related to the 2021-2024 programme and will look
 2007 forward to the 2025-2028 programming period. It will be implemented through topical modules
 2008 (studies) on key themes. Further modules might extend into 2023.
- 2009 ***Follow-up to evaluation findings (this section will be updated in Q3 2022).***
- 2010 In April 2019, the Commission published its Staff Working Document (SWD)³⁰ on the evaluation of
 2011 the four agencies (EU-OSHA, Eurofound, ETF and Cedefop) in the policy field of DG EMPL.
- 2012 Action plan final version January 2020 - Status Q3 2021 (to be updated in Q3 2022).

²⁹ Ex article 28.2 of Regulation (EU) 2019/127

³⁰ Commission Staff Working Document, Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: EUROFOUND, CEDEFOP, ETF and EU-OSHA, SWD(2019)160 final

Title of Recommendation with reference to numbering in the SWD	Actions	Responsible	Due Date
Agency-specific recommendations for Eurofound (Chapter 6.2.2. page 56)			
(23) "Make further improvements to the quality/reliability of the outputs produced by some national correspondents..."	Continuation of established quality assurance measures in place (review, ratings, feedback from MB members) feeding into a review at time of annual contract renewal.	NEC project team	Part of ongoing operation of the Network.
	The next planned interim evaluation of NEC starts in Q1/2020 and will include a focus on the overall effectiveness of quality of its outputs, including quality assurance measures introduced in the new contract cycle following the 2016 evaluation. The results of this evaluation will be available in November 2020 for a decision on the scope of the next contract cycle	Evaluation Officer/ Evaluation contractors	Completed
Overall recommendations for the Agencies (Chapter 6.2.1 page 53-55)			
Agency-level innovation (efficiency). Recommendations 3 - 5)			
(5.1) The agencies' performance measuring systems can be further aligned and made more comparable. Therefore the agencies could work to further align their performance indicator methodologies.....	Comparison of input and output performance indicators and methodologies will inform the 2021-2024 performance monitoring system for implementation from January 2021.	EPMS steering group	Completed
Reinforced cooperation. Recommendation 9-14			
(10) "On performance management, common or coordinated systems among the agencies would lead to cost savings, as detailed in point b), while respecting each agency's specific objectives"	Data collection methods are jointly explored, often in the context of the Agencies' Performance development sub-network	Organisational support unit	2021-2024 Joint exploration of data collection method for citations in academic and EU policy documents with Cedefop.
(11) "Mutual learning and sharing of services with decentralised agencies outside DG EMPL or with the Commission, and other forms of cooperation through the EU Agencies Network. This would save resources allocated to horizontal functions by relying when necessary on other agencies' expertise."	Eurofound will contact the European Commission in advance to tendering for a new framework contract with the network of correspondents, to explore all possible options from joint tender to cooperation and synergies with the EC networks.	Advisor IR in the context of the interim evaluation of the Network of Eurofound correspondents (see Eurofound specific recommendation 23)	Executive Board endorsed a medium term roadmap (2021-2024) for further exploration of synergies and collaboration with EC networks

(12) "Joint delivery where common tools and approaches exist, for example, managing expert networks and running surveys (e.g. a joint company panel). Agencies may join efforts and resources without substituting specific targeted surveys carried out by the EMPL agencies."	Eurofound intends to continue cooperation with Cedefop for the next European Company Survey edition. It would welcome other Agencies to join. Eurofound will try to formalise a framework for cooperation with OECD (similar to the one with ILO)	Deputy Director in the context of the annual review of the Memoranda of Understanding between Agencies	Cedefop will not partner in the next round of the ECS. Depending the result of the discussion on the future of the surveys, other forms of collaboration will be explored. Framework for collaboration with OECD
(13) "Joint programming and planning could be put in place, but focused exclusively on areas suitable for cooperation and/or joint delivery." (14) "In practical terms, such reinforced inter-agency cooperation could be reflected by broadening and aligning the time-frames of the agencies' multiannual programming documents, since the annual work programmes will continue to be agency-specific."	Eurofound will continue cooperation with other Agencies on basis of MoUs and annual action plans. A new MoU with the European Labour Authority will be explored as regard mobility-related activities.	Executive Director (coordination)	Annually Collaboration with European Environment Agency (new) Formalisation Memorandum of Understanding with ELA expected in 2022

2013

2014 Analysis and evaluation enable deeper understanding why and how Eurofound's information
 2015 contributes to the policy development. Such analyses feed into reporting for accountability
 2016 purposes, such as through the Consolidated Annual Activity Report (CAAR) as well as the
 2017 development of the annual programmes. In addition, Eurofound recognises evaluation and user
 2018 feedback as a valuable systematic tool which provides evidence for better decision making, and a
 2019 tool for organisational learning and continuous improvement.

2020 *Performance monitoring*

2021 The Agency has a long tradition in monitoring the implementation of its annual work programme
 2022 against a set of quantitative indicators. For the programme 2021-2024 Eurofound uses eight key
 2023 performance indicators (KPIs) with a strong emphasis on the result (uptake and use) of Eurofound's
 2024 knowledge, as well its efficiency (inputs and outputs).

Key performance indicators

Source

Budget implementation – target 98%
 Staff capacity – target 97%

Budgetary outturn account
 The establishment plan approved for the respective year, and records of recruitments resulting in posts filled by 31 December of that same year

Programme delivery – target 80%

Report from Eurofound project management system based on outputs listed in the Programming document of the respective year

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

Academic journal citations based on Scopus data (under review in 2021/2022)

Uptake of Eurofound's knowledge through Eurofound's website	HTML page views PDF downloads	Data from Google analytics (under review 2021/2022)
Uptake of Eurofound's knowledge through the media Contributions to policy development at priority events (out of contributions to events in total)		Eurofound's Media Monitoring Sheet using the Europe Media Monitor ³¹ complemented with media search engine components of Mention , MyNewsDesk , and PressReader Eurofound events tracking database
Use of Eurofound expertise in key EU policy documents (out of total EU policy documents)		Eurofound EU impact tracking database (drawing on data through Overton – pilot phase)

2025

2026 Most of these KPIs are also used at activity level

Key performance indicators	Applied to Operational Activity 1-7	Applied to Activity 8 Reacting to ad hoc information requests	Applied to horizontal Activity 9 and 10
Budget implementation – target 98%	✓ target 90% (tbc)	✓ target 90% (tbc)	target 90% (tbc)
Staff capacity – target 97%	x	x	x
Programme delivery – target 80%	✓	x Number of requests	✓
Recognition of the scientific quality of Eurofound's research (references in articles of peer-reviewed journals)	✓	x	x
Uptake of Eurofound's knowledge through Eurofound's website	✓	x	x
Uptake of Eurofound's knowledge through the media Contributions to policy development at priority events (out of contributions to events in total)	✓	x	x
Use of Eurofound expertise in key EU policy documents (out of total EU policy documents)	✓	x	x

2027

2028 The Agency collects and reports on various other metrics to support efficiency and effective
2029 operations at process and functional level notably around its communication programme as well as
2030 its financial performance.

2031

³¹ Developed by the Joint Research Centre (JRC)

Annex X: Strategy for the organisational management and internal control systems

Eurofound applies the internal control framework (2018) based on the model from the European Commission. It is designed to provide reasonable assurance in the achievement of five objectives of sound financial management as per Article 30 § 2 of Eurofound's Financial Regulation:

- (1) effectiveness, efficiency and economy of operations;
- (2) reliability of reporting;
- (3) safeguarding of assets and information;
- (4) prevention, detection, correction and follow-up of fraud and irregularities, and
- (5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned.

The internal control components are: **the control environment, risk assessment, control activities, information and communication and monitoring activities**. They are the *building blocks* that underpin the framework's structure and support Eurofound in its efforts to achieve its objectives. The implementation of internal controls is monitored and an assessment of the effectiveness of internal controls is carried out on an annual basis. Any weaknesses that identified are taken up in the annual work plan of the Coordinator internal control.

In 2023 Eurofound will be completing its action plan based on the recommendations from the Internal audit service (IAS) on procurement related topics following their audit in 2022.

Within its *anti-fraud strategy 2021-2023*, the Agency continues its efforts on achieving a strong anti-fraud culture in Eurofound throughout awareness raising activities and promoting a strong connection between internal controls and anti-fraud prevention through mapping the effectiveness of controls and removal of any barriers to effective implementation.

Risk management (Actions will be added in Q3 2022).

Risk management is an ongoing activity of identifying and carefully assessing potential problems that could affect the execution of the organisation's activities and the achievement of its objectives³². The risks in the table below refer to the multi-annual programme period of 2021-2024. It documents the most significant residual risks at corporate level following an assessment of likelihood and impact. The actions are in addition to the internal controls in place and are specific for the relevant annual period. For the programme 2023 the risks will be reviewed during 2022 to decide on the action plan for 2023.

³² Based on the Commission's Implementation Guide on Risk management, November 2018.

Risk title & Description	Risk type	Risk Response	Action
The long term impact of the COVID-19 virus will continue to require strict health and safety measures and long term flexible working arrangements stretching the ability of staff to adapt to uncertainty, leading to lower levels of productivity.	Strategic, Financial, People and organisation	Reduce	
The budget pressure due to the increased country coefficient in 2020 - that was mitigated by the COVID-19 related savings- will fully hit the budget for 2022. In combination with the restriction on the human resources this creates difficulties for the Agency to live up to the expectations of its stakeholders leading to challenges in fulfilling its mandate adequately.	Financial; External environment; Organisation	Reduce	
Uncertainty about the implications of their methodological challenges and related cost, in the context of considerations on the overall budget and priorities of Eurofound, risk the medium-term sustainability and relevance of the Agency's survey activity.	Strategic and Financial	Reduce	
Overlap and lack of synergies with other organisations in areas of common interest and policy contribution leading to inefficiencies, lack of visibility and loss of opportunities for (costly) innovation.	Strategic and Financial	Reduce	
Organisation not optimally aligned with the programme objectives and structure which leads to sub optimum use of synergies of the different functions and professional expertise of staff.	People and organisation; Internal communication	Reduce	
Breach of Eurofound's data security will lead to loss, leakage, or unavailability of data. This will cause business interruption, loss of reputation and/or regulatory non-compliance. The resource investment required from the 2021 Regulation on Common Cybersecurity Rules for EU institutions, bodies and agencies takes a disproportionate share of the IT budget. This will hamper the implementation of new security obligations aimed to reduce the threat of data breaches.	IT, Financial	Reduce	

2068

2069 Within its *anti-fraud strategy 2021-2023*, the Agency continues its efforts on achieving a strong anti-fraud
 2070 culture in Eurofound. Its accompanying action plan focuses on awareness raising activities and promotion of a
 2071 strong connection between internal controls and anti-fraud prevention. The strategy will be reviewed during
 2072 2023 on the basis of a risk assessment, concluding with a strategy and action plan for 2024-2026.

To further strengthen the anti-fraud culture in Eurofound through awareness raising activities	Ethics Month initiative	Annually 2021-2023	Attendance of at least 95% of staff
	Topical discussion sessions about risks and controls based on case examples	Annually 2021-2023	Topic 2023 tbc
A strong connection between internal controls and anti-fraud prevention through mapping of controls	Mapping of controls assessing adequacy and where required improve - in areas such as procurement, financial circuit, recruitment, ICT security, data protection and implementing operational activities.	31/12/2021	Completed Findings of the 2022 action to strengthen fraud prevention controls will be informing the anti-fraud risk

			assessment and review of the strategy for 2024-2026.
--	--	--	--

2073

Annex XI: Plan for grant, contribution or service-level agreements

Funds through a grant or contribution agreement for the year 2023, pursuant to Art 7 of the Framework Financial Regulation.

	General information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N = 2022	2023	2024	2025
Grant agreement										
Grant contract - External actions of the European Union	Q3 2022	tbc	24-36 months from date of signature	Directorate-General Neighbourhood and Enlargement Negotiations (NEAR) – European Commission	Provision of comparative statistics and analysis on quality of life and work, and of support in social dialogue	Amount	tbc	tbc	tbc	tbc
					Number of CA/ SNE	--	1 FG-IV	1 FG-IV	1 FG-IV	
Service level agreement	22 December 2020	€1,000,000	3 years	Directorate General Employment, Social Affairs & Inclusion – European Commission	Provision of data and research evidence, which will feed into the monitoring of the European Commission's initiative on fair minimum wages	Amount	€ 1,000,000		--	--
					Number of CA/ SNE	1 FG-IV	1 FG-IV			

2078 **Annex XII: Strategy for cooperation with third countries and / or international**
2079 **organisations**

2080 Addressed in section 4.3 Strategy for relations with third countries and international organisations

2081 **Annex XIII: Procurement plan**

2082 To be added in autumn 2022.

2083