

DECISION NO 56 OF THE MANAGEMENT BOARD OF THE EUROPEAN FOUNDATION FOR THE IMPROVEMENT OF LIVING AND WORKING CONDITIONS ("EUROFOUND") ADOPTING THE 2021 CONSOLIDATED ANNUAL ACTIVITY REPORT TOGETHER WITH AN ASSESSMENT OF EUROFOUND'S ACTIVITIES

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

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

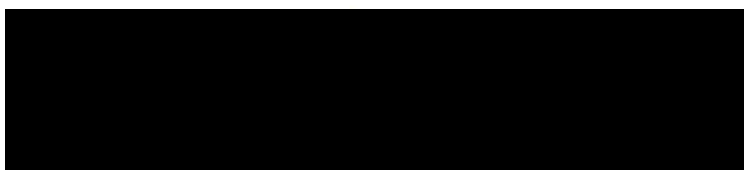
HAS ADOPTED:

The Consolidated Annual Activity Report for the year 2021 together with an assessment of Eurofound's activities, as well as its submission to the European Parliament, the Council, the Commission, and the Court of Auditors.

Done by a written procedure, on 24 June 2022

For the Management Board

The Chairperson



Attachment: Consolidated Annual Activity Report 2021

¹. OJL 30, 31.1.2019, p. 74.

Consolidated annual activity report 2021



Consolidated annual activity report 2021



European Foundation
for the Improvement of
Living and Working
Conditions

When citing this report, please use the following wording:
Eurofound (2022), *Consolidated annual activity report 2021*, Dublin.

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

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Management Board's assessment

The COVID-19 pandemic continued to dominate the lives and work of Europeans in 2021, and Eurofound continued to adapt its work programme to capture the impact. The flexibility to modify projects to gather data on the evolving situation enabled the Agency to feed evidence into the EU's policy response to the ongoing crisis. In parallel, Eurofound developed new projects to fill knowledge gaps in other priority areas and to look towards the recovery, providing high-quality, policy-relevant knowledge to EU institutions, national governments and the social partners.

The Management Board commends Eurofound's responsiveness and adaptability during this period, which provided stakeholders with fresh evidence on the unfolding and unpredictable situation. The Agency showed a keenness to innovate to overcome the methodological challenges to data gathering, and the operational challenges in general, presented by the pandemic. The Board appreciates the exceptionally rapid turnaround from data collection to publication of results, which has made an invaluable contribution to policymaking.

The Board welcomes Ivailo Kalfin to the position of Executive Director of Eurofound and endorses his priorities for the Agency, which include strengthening Eurofound's contribution to policymaking on the green and digital transition and the economic and social recovery from the COVID-19 pandemic, as well as enhancing and expanding working relationships with key stakeholders and increasing cooperation with international organisations.

The reorientation of research projects towards the impact of the pandemic saw a considerable uptake of Eurofound knowledge in 2021. The Board notes that Eurofound's research findings have been extensively cited in several key EU documents. Its input stands out particularly in EU legislative initiatives on improving the working conditions of platform work and binding pay transparency and in supporting documents for the European Semester, such as the Joint Employment Report, and the Commission's European Pillar of Social Rights Action Plan. The Board recognises the respect for Eurofound's work demonstrated by requests for input from key EU policymakers. The ongoing contribution of the Agency to events and conferences, including its continuing collaboration with the EU Presidency programme, is testament to the value of its research.

2021 saw the beginning of the current four-year work programme *Towards recovery and resilience 2021–2024*, and the Board supports the ambition of the programme. The start of this period has been one of considerable political and social developments, marked by the repercussions of the COVID-19 crisis and the drive for recovery as well the urgency to progress the digital and green transition. Eurofound staff worked hard to adapt the new programme to the transformations in living and working conditions set in motion by these events. Data collection is one area where Eurofound has had to embrace innovation, both to keep ongoing commitments on track and to fill very deep data gaps. The necessity to identify alternative forms of data collection has prompted Eurofound to reassess its approach to collecting quality data.

The Board expresses its full support for Eurofound's close cooperation with the European Commission, the European Parliament, the EU-level social partner organisations, the Presidencies of the European Council, other EU institutions, bodies and committees, national governments and social partners, as well as partnerships with international organisations such as the OECD and the ILO. In addition, the Board recognises that efforts to strengthen the synergies with EU agencies are a key component of Eurofound's strategy to provide policy-relevant evidence. Eurofound continued in 2021 to implement cooperation agreements with five EU agencies: EU-OSHA, Cedefop, EIGE, ETF and FRA.

Eurofound demonstrated solid discharge of its objectives as measured by its key performance indicators in 2021 and performed well in the context of the adaptation of the work programme and work organisation as a result of the COVID-19 pandemic. The Board commends Eurofound staff for demonstrating a high level of commitment during another challenging year.

The Board is satisfied with the information provided by the Authorising Officer in this report, namely on the work programme and resources implementation, the management and internal control systems, the observations of the European Court of Auditors and the Budgetary Authority, as well as on the accounts and financial management. It notes that the Executive Director as Authorising Officer gives assurance without reservation that the report gives a true and fair view,

that resources were used for the intended purposes and that the control procedures in place give guarantees concerning the legality and regularity of underlying transactions.

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

Dublin, **x June 2022**

Jan Kouwenberg
Chair of the Management Board

Executive summary

Agency in brief

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

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

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

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

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

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

2021 was the first year of Eurofound's four-year programme, covering the period 2021–2024, entitled *Towards recovery and resilience*. This programming period is shaped by significant challenges to social cohesion and just transitions in a changing environment in the aftermath of the COVID-19 crisis.

The programme's strategic objective is

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

The Agency has implemented the 2021 programme with 124 staff and a budget of €22,757,000.

The year in brief

The beginning of 2021 was marked by a prolonged period of lockdown across the EU due to the COVID-19 pandemic. Thanks to a combination of robust policy reaction, adherence of the EU population to public health advice and the ability to telework, the EU has managed to avoid the escalation of the pandemic into the worst health, social and economic crisis ever seen. However, there can be no doubt that this event will transform the way we live and work in the EU.

The work programme for 2021, adopted by the Management Board in November 2020, had been adapted to reflect the extraordinary situation the world found itself in, with newly designed projects launched to fill knowledge gaps and other projects adjusted to reflect the changed circumstances. During 2021, Eurofound continued to collect fresh evidence on the impact of the COVID-19 pandemic on living and working conditions and the policy responses to it, while also turning towards the period of recovery and aiming to capture the structural changes taking place in society.

Data collection was one of the areas where Eurofound had to adapt the most, both to keep ongoing commitments on track and to fill deep data gaps. Eurofound continued to collect data on national-level policy measures from governments and social partners and to record these data in its COVID-19 EU PolicyWatch database. With the use of telephone interviews, the fieldwork for the European Working Conditions Telephone Survey (EWCTS) 2021 was completed, and the third and fourth waves of the *Living, working and COVID-19* e-survey were launched. Use of telephone and online questionnaires for data collection in these surveys has prompted Eurofound to make a general assessment of alternative methods for collecting quality data.

Eurofound research, supported by robust data collection, continued to generate very high interest throughout 2021. Several projects analysed changes in the labour market and in the workplace – the impact of the pandemic, for example, on economic sectors, on youth and on women as well as remote working. Other projects continued monitoring the impact on living conditions, thereby filling knowledge gaps as well as feeding into the policy agenda at European level.

The redirection of research projects towards the unprecedented situation of the pandemic saw a considerable uptake of Eurofound knowledge. Eurofound registered 206 EU-level stakeholder documents with references to Eurofound research findings. Of these documents, 152 (or 74%) are considered to be key EU documents (meaning they initiate a policymaking process or they are consultative/advisory reports with comprehensive uptake of Eurofound's knowledge). The contribution of Eurofound is particularly visible in the EU institutions' legislative initiatives on improving the working conditions of platform work and binding pay transparency as well as key documents linked to the European Semester, such as the Joint Employment Report, and the European Pillar of Social Rights Action Plan.

Throughout 2021, Eurofound continued to engage actively with its stakeholders through direct cooperation and engagement. Eurofound's expertise and advice were sought by the European Commission, the Council of the European Union, European Parliament committees, the social partners and researchers. Collaboration with the EU Presidency programme continued, and, among other contributions, the Agency made several inputs to the Portuguese Presidency's High-level Conference on the Future of Work on the topic of remote working on 9 March. In advance of the Porto Social Summit on 7–8 May, Eurofound held a webinar together with the Portuguese Presidency on the topic of [addressing the social and employment impact of the pandemic](#), drawing an audience of over 200 participants and eliciting very active engagement. With the following Slovenian Presidency, Eurofound again contributed to a range of key policy meetings and events, including the Council of the EU Working Party on Social Questions meeting on the topic of sustainable work. Eurofound's joint webinar with the European Commission Representation Office and the European Movement Ireland on [equality and inclusion in a post-pandemic EU](#) was recorded as a contribution to the debate within the context of the Interinstitutional Conference on the Future of Europe. The year also saw opportunities to continue with Eurofound's #AsktheExpert webinar series. The launch of a podcast series, called EurofoundTalks, focused on sustainable work, the future of living and working in Europe, and the impact of COVID-19 on young people in the EU.

The relevance of Eurofound's work was also demonstrated by significant media interest in Eurofound's outputs. Uptake was recorded in recognised local, national and international media, distributed via print, radio, television and online sources. Of particular interest for the media were Eurofound's outputs related to the *Living, working and COVID-19* e-survey and the follow-up analyses of the impact of the pandemic on employment, gender equality and quality of life. In terms of the material published online by Eurofound in its own newsroom, the most read story during the period was that on the [vaccine hesitancy findings](#) from the *Living, working and COVID-19 (Update April 2021)* factsheet. There was also notable interest in the [news pieces on the annual review of minimum wages 2021](#) and the beginning of Mr Ivailo Kalfin's mandate as Eurofound's Executive Director.

Downloads and page views of the website remained very strong, in particular for the publications based on the *Living, working and COVID-19* e-survey. This represents a clear indication of the increased reach brought about by optimised web publication, the accompanying data visualisations and a new topic page on COVID-19, as well as the successful combined efforts to produce, publish and promote these reports in record time. Two older publications, the *Sixth European Working Conditions Survey – Overview report* and the 2017 report *Working anytime, anywhere: The effects on the world of work*, also continued to be downloaded in high numbers.

Eurofound has made progress in its bid to become certified by the EU Eco-Management and Audit Scheme (EMAS), which is expected to happen in 2022, and on taking its Digital First strategy forward. In terms of programme delivery, Eurofound delivered on the targets of its input–output key performance indicators (KPIs), with its programme delivery at 95% (15% above target) and budget implementation at 100%. At year end, 89% of the positions in the staff establishment plan were filled, 4% off target. However, decisions on filling open positions were taken by year end.

During 2021, Eurofound stepped up its cooperation with sister EU agencies and produced several joint events and publications. One of these initiatives was a joint publication with the European Institute for Gender Equality (EIGE) on convergence in gender equality in the EU, based on EIGE's Gender Equality Index and using Eurofound's methodology and web app for measuring convergence. The web app now enables the computation of convergence in gender equality in real time. Eurofound also produced several joint publications with the European Centre for the Development of Vocational Training (Cedefop) based on their collaboration on the European Company Survey. Furthermore, a joint publication with the European Environment Agency (EEA) on the social challenges of low-carbon energy policies was published in Q3 2021.

While resources are under pressure because of rising inflation and continued demand for Eurofound's research and expertise, the Agency continued to find ways to improve efficiency through further digitalisation of operations and the sharing of resources with other agencies (for example, through joint tendering). Efforts to ensure a well-functioning control environment benefited too from collaboration with other agencies. A peer review of risks took place for the third year in a row, and the agencies worked together on new methodologies for assessment of controls that will further benefit Eurofound.

During 2021, staff continued to maintain a high level of commitment to achieving Eurofound's objectives. All in all, the performance indicators bear witness to the high quality and relevance of the work that Eurofound staff delivered over the period.

Performance at a glance

152 – the number of key European-level policy documents in which Eurofound's expertise is referenced, out of 206 registered EU policy documents

172 – the number of engagements at policy-relevant events and meetings organised by Eurofound's priority organisations, out of a total number of contributions at 360 events

1,083 – the number of references to Eurofound's research data and analysis in priority media outlets

174,878 – the number of downloads of publications in PDF format from Eurofound's website

2,998,125 – the number of HTML page views on Eurofound's website

1,220 – the number of articles mentioning Eurofound in peer-reviewed journals, recognising the scientific quality of Eurofound's research

100% – the level of 2021 budget utilisation (target 98%)

89% – the percentage of positions filled in the establishment plan (target 97%)

95% – the percentage of outputs delivered during the reporting year (target 80%)

1 Policy achievements of the year

General and institutional developments

The priorities of the EU institutions were clearly focused on mitigating the social and economic consequences of the pandemic while putting forward several initiatives to shape the green and digital twin transitions. The EU's Recovery and Resilience Facility entered into force in mid-February. As of October 2021, most of the national plans were adopted by the Council and prefinancing was disbursed.

In March, the European Commission presented its employment and social strategy in the European Pillar of Social Rights Action Plan. A related declaration was co-signed by the EU institutions, European social partners and civil society representatives at the Porto Social Summit in early May. The action plan sets out three EU headline targets to be reached by 2030: 78% of the working age population in employment, 60% of adults participating in training every year and 15 million fewer people in poverty. It also outlines a series of initiatives to take place over the next decade, many of which were initiated during 2021, such as a proposed directive on adequate minimum wages in the EU, a proposed directive on pay transparency measures, and an EU strategic framework on health and safety at work.

With the aim of addressing the digital transition, the Commission presented important key targets in the communication *2030 Digital Compass: the European way for the Digital Decade*. The Commission also launched a consultation of the EU social partners on the working conditions of platform workers, publishing a legislative proposal for improvements in these conditions on 8 December. The European Climate Law set out the objective of a climate-neutral EU by 2050 and a collective net greenhouse gas emissions reduction target (emissions after deduction of removals) of at least 55% by 2030 compared to 1990 levels. Fit for 55 is the proposed package of instruments to support its implementation, including a social climate fund. On 14 December 2021, the Commission proposed a Council Recommendation on ensuring a fair transition towards climate neutrality.

In line with their 2019–2021 joint work programme, the EU-level social partners have approved an autonomous framework agreement on digitalisation. Joint meetings focused on labour market and social systems, prioritising skills, active labour market policies and childcare. The social partners will also address psychosocial aspects and risks at work, capacity building for a stronger social dialogue and the circular economy.

These political priorities of the EU institutions and the underlying developments are well reflected in the current activities of Eurofound.

Section 1.1 of this chapter presents the main results of Eurofound's work as set out in the 2021 work programme and how this work contributed to the EU's policymaking in priority areas. In its annual publication [Living and working in Europe](#), Eurofound provides more in-depth findings of selected research completed in 2021.

Section 1.2 describes Eurofound's progress against its objective through eight key performance indicators (KPIs).

1.1 Programme results

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

Eurofound's work programme activities for 2021–2024 are designed to contribute to six policy-relevant themes: Working conditions and sustainable work; Industrial relations and social dialogue; Employment and labour markets; Living conditions and quality of life; Anticipating and managing the impact of change; and Promoting social cohesion and convergence. This section gives an overview of the main results per activity in 2021.

The section starts, however, by highlighting examples of Eurofound's contributions to key policy priorities at EU level during 2021, drawing from the different activities. The results relate to research and communication tasks that span a period of around two years, which is reflected in the snapshots of annual performance data presented in the tables. References in key European-level policy documents usually relate to outputs that are picked up from Eurofound's website some time earlier. Some of the outputs continue to be referenced for many years, highlighting their policy relevance and the forward-looking perspective of staff and Management Board in selecting Eurofound's research topics.

Eurofound's work on COVID-19 and structural change

Eurofound's 2021 work programme continued to be strongly focused on the impact of the COVID-19 pandemic. Use of the two data-collection tools established in 2020 to monitor the impact of the pandemic – the COVID-19 EU PolicyWatch database and

the *Living, working and COVID-19* e-survey – continued during 2021, to provide fresh and timely data. The COVID-19 EU PolicyWatch database was continuously updated with policy initiatives, mostly related to managing the pandemic, while a third and fourth round of the *Living, working and COVID-19* e-survey were fielded. Following data collection for the e-survey, the resulting factsheet *Living, working and COVID-19 (Update April 2021)* was published on 10 May – an exceptionally rapid turnaround of only six weeks. Several other publications were released during the year dealing with various aspects of the pandemic, from *Education, healthcare and housing: How access changed for children and families in 2020* to *Monitoring convergence in the European Union: Looking backwards to move forwards – Upward convergence through crises*.

A busy programme of live and virtual contributions and provision of Eurofound expertise to EU and national stakeholders continued through 2021, through meetings and events held by the European Commission, the European Parliament and the social partners as well as at national level (a list can be found in Annex 9), along with direct support to stakeholders. General findings on the impact of the pandemic and those related to groups that bore the brunt of it, such as women and young people, were presented at European

Commission events and to the Employment Committee (EMCO), the European Economic and Social Committee (EESC) and the European Parliament as well as at social partner seminars. Furthermore, the findings were extensively cited in key EU documents, and the publications reporting the findings were among the most downloaded documents from the Eurofound website (Table 1).

In addition, the COVID-19 pandemic has accelerated structural change associated with work, leading to the growth of telework and platform work, thereby contributing to the digital transition. A combination of long-standing analysis of these two phenomena together with up-to-date evidence allowed Eurofound to contribute with analysis and evidence with regard to the extent, shape, impact of these developments and initiatives to manage them. The uptake of the research by policymakers on these two subjects – as evidenced by the presentation at the High-Level Conference on the Future of Work on 9 March 2021 – bears witness to the timeliness and policy relevance of this work. As some of the key publications on these subjects were either in preparation or published at the end of the year, metrics on their uptake are not yet available, although the findings were shared with policymakers in 2021.

Table 1: Uptake of selected COVID-19-related publications, 2021

Title (month and year of publication)	No. of downloads	No. of citations in key European-level policy documents
Living, working and COVID-19: First findings – April 2020 (May 2020) and Living, working and COVID-19 (September 2020)	10,965	40
Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year (May 2021)	8,157	Not yet available
COVID-19: Implications for employment and working life (March 2021)	4,142	Not yet available
Women and labour market equality: Has COVID-19 rolled back recent gains? (December 2020)	1,265	17
COVID-19: Policy responses across Europe (June 2020)	687	7

Table 2: Uptake of publications on telework and platform work, 2021

Title (year of publication)	No. of downloads	No. of citations in key European-level policy documents
Telework and ICT-based mobile work: Flexible working in the digital age (2020)	1,868	16
Employment and working conditions of selected types of platform work (2018)	1,154	13
Working anytime, anywhere: The effects on the world of work (2017)	4,184	8
Automation, digitisation and platforms: Implications for work and employment (2018) ¹	481	5

¹ This was followed by the flagship report *The digital age: Implications of automation, digitisation and platforms for work and employment*, published in December 2021, with 721 downloads in Q1 of 2022.

Eurofound contributed to policymaking in other priority areas such as the European care strategy, where the publication *Long-term care workforce: Employment and working conditions* gained traction, leading to six citations in key EU documents and multiple invitations to events. Eurofound also continued to contribute with its work on job quality and working conditions as the post-pandemic recovery picked up.

Eurofound implemented five feature campaigns, providing Eurofound's evidence-informed findings around EU priorities:

- European Pillar of Social Rights
- Digital
- Just transition
- Living, working and COVID-19
- Living and working in Europe

Working conditions and sustainable work

With its flagship report for this activity, *Working conditions and sustainable work: An analysis using the job quality framework*, Eurofound showed that, overall, job quality in the EU is improving, if slowly. Not all workers are benefiting to the same extent, however. Furthermore, gender, age and contractual status have a significant bearing on a person's working conditions. And while digitalisation helps to address some job quality issues, it also creates new challenges. The COVID-19 pandemic has exacerbated these trends, reinforcing concerns and highlighting the importance of achieving job quality for all. The report summarises the key findings of Eurofound's research on working conditions conducted over the programming period 2017–2020.

Two projects were specifically designed to explore the impact of COVID-19 on working conditions and work organisation. One produced the report *Business not as usual: How EU companies adapted to the COVID-19 pandemic*, published in December. This was based on follow-up interviews with respondents to the 2019 European Company Survey (ECS) and case studies that

explored adaptations at company level. The analysis found that two-thirds of EU workplaces (with 10 or more employees) had to make major or moderate organisational changes in response to the pandemic, and almost 90% had to adjust the physical infrastructure on site.

The second project, 'Telework in the EU – regulatory frameworks and prevalence', explored the massive uptake of telework during the pandemic and its implications in more depth. For the work package on working conditions, findings from the analysis of data from the *Living, working and COVID-19* e-survey were published in an article in September. The article highlighted the discrepancy between a preference for telework among workers and the need to address associated concerns such as a lack of good equipment and long and irregular working hours. A second work package mapping current regulations (legislation and collective agreements) on telework in the Member States, using the Network of Eurofound Correspondents, advanced. A draft report will be available in Q2 2022, providing evidence for the debate around additional regulation of telework at European level and focussing especially on the right to disconnect. Eurofound already published evidence on the right to disconnect in 2021, examining how it is implemented at company level, in the report *Right to disconnect: Exploring company practices*.

Findings from research in this activity¹ were quoted in 41 key EU policy documents, such as the *Council conclusions on sustainable work over the life course*, *Employment and Social Developments in Europe 2021*, the Commission consultation 'Collective bargaining agreements for self-employed – Scope of application EU competition rules' and the EESC opinion 'Challenges of teleworking: Organisation of working time, work-life balance and the right to disconnect'.

There was significant uptake of knowledge and expertise in this activity related to the publications listed in Table 3.

Table 3: Uptake of publications from Working conditions and sustainable work, 2021

Title (year of publication)	No. of downloads	No. of citations in key European-level policy documents
Sixth European Working Conditions Survey – Overview report (2016)	4,886	12
Working anytime, anywhere: The effects on the world of work (2017)	4,184	8
Working conditions and sustainable work: An analysis using the job quality framework (2021)	2,459	Not yet available
Exploring self-employment in the European Union (2017)	338	6
Striking a balance: Reconciling work and life in the EU (2018)	251	4
Employee monitoring and surveillance: The challenges of digitalisation (2020)	955	3

¹ Published between 2016 and 2021.

Industrial relations and social dialogue

Work in the area of industrial relations and social dialogue has continued to reflect the policy priority of responding to the COVID-19 pandemic. In particular, regular updates have been made to the EU COVID-19 PolicyWatch database, which was launched in 2020 to capture key initiatives by governments, the social partners and other social actors to mitigate the social and economic effects on businesses, workers and citizens arising from the unprecedented disruption to work and life resulting from the pandemic. The database has supported projects across the different activities.

The pandemic and responses to it were also the backdrop to the publication in March and April of a series of articles on the theme of working life in the pandemic. Based on input from the Network of Eurofound Correspondents, the articles addressed topics such as industrial action, the impact of COVID-19 on national policy agendas, social dialogue and collective bargaining, and the impact of the crisis on wages and wage-setting.

The report *Minimum wages in 2021: Annual review*, published in June, found that only a few countries decided to freeze the level of their minimum wage into 2021, in contrast to the reaction in the wake of the 2008–2009 financial crisis. Overall, minimum wages were raised modestly in most Member States, with the median national increase being 3%.

Also published in 2021 was the report *Involvement of social partners in policymaking during the COVID-19 outbreak*. The results of the analysis highlight how social dialogue can be an effective tool in shaping policy initiatives and finding solutions to emergency situations. They also demonstrate how the crisis has shown up the structural weaknesses of social dialogue in some countries.

The series of representativeness studies are a priority. These are used by the Commission to identify which European social partner organisations to consult and engage in European social dialogue, as well as by the social partners themselves. Reports on the audiovisual

sector, live performance and the industrial relations landscape (an overview of five public services sectors – central government administration, education, human health, local and regional government, and social services) were published in 2021.

Reporting by the Network of Eurofound Correspondents supported the updating of the national working life country profiles and the biannual update on working time developments. The latter found three main changes in working time regulation across the EU: the emergence of greater flexibility in short-time working schemes; the adaption of working time regimes to telework; and temporary derogations from working time regulations. A report on the social partners going digital was published in December. It concluded that although the COVID-19 pandemic accelerated the pace of adoption of digital tools, their use is not spread equally among social partner organisations across the EU. Digital tools offer trade unions and employer organisations new opportunities to address information gaps and reach out to a wider membership. However, to encourage further adoption, the benefits of digitalisation need to be communicated and shared more widely within and across countries.

Findings from research in this activity were quoted in 30 key EU policy documents, including the *Council conclusions on the impact of artificial intelligence on gender equality in the labour market*; the European Parliament Report on the proposal for a directive of the European Parliament and of the Council on the adequate minimum wages in the European Union; the Commission staff working document accompanying the European Pillar of Social Rights Action Plan; the EESC opinion ‘Adequate minimum wages directive’; the EESC opinion ‘Social dialogue as an important pillar of economic sustainability and the resilience of economies taking into account the influence of lively public debate in the Member States’; and the annexes of the *Study to support the impact assessment of an EU initiative to improve the working conditions in platform work*.

There was significant uptake of knowledge and expertise in this activity related to the publications listed in Table 4.

Table 4: Uptake of publications from Industrial relations and social dialogue, 2021

Title (year of publication)	No. of downloads	No. of citations in key European-level policy documents
Minimum wages in 2020: Annual review (2020)	1,239	6
Regulations to address work–life balance in digital flexible working arrangements (2020)	822	5
Capacity building for effective social dialogue in the European Union (2020)	118	5
Involvement of social partners in policymaking during the COVID-19 outbreak (2021)	432	5

Employment and labour markets

Research in this activity looked at both the implications of the COVID-19 pandemic and longer-term structural changes.

Work on the implications of COVID-19 for employment and working life included an extensive policy-based section as well as a section based on preliminary labour market data. The report published in early 2021 assessed the initial impact of the COVID-19 crisis on employment in Europe. It also examined measures implemented by policymakers in a bid to limit the negative effects of the crisis as well as exploring the involvement of the social partners in the development and implementation of such measures. This report was publicised in advance with two blog posts.

A second report published in October 2021 in cooperation with the European Commission Joint Research Centre (JRC) looked in more detail at the sectoral and occupational shifts in employment resulting from the crisis. This relied primarily on EU Labour Force Survey (EU-LFS) data up to the last quarter of 2020. This was complemented by company information based on European Restructuring Monitor (ERM) restructuring case data collected in 2020–2021.

On the policy side, key findings of the above research were the generalised recourse to short-time working schemes, as well as the extension of income supports to categories of workers whose social protection coverage has been weaker to date – self-employed workers and those on temporary contracts. Short-time working (and related measures such as temporary lay-off subsidies) was implemented in some form in all Member States, with over 40 million EU workers benefiting between March and September 2020, compared to fewer than 2 million at the peak of the global financial crisis. One positive outcome was the relatively limited increase in unemployment during the pandemic and the much faster recovery of employment levels compared to earlier crises.

In 2021, the ERM events and legal databases were updated with fresh data. Nearly 1,000 new restructuring factsheets were published during the year. The majority of cases in 2021 were of business expansion rather than of job loss, indicative of the relatively rapid recovery following the first waves of the pandemic. The scope of the ERM events database was extended in 2020 by

including a marker to identify cases where COVID-19 was indicated as an important contributing factor to the restructuring. Around 55% of job loss restructurings during the first year of the pandemic (Q1 2020–Q1 2021) were attributable in part or entirely to the pandemic.

The research on structural labour market shifts related to gender and age (in the framework of the European Jobs Monitor) resulted in a joint publication with the JRC in December 2021. In parallel, a policy brief was published on the sectoral and occupational dimension of the gender pay gap based on the latest release of Structure of Earnings Survey data.

The above research has been the basis of blog posts and other subsequent dissemination activities, including joint webinars with EIGE.

Finally, the 2020 project on labour shortages, mapping the scale and scope of shortages and classifying the types of measures employed by Member States to address such shortages, was published in July 2021, together with a blog post. A follow-up project looks in detail at evaluated policy measures to address shortages in the health, care and ICT sectors and in relation to skills linked to the twin digital and green transitions.

Findings from research in this activity were quoted in 48 key EU policy documents, such as the *Council conclusions on the impact of artificial intelligence on gender equality in the labour market*; the *Council conclusions on sustainable work over the life course*; the *Commission Proposal for a Directive to strengthen the application of the principle of equal pay for equal work or work of equal value between men and women through pay transparency and enforcement mechanisms*; the European Parliament report on binding pay transparency measures; the European Parliament *Report on the European Semester for economic policy coordination: Employment and social aspects in the Annual Sustainable Growth Strategy 2021*; the EESC opinion ‘Emergency measures to support employment and income during the pandemic crisis’; and the CEC (Confédération Européenne des Cadres) European Managers report *Mainstreaming gender equality in European leadership*.

There was significant uptake of knowledge and expertise in this activity related to the publications shown in Table 5.

Table 5: Uptake of publications from Employment and labour markets, 2021

Title (year of publication)	No. of downloads	No. of citations in key European-level policy documents
Women and labour market equality: Has COVID-19 rolled back recent gains? (2020)	1,265	17
COVID-19: Policy responses across Europe (2020)	687	7
New forms of employment: 2020 update (2020)	2,260	5
European Company Survey 2019: Workplace practices unlocking employee potential (2020)	1,804	4

Living conditions and quality of life

The implications of the COVID-19 pandemic for living conditions and quality of life in the EU were the centre of attention for this activity, making full use of the *Living, working and COVID-19* e-survey. Particular attention was given to the gender and youth dimensions.

The report *Impact of COVID-19 on young people in the EU* was published in November. It describes the impact of the COVID-19 crisis on several aspects of young people's well-being, including participation in the labour market, mental health and trust. The findings reveal the negative effects on young people's labour market participation, as well as their vulnerability to non-pharmaceutical interventions (NPIs) – such as lockdowns and closure of educational institutions – that adversely affected their mental well-being. The report also provides an overview of policy measures implemented to ameliorate the impact of the crisis on youth.

In April 2021, the report *Disability and labour market integration: policy trends and support in EU Member States* was published. The report investigates the labour market participation of people with disabilities and analyses the obstacles to their participation. The report provides an overview of policy measures recently implemented to support people with a disability and gives a first assessment of the impact of the COVID-19 pandemic from a policy perspective. Furthermore, in autumn 2021, research on the impact of COVID-19 on people with disability started to investigate the consequences for their living conditions, employment participation and well-being. A policy brief describing the findings was published in March 2022.

In September, the report entitled *Towards the future of Europe: Social factors shaping optimism and pessimism among citizens* was published. This report was an output of the 2020 project entitled 'Fairness and the future', and it investigated the drivers of social optimism and its link with cohesion and trust on the eve of the COVID-19 pandemic. The work is relevant to the

Future of Europe debate and to better understand the role of optimism and pessimism in post-pandemic Europe.

Findings from research in this activity were quoted in 34 key EU documents, such as the Commission staff working document accompanying the *Proposal for a Council Recommendation establishing a European Child Guarantee*; the Commission's *2021 Long-term care report* and *Early childhood education and care: How to recruit, train and motivate well-qualified staff – final report*; the European Parliament resolution *Access to decent and affordable housing for all*; the European Parliament study *Ageing policies – Access to services in different Member States*; the European Parliament study *Policies for long-term carers*; and the European Trade Union Institute (ETUI) report *Reshaping the Work-Life Balance Directive with Covid-19 lessons in mind*.

There was significant uptake of knowledge and expertise in this activity related to the publications in Table 6.

Anticipating and managing the impact of change

This activity focuses on analysing the impact of the twin transition on employment, working and living conditions.

The online flagship report on digitalisation, *The digital age: Automation, digitisation and platforms*, provides an overview of the impact of digitalisation on the workplace and includes data visualisations and a range of policy pointers on relevant issues (for example, the scope and scale of deployment of different digital technologies, their impact on employment, business models, working conditions and social dialogue). In addition, the online resource includes research digests on automation, digitalisation and platforms; artificial intelligence; COVID-19 and digitalisation; business models; the employment impact of digitalisation; the impact of digitalisation on work organisation and job quality; digitalisation and working time; monitoring and surveillance of workers; and the impact of digitalisation on social dialogue.

Table 6: Uptake of publications from Living conditions and quality of life, 2021

Title (year of publication)	No. of downloads	No. of citations in key European-level policy documents
Long-term care workforce: Employment and working conditions (2020)	946	6
European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society (2018)	1,644	4
Access to care services: Early childhood education and care, healthcare and long-term care (2020)	331	4
Education, healthcare and housing: How access changed for children and families in 2020 (2021)	513	3

The report on *Digitalisation in the workplace* was published in October 2021. It explores the impact of digital technologies (specifically the Internet of Things, 3D printing, and virtual and augmented reality) on work organisation and job quality, as well as the role of social dialogue and employee involvement in the digitisation process. Consultations are currently ongoing on adding case studies carried out for the project to the restructuring database.

On the topic of platform work, in December, Eurofound published a policy brief, *Initiatives to improve conditions for platform workers: Aims, methods, strengths and weaknesses*. The policy brief is based on initiatives recorded in the online Platform economy repository, which is being continuously updated. Media monitoring ensures that the information collected focuses on policy initiatives, which is followed by assessment of the most important initiatives.

The second research strand in this activity deals with the impact of the transition to a low-carbon economy. In July, a report on the distributional impacts of climate policies in Europe was published. Furthermore, Eurofound has developed an active collaboration with the EEA, which has already led to a joint publication in October exploring the social challenges of low-carbon energy policies in Europe and is now being continued with a project entitled 'Exploring the socio-economic impact of the transition to a climate neutral economy'. December 2021 also saw the kick-off of a new project macro-modelling forecasts of the impact of the EU's Fit for 55 package on employment by sector, occupation and region, with a 2030 time horizon, the aim being to assess the impact of the package on overall job quality.

Findings from research in this activity were quoted in in 35 key EU policy documents, such as the *Council conclusions on telework*; the European Parliament *Resolution on fair working conditions, rights and social protection for platform workers – new forms of employment linked to digital development*; the European Parliament *Resolution on reducing inequalities with a special focus on in-work poverty*; the European Parliament studies *Improving working conditions using artificial intelligence* and *The impact of teleworking and digital work on workers and society*; the EESC opinion

'Challenges of teleworking: Organisation of working time, work–life balance and the right to disconnect'; the EESC opinion 'COVID-19: Virtual free movement of workers – Perspective of the European trade unions'; the ETUC report *Getting young workers on board of the European Pillar of Social rights – The EPSR Action Plan through the youth lenses*; and Eurocadres' policy position on telework, adopted by the Executive Committee on 20 April 2021.

There was significant uptake of knowledge and expertise in this activity related to the publications in Table 7.

Promoting social cohesion and convergence

In December 2021, the flagship report *Monitoring convergence in the European Union: Looking backward to move forward – Upward convergence through crises* was published. The report provided an analysis of past and current trends in upward convergence as well as projecting its future path. The report focused on the economic, social and institutional dimensions of upward convergence, investigating the impact of the 2008 crisis and the following recovery and compared the earlier crisis with the COVID-19 crisis. The findings show that the COVID-19 crisis had a much deeper impact than the 2008 recession, but the recovery that followed was much stronger, and a surge in divergence was prevented in many of the indicators considered. The report also presented the results of a foresight exercise, carried out among 44 Executive Board members and academic experts on the possible dynamics and trends of upward convergence in post-COVID-19 Europe.

In July, a working paper *Regional convergence and inequalities* was published. Using an innovative methodology, the paper investigated the dynamics of economic and social convergence at regional level, establishing trends of improvement and deterioration in selected indicators among the NUTS 2 regions. Using graphical visualisation, the paper provides evidence of the convergence of central–eastern European regions and the vulnerability of the southern European regions.

Table 7: Uptake of publications from Anticipating and managing the impact of change, 2021

Title (year of publication)	No. of downloads	No. of citations in key European-level policy documents
Telework and ICT-based mobile work: Flexible working in the digital age (2020)	1,868	16
Employment and working conditions of selected types of platform work (2018)	1,154	13
Automation, digitisation and platforms: Implications for work and employment (2018)	481	5
Platform work: Maximising the potential while safeguarding standards? (2019)	313	3
Back to the future: Policy pointers from platform work scenarios (2020)	377	3

The policy brief *COVID-19: A turning point for convergence in health and healthcare in the EU?* was published in September. The policy brief investigates convergence in different dimensions of health and healthcare outcomes in the EU on the eve of the COVID-19 pandemic. The brief provides evidence that while health outcomes in the EU improved during the period 2008–2019, the pandemic exposed structural inequalities in healthcare capacity across the Member States, showing how the EU lacked common tools to manage such a severe health crisis in a coordinated way.

A joint Eurofound–EIGE policy brief, *Upward convergence in gender equality: How close is the Union of equality?*, was published in June. It investigates upward convergence trends in the EIGE Gender Equality Index and its subdimensions. The research shows that, in line with the EU's overall trend of upward convergence, the Gender Equality Index rose in the EU and all Member States between 2010 and 2018, revealing a slight fall in disparities across countries. Despite positive developments, progress in gender equality has varied across the Member States, with some central and eastern European Member States – already trailing in 2010 – improving their performance at a slower pace compared to the EU average and thus falling further behind. The policy brief makes full use of the Eurofound ConvergeEU software, which now also contains the EIGE indices, representing a tangible sign of cooperation and synergies between the two agencies.

Findings from research in this activity were quoted in in six key EU documents, including the European Parliament *Resolution on the European Semester for economic policy coordination: Employment and social aspects in the Annual Sustainable Growth Strategy 2021*; the European Parliament's *Report on the proposal for a directive on adequate minimum wages in the European Union*; the EESC opinion 'Adequate minimum wages directive'; and the ETUI report *Benchmarking working Europe 2021*.

Significant uptake of knowledge and expertise in this activity related to the publications shown in Table 8.

Survey management and development

An important milestone in this activity has been the completion of fieldwork for the EWCTS 2021. This special edition of the European Working Conditions Survey (EWCS) used telephone interviewing instead of

face-to-face interviewing and replaced the 2020 EWCS. Data from the EWCTS provides comparable and representative information on job quality at a time when working lives underwent considerable change, and the capacity of people at work to contribute to the recovery was critical.

A further achievement has been the publication of the tender for the 2024 edition of the EWCS (EWCS24), resulting in proposals from two tenderers. The EWCS24 will be fielded both face-to-face and online, as part of the long-term strategy to future-proof the surveys. Work began on preparing both the traditional face-to-face questionnaire and the online questionnaire.

Eurofound also fielded two further rounds of the *Living, working and COVID-19* e-survey. The results of the third round, fielded in spring 2021, were published in a factsheet entitled *Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year*. A fourth round of the e-survey was fielded in the autumn among panel members only, and the data serves as input for several Eurofound projects.

Another important strand of this activity includes the investigation of potential complementary sources of data, such as big data. A first working paper in a series of three, entitled *Using big data to improve survey sampling*, was published in Q3.

Finally, Eurofound has begun to investigate the procurement methodology used to tender for the large surveys.

Reacting to ad hoc information requests

To be able to react to changing information needs that could not be foreseen at the time of programme development as well as to ad hoc requests from policymakers, Eurofound reserved capacity to provide background papers, customised reports and short studies on request of its stakeholders. The capacity reserved can also be used to research upcoming and unforeseen issues at the initiative of Eurofound. The Executive Board was fully informed about requests received as well as ad hoc research work. During 2021, only one request was received: a request from the European Commission for Eurofound to carry out research on access to essential services. The project analyses Member States' approach to support access to essential services as defined in Principle 20 of the

Table 8: Uptake of publications from Promoting social cohesion and convergence, 2021

Title (year of publication)	No. of downloads	No. of citations in key European-level policy documents
Upward convergence in the EU: Concepts, measurements and indicators (2018)	140	4
Upward convergence in employment and socioeconomic factors (2019)	69	2

European Pillar of Social Rights, in particular for people at risk of poverty or social exclusion, and will provide information on available evaluations of measures taken at Member State level. The publication will be delivered in 2022.

Pilot project on the minimum wage

Following a proposal by the European Parliament for a pilot project on the minimum wage, approved in the EU budget, the European Commission requested Eurofound to implement this project based on a service-level agreement.

The pilot project is not part of Eurofound's work programme. See also Section 2.3.2 'Contribution agreements and service-level agreements'.

Corporate communication

Key achievements for this activity relate to four main areas.

1. **Implement a policy focus** in all communication outputs, prioritising the production and promotion of policy-relevant products over others and highlighting expertise. Relevant uptake indicators (KPIs 6 and 7) indicate significant progress. Seven policy briefs and 18 policy-focused blogs were produced and promoted during the year in addition to a range of policy-relevant articles that mapped Eurofound's findings onto the most pertinent policy developments in a timely manner. Webinars and #AskTheExpert sessions provided Eurofound's contribution to the most significant policy debates – often in collaboration with key partners, such as EIGE and the Portuguese EU Presidency. Topic pages highlighting the policy context of the research work were updated continuously in response to the changing agenda. In addition, eight targeted infographics profiled the policy significance of areas of Eurofound's work, including, among others, gender equality in the EU, the European Pillar of Social Rights and youth. A project to define the needs of policymakers and other stakeholders commenced during 2021, and the results will feed into further shaping communication channels and outputs.
2. **Implement a Digital First approach** to content production and dissemination, prioritising online and mobile over traditional channels. During 2021, actions focused on data visualisation and the development of an online data explorer tool, improving metadata and discoverability of information in search engines (search engine optimisation, SEO), and establishing a plan to develop a central data warehouse for sharing statistical data. Eurofound increased its video and audio production, launched its podcast series, and focused on data visualisation, while implementing wide-ranging changes in preparation for the migration of Eurofound's website to Drupal 9 towards the end of 2022. At the same time, Eurofound further improved its webinar series, with conversion rates (registrations to participate) of up to 66.9% – well above the industry standard of less than 30%. A new studio was fitted in the conference centre, and the podcast series EurofoundTalks was produced from this location. Responding to rising mobile consumption, Eurofound invested further in digital assets for social media as well as digital media partnerships.
3. **Exploit collaborative partnerships** for communication activities with EU institutions (specifically the Commission and Parliament), other EU agencies, social partners, international organisations and other multipliers. Eurofound partnered with the Commission and Parliament on several occasions in 2021 in terms of communication. Joint webinars and social media collaborative campaigns allowed for high levels of amplification of messages. Partnerships with other multipliers such as the European Movement and national research institutes have seen Eurofound's work promoted across countries and interest groups. Similarly, strengthening links with other agencies such as EIGE and the European Training Foundation (ETF) and collaboration with the EU Presidency programme continued with several inputs, including to the Council of the EU Working Party on Social Questions meeting. Eurofound also actively contributed to the Interinstitutional Conference on the Future of Europe, the fourth session of which took place in Dublin.
4. **Further develop national-level communication.** In order to continue to reach out to national-level stakeholders, Eurofound invested further in its national-level comparative information promotion and engagement. Country profiles were updated on an ongoing basis and highlighted throughout the year as part of a national online communication campaign that covered all 27 Member States, including national information links to all relevant Eurofound data sources. Translation efforts were stepped up to include various entry-level web pages, executive summaries of research reports and all infographics. Eleven country-specific news releases were also produced using data from the latest COVID-19 e-survey and other relevant reports. The visits programme focused strongly on national-level engagement, with high-level representatives visiting Eurofound during the year. A deep dive into user analytics and other user feedback was conducted to explore gaps in national-level take-up, which will be addressed in 2022.

Management and development

This activity has two strands: the provision of high-value support for the development of staff and the organisation as a whole; and achievement of efficiency gains by reducing the cost and administrative burden for the organisation. During 2021, the focus has been on the achievement of the objectives outlined below.

- The internal control framework was further developed within the context of cross-agency working groups, focusing on methodologies for the cost of controls and assessment respectively.
- Through key ICT projects, the digital working environment allowed for uninterrupted implementation of tasks. The migration of Eurofound's website infrastructure to Drupal 8/9 is in progress, which will reduce the complexity of the site and allow the reuse of solutions, which should result in lower development costs in the future. Cybersecurity measures and awareness-raising activities about data breaches have become an even more essential part of the ICT resources uptake.
- The project planning and implementation process and data input benefited from the simplification of the programme planning process. This has been piloted for the Programming document 2023 with positive feedback.
- The multiannual learning and development strategy was the subject of an interim evaluation that will be completed in early Q2 of 2022. It will provide recommendations for ensuring a longer-term view on succession planning, skill gaps and evolving skills in research and management.
- Preparatory work during 2021 will lead to certification under the EU Eco-Management and Audit Scheme (EMAS) in 2022. (See Section 2.10 'Sustainability (including environmental management)').
- The data-collection methods of selected KPIs were reviewed jointly with Cedefop to ensure synergies and efficiencies, notably in the areas of outcome and impact indicators, where both agencies have similar performance-measurement contexts and challenges. The exchange of methodologies and tools led to refinements and closer harmonisation between the two agencies and are also being shared with other agencies in the context of relevant inter-agency networks (Performance Development Network (PDN) and the EU Agencies Network on Scientific Advice (EU-ANSA)). (See also Section 1.2 'Progress against key performance indicators 2021' and Section 2.12 'Implementation of evaluation programme'.)

1.2 Progress against key performance indicators 2021

1.2.1 Key performance indicators (KPIs)

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

Results indicators

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

- uptake of Eurofound's expertise in key European-level policy documents (KPI 7)
- Eurofound's engagement with stakeholders in meetings and events (KPI 6)
- uptake of Eurofound knowledge through the media (KPI 5.5)
- uptake of and engagement with Eurofound's knowledge through its website and other corporate platforms (KPI 5)

Indicator of scientifically sound delivery

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

Input and output indicators

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

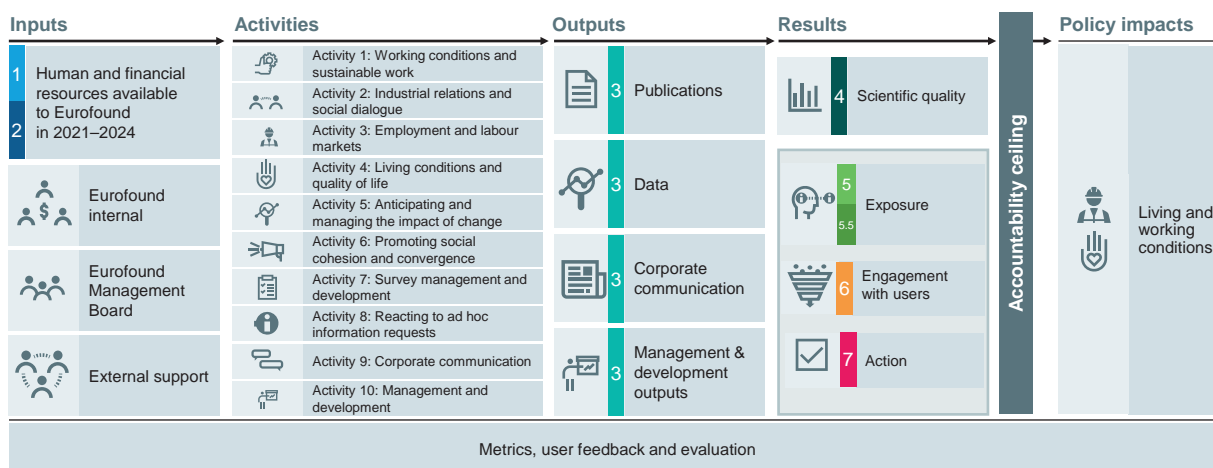
- budget implementation (KPI 1)
- efficient use of posts available in the establishment plan (KPI 2)
- programme delivery (KPI 3)

Figure 1 demonstrates how these KPIs are organised to cover the whole of the agency's programme logic.

Figure 1: Eurofound's strategic objective and KPIs mapped against its programme logic

Multiannual objective

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



Key: 1 KPI 1 2 KPI 2 3 KPI 3 4 KPI 4 5 KPI 5 5.5 KPI 5.5 6 KPI 6 7 KPI 7

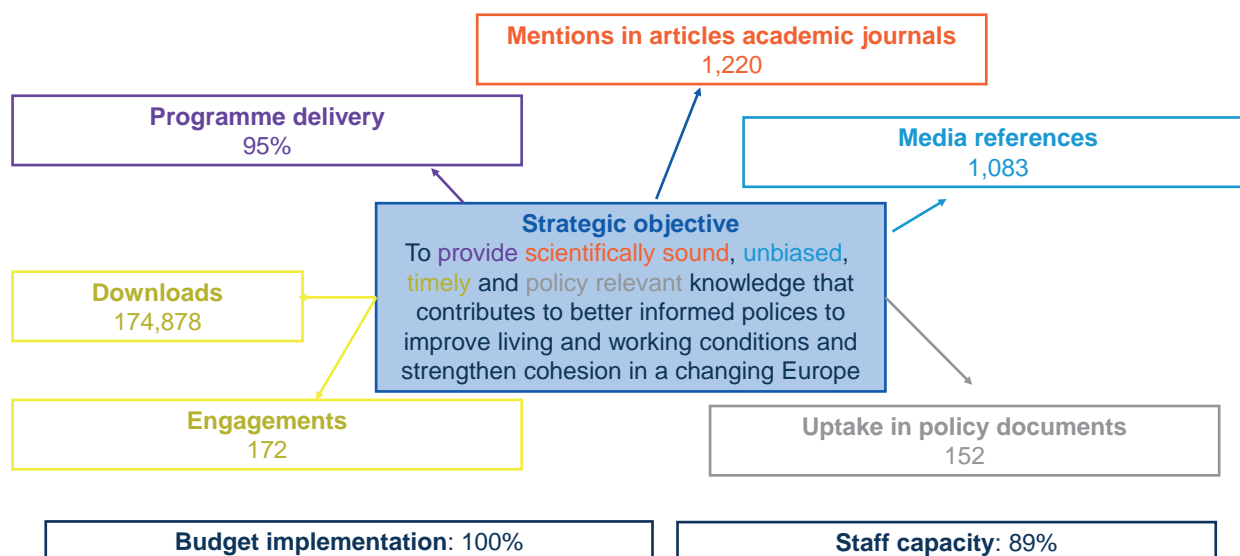
The KPIs are supplemented with metrics on inputs, outputs and results. Biannual stakeholder feedback and evaluations, including external evaluations the European Commission carries out, deepen the understanding of the extent to which the quality and relevance of Eurofound's work and expertise is used and valued by its stakeholders.

For the 2021–2024 programme, Eurofound carried out a review of the KPIs to ensure their alignment with the new programme. It resulted in the addition of an

indicator on uptake of Eurofound's knowledge via the media, given the relevance of this channel for timely communication, including national-level reach. For the seven other KPIs, the efficiency and reliability of the data-collection methods was improved. Data sources and changes are noted in Annex 1.

Eurofound's 2021 performance against the eight KPIs was very solid and considered as very positive in the context of the adaptation of the programme and work organisation as a result of the COVID-19 pandemic.

Figure 2: Eurofound's KPI results in summary



The sections that follow present highlights for each KPI, with additional data in Annex 1.

1.2.2 Results indicators

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

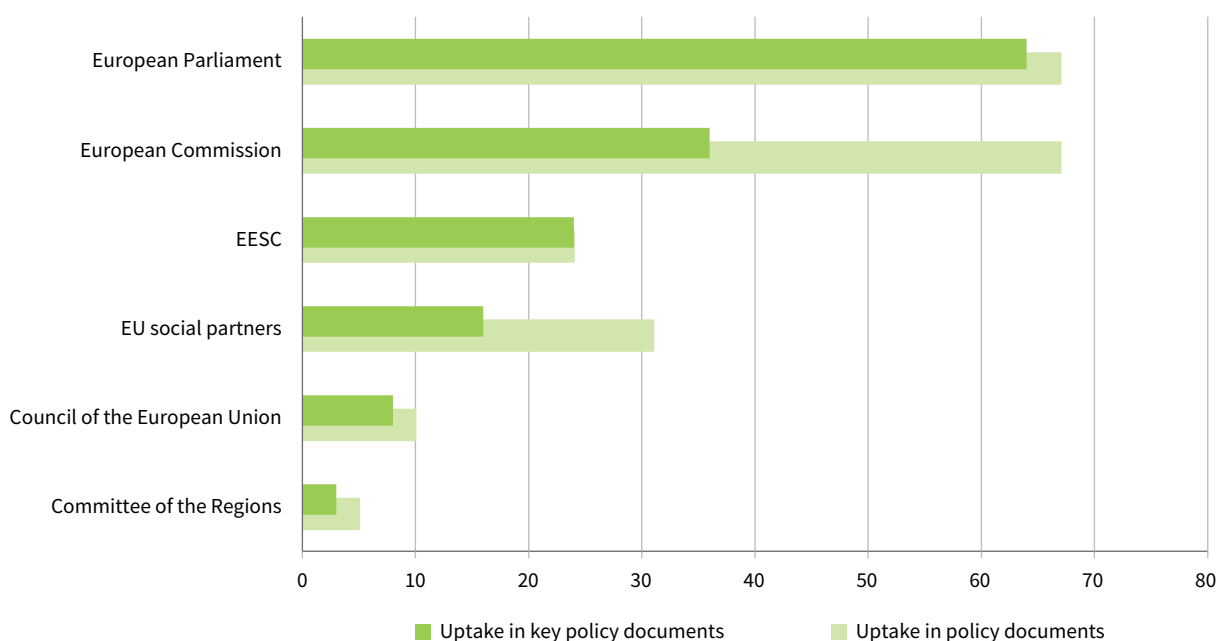
Table 9: Summary of performance, 2018–2021

Indicator	2021	2020	2019	2018
Uptake of Eurofound's expertise in key European-level policy documents (out of total registered European-level policy documents)	152 out of 206 (74%)	95 out of 274 (34.6%)	52 out of 185 (28%)	81 out of 272 (30%)

Changes were made in 2021 in the recording of KPI 7 with the new programming document. To focus on its key stakeholders at European level, Eurofound now solely collects data from the European Commission, the Council of the European Union, the European Parliament, the EESC, the Committee of the Regions (CoR), the EU social partners and advisory bodies to the EU (such as EMCO and the Social Protection Committee (SPC)). This explains the lower overall number of European-level documents (206). However, Eurofound has performed at a much higher level regarding key EU documents (152 compared to 95 the previous year).

Eurofound contributed to 206 EU policy documents in 2021, of which 152 were key European-level policy documents. Key European-level policy documents are those that initiate policy processes, are of a consultative or advisory nature, or are reports with comprehensive uptake of Eurofound's knowledge. The breakdown by European-level organisation type is shown in Figure 3.

Figure 3: No. of European-level policy documents citing Eurofound research, by EU institution and social partners



Highlights of EU documents taking up Eurofound's knowledge

- European Commission Proposal for a Directive on improving working conditions in platform work
- European Commission Proposal for a Directive to strengthen the application of the principle of equal pay for equal work or work of equal value between men and women through pay transparency and enforcement mechanisms
- European Commission Proposal for a Council recommendation on ensuring a fair transition towards climate neutrality
- Council conclusions on telework (PDF)
- Council conclusions on sustainable work over the life course (PDF)
- Council adoption of Joint Employment Report 2021 (PDF)
- European Parliament Resolution with recommendations to the Commission on the right to disconnect
- European Parliament Report on the proposal for a directive of the European Parliament and of the Council on the adequate minimum wages in the European Union
- European Parliament Resolution on fair working conditions, rights and social protection for platform workers – New forms of employment linked to digital development

Top outputs mentioned in key EU policy documents in 2021

Annex 1 includes a table listing Eurofound outputs with findings cited more than once in 2021. The most cited reports in key EU policy documents were the following:

1. Living, working and COVID-19 (32 citations)
2. Women and labour market equality: Has COVID-19 rolled back recent gains? (17)
3. Telework and ICT-based mobile work: Flexible working in the digital age (16)
4. Employment and working conditions of selected types of platform work (13)
5. Sixth European Working Conditions Survey – Overview report (12)
6. Living, working and COVID-19: First findings – April 2020 (8)
7. Working anytime, anywhere: The effects on the world of work (8)
8. COVID-19: Policy responses across Europe (7)
9. Exploring self-employment in the European Union (6)
10. Long-term care workforce: Employment and working conditions (6)
11. Minimum wages in 2020: Annual review (6)

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

Table 10: Summary of performance, 2018–2021

Indicator	2021	2020	2019	2018
Eurofound's engagement with stakeholders in meetings and events (out of contributions to events in total)	172 out of 360 (48%)	109 out of 202 (54%)	97 out of 212 (45%)	97 out of 236 (41%)

This KPI measures the number of requests for Eurofound's expertise at stakeholder engagements. Engagement is defined as Eurofound's contribution of the expertise of its research staff through its various communication channels and formats during various stages of the policy development process.

Many of these forms of engagement were already established during the previous programme period. The success of these engagements is a sign of trust in the quality of our research and in the relationships that are built and maintained over time. In response to stakeholder feedback (2019) expressing interest in briefings from experts, this form of engagement has now been included for the first time in 2021. Against a background of the severe limitations in opportunities for meetings in person and the rapid adaptation to other platforms, Eurofound continued to make a strong contribution to high-level policy debate. Overall, Eurofound staff recorded 360 engagements at policy-relevant events and meetings throughout the year, with 172 of these (48%) at the request of stakeholders in the organisations mentioned in Figure 4.

Figure 4: Number of engagements, by EU institution and social partners, 2021

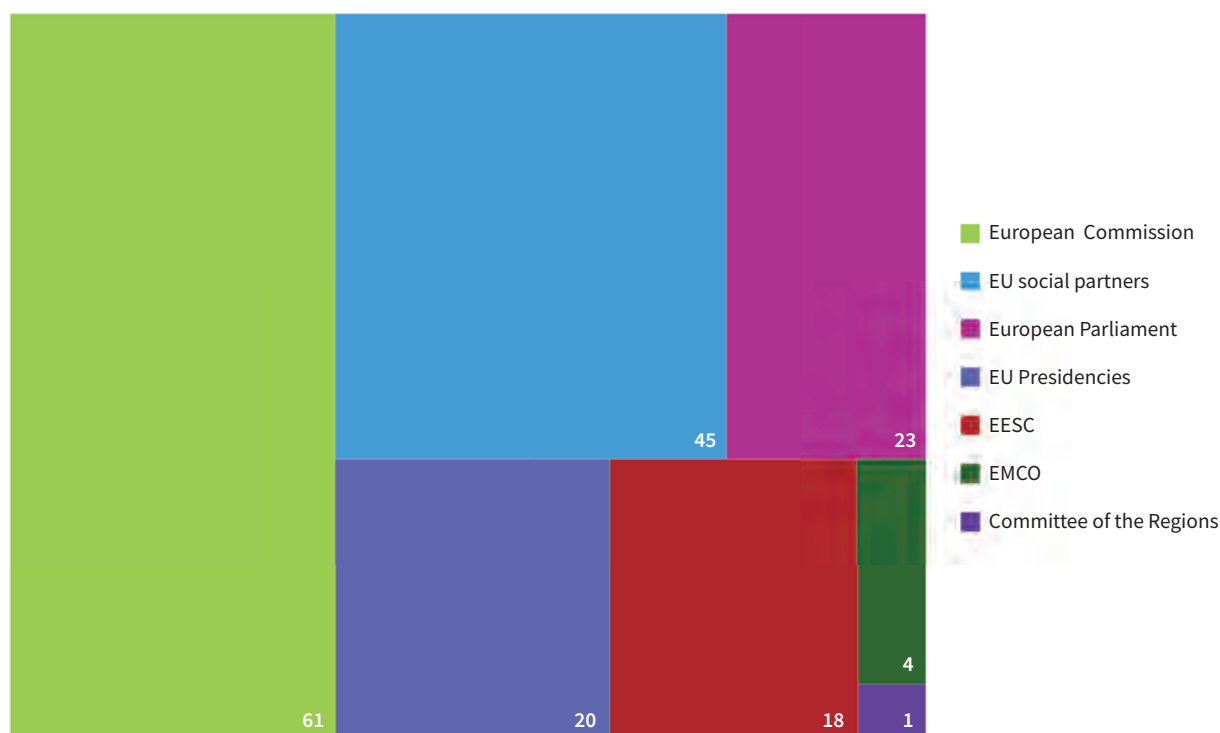


Table 11: Engagement highlights in 2021 by activity

Activity	Date	Event
Working conditions and sustainable work	9 March	EU Presidency of Portugal – High-level Conference on the Future of Work: <i>Remote work: Challenges, risks and opportunities</i> (virtual)
	11 March	EU Presidency of Portugal – Informal meeting of EMCO (virtual)
	7 October	EU Presidency of Slovenia – High-level Conference on Quality Work for Quality of Life (virtual)
Industrial relations and social dialogue	27 April	5th UNI Europa Conference: <i>Forward through collective bargaining</i> (virtual)
	6 September	EESC public hearing ‘Collective bargaining practices in Member States with a low labour union participation rate’ (virtual)
Employment and labour markets	20 May	Presentation to EMCO meeting on the impact of COVID-19 on gender (virtual)
	12 October	European Commission annual conference, Employment and Social Developments in Europe 2021: <i>Towards a strong Social Europe in the aftermath of the COVID-19 crisis: Reducing disparities and addressing distributional impacts</i> (virtual)
Living conditions and quality of life	11 March	EESC debate in conjunction with the International Women’s Day: <i>The impact of the COVID-19 pandemic on gender equality</i> (virtual)
	19 April	Presentations to the European Parliament Employment and Social Affairs Committee meeting on ‘Long-term care (LTC) workforce: employment and working conditions’ and ‘Impact of digitalisation on social services’ (virtual)
	10 May	European Commission High-level Conference on the Mental Health Impact of COVID-19 (virtual)
Anticipating and managing the impact of change	25 May	European Parliament Employment and Social Affairs Committee hearing on artificial intelligence and the labour market (virtual)
	17 June	ETUI workshop: <i>The nexus of climate change and welfare: Towards a new concept of the welfare state</i> (virtual)
	21 October	Joint webinar with the European Commission Representation in Ireland and the European Movement Ireland: <i>Equality and inclusion in a post-pandemic EU</i>

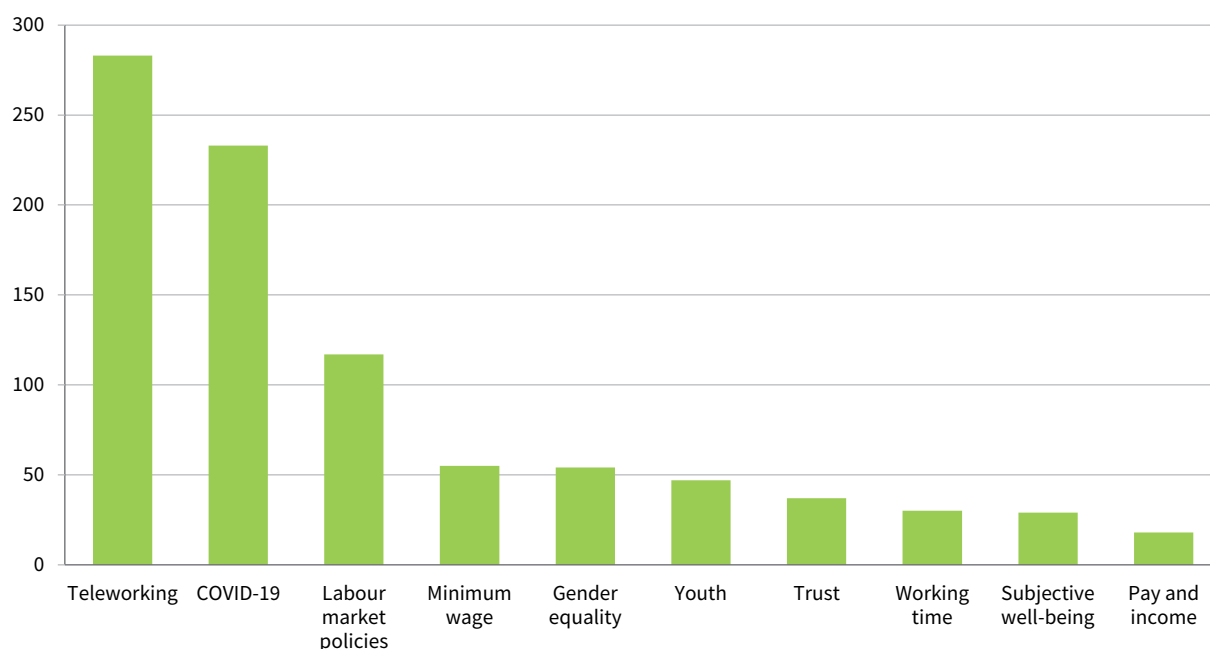
Uptake of Eurofound knowledge in the media (KPI 5.5)

Table 12: Summary of performance, 2020–2021

Indicator	2021	2020
Uptake of Eurofound knowledge in the media (new)	1,083	703

Facilitating the uptake of Eurofound expertise through the media is an important way to reach stakeholders at EU and national levels. Including Eurofound's media performance as a corporate KPI adds to providing a more coherent picture of the ways in which Eurofound can most effectively contribute with its expertise across the EU and Member States. The KPI measures the uptake of Eurofound expertise in articles of selected mainstream media outlets. Media performance in 2021 was strong, with 1,083 recorded priority media articles, taking 2020 as reference point (703 articles). Highlights of the 2021 uptake in media outlets are listed in Annex 1 and demonstrate a high degree of interest at national level. The uptake by topic demonstrates the timeliness of Eurofound's contribution to the EU policy debate (Figure 5).

Figure 5: Media articles by topic, 2021



Furthermore, Eurofound's social media reach and engagement continue to grow. The Agency became verified on both Facebook and Twitter, signifying that the accounts are of public interest and authentic.

The good performance in media uptake is complemented by significant growth in views of press material in Eurofound's [online newsroom](#), with 74,487 views in 2021 (taking as a baseline 54,628 views in 2020). Overall, for 2021, the most read stories were on vaccine hesitancy findings from the *Living, working and COVID-19* e-survey, minimum wages, optimism and pessimism, cohabitation rates in Europe, and the beginning of Ivailo Kalfin's mandate as Eurofound Executive Director.

Uptake of and engagement with Eurofound's knowledge through its website and other corporate platforms

Table 13: Summary of performance, 2018–2021

Indicator		2021	2020	2019	2018
Uptake of and engagement with Eurofound's knowledge through its website and other corporate platforms	HTML page views	2,998,125	3,174,382	2,548,102	2,890,074
	PDF downloads	174,878	188,556	175,761	161,974

Note: Eurofound will review this indicator because the methodology used to capture it has changed for data protection reasons and will report an updated version as of the reference period 2021. See also Annex 1.

The website continues to be Eurofound's main vehicle to distribute publications, data and information – both research and institutional content (such as vacancy or tender notices). Uptake of content through our primary dissemination channel demonstrated the timeliness and relevance of Eurofound's knowledge (outputs). While the overall number of downloads slightly decreased compared to previous years, downloads of research PDFs increased in proportion to institutional content.

Table 14: Top 10 downloaded outputs, 2021

No.	Title	Downloads
1	Living, working and COVID-19	10,965
2	Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year	8,157
3	Sixth European Working Conditions Survey – Overview report	4,886
4	Working anytime, anywhere: The effects on the world of work	4,184
5	COVID-19: Implications for employment and working life	4,142
6	Working conditions and sustainable work: An analysis using the job quality framework	2,459
7	Living and working in Europe 2020	2,445
8	New forms of employment: 2020 update	2,260
9	Minimum wages in 2021: Annual review	2,030
10	Telework and ICT-based mobile work: Flexible working in the digital age	1,868

1.2.3 Indicator of scientifically sound delivery

Recognition of the scientific quality of Eurofound's research

Table 15: Summary of performance, 2018–2021

Indicator	2021	2020	2019	2018
Recognition of the scientific quality of Eurofound's research (articles mentioning Eurofound in academic journals)	1,220	1,034	880	720

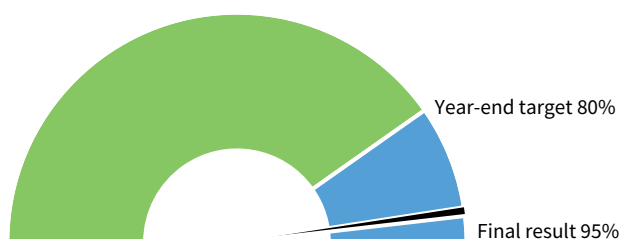
This KPI measures by proxy the recognition of scientific quality and credibility of Eurofound's work in the academic community. At least 1,220 articles published in peer-reviewed academic journals during 2021 mentioned Eurofound. The continued increase in the number of articles mentioning Eurofound indicates the solid and scientifically sound reputation that Eurofound has built based on its work. The most cited publications remain the *Sixth European Working Conditions Survey – Overview report*, the *Living, working and COVID-19* report, and the *Working anytime, anywhere: The effects on the world of work* report.

1.2.4 Input and output indicators

Programme delivery

Table 16: Summary of performance, 2018–2021

Indicator	2021	2020	2019	2018
Recognition of the scientific quality of Eurofound's research (articles mentioning Eurofound in academic journals)	95%	98%	91%	83%

Figure 6: Programme delivery – target and result

Eurofound's effectiveness in delivering its work programme is measured by the number of outputs delivered in 2021 as per the plan. A total of 39 outputs

out of the 41 in scope were delivered in 2021, hence the final achievement is 95%, which is above the target of 80%. Outputs are defined as final deliverables from a project in any of the activities listed in the annual work programme. These outputs – planned for delivery in the work programme year – constitute the measurement baseline and count positively against the target when delivered within the year.

For a list of publications published in 2021, see Annex 9.

Other input and output indicators

See Chapter 2 for further details of performance in budget implementation (KPI 1) and efficient use of posts available in the establishment plan (KPI 2).

2 Management

2.1 Management Board

The Management Board represents the social partners and national governments of all Member States as well as the European Commission and includes an independent expert appointed by the European Parliament. It is assisted by an Executive Board of eight members.

In 2021, there was an additional Management Board meeting on 5 March to select the new Executive Director of the Agency. Three shortlisted candidates proposed by the European Commission for the post of Executive Director presented themselves for interviews and questions to the Executive Board and Management Board. The Management Board then voted on the candidates. In the first round, Mr Ivailo Kalfin received 62 votes from the total of 79 votes cast and thus received the required two-thirds majority as laid down in Article 19(7) of Eurofound's Founding Regulation.

As set out in that Regulation, Mr Kalfin then had an exchange of views with the Committee on Employment and Social Affairs of the European Parliament, and following endorsement by the Conference of Presidents of the Parliament, was appointed by the Board on 31 May (see Decision 41).

Three Executive Board meetings were held in 2021. The summer Group meetings were held online on 1 July. The 5th Management Board meeting took place on 19 November, with some members participating in

Dublin and some online. During the meeting, Mr Kouwenberg (Workers) was elected as Chair for one year in place of Mr Gran, who was resigning. Three Deputy Chairs were appointed as follows: Mr Ciechański (Governments), Ms Rossi (Employers) and Ms Kauffmann (Commission) (see Decision 46). A new coordinator for the Workers Group, Isabelle Schoemann (ETUC), was appointed in November and participated in the meeting in Dublin. Following a positive assessment of the participation of independent academic experts in each Advisory Committee, an application and selection process for new experts resulted in new nominations by Eurofound's Executive Director for a period up to the end of the current four-year programme period (end of 2024). See Annex 9 for a full list of Management Board and Advisory Committee members status as of 31 December 2021.

For the first time, the Executive Director of Cedefop participated in Eurofound's Management Board meeting as an observer (representatives of the European Agency for Safety and Health at Work (EU-OSHA) have attended meetings as observers since 1998). Such participation is in line with the reinforced cooperation foreseen in the Commission's 2019 staff working document on the evaluation of the EU Commission agencies working in the employment and social affairs policy field.

The Committee on Staff Matters adopted one decision in 2021 in relation to a complaint by a staff member under Article 90(2) of the Staff Regulations.

Table 17: Overview of decisions taken by the Management Board in 2021

Decision No.	Description	Date of Decision
35	Adoption of dates of 2021 meetings of Management Board, Executive Board and Groups	13 January
36	Adoption of final draft Programming document 2022 to be sent to Council, Parliament and Commission	29 January
37	Adoption of revised Procurement Plan 2021 updating the financial decision of the Agency	5 March
38	Adoption of the minutes of the 3rd Management Board meeting of 16 November 2020	5 March
39	Selection of Executive Director	5 March
40	Adoption of minutes of 4th Management Board meeting of 5 March 2021	31 May
41	Appointing Executive Director (Mr Kalfin)	31 May
42	Adoption of 2020 Consolidated Annual Activity Report	25 June
43	Adoption of an opinion on Final Accounts 2020	25 June
44	Appointment of Deputy Chair of the Management Board representing the Governments Group	27 October
45	Adoption of final Programming document 2022	19 November
46	Appointment of Chair and Deputy Chairpersons	19 November
47	Appointment of an alternate member for the Management Board Committee on Staff Matters	19 November
48	Dates of Management Board and Executive Board meetings in 2022	19 November
49	Adoption of Amending Budget 2021	21 December
50	Adoption of Final Budget 2022	21 December

2.2 Major developments

On 1 June, Mr Kalfin took up the post of Executive Director of Eurofound. One of his priorities since his arrival has been to establish positive working relationships with key stakeholders. During the autumn, the Executive Director held meetings with the Tánaiste (Irish Deputy Prime Minister) and Minister of Labour Leo Varadkar, the Irish Minister for Europe Thomas Byrne and the leadership of the European Movement International–Ireland to strengthen relations with the authorities and the civil society of the host country. A high-level visit including all the Heads of EU Missions in Ireland (Network of EU Ambassadors) took place in September under the auspices of the Slovenian EU Presidency. Introductory meetings continued with the social partners and other stakeholders in Eurofound's host country as well as at European level.

Following the preferences expressed by the staff and based on the good results achieved throughout the lockdown, Eurofound adopted a hybrid form of work, with minimum of two days' per week presence in the office and teleworking for the remaining days. All necessary measures were taken to ensure a high level of health and safety at work. Remote communications solutions such as Microsoft Teams have been successfully implemented and are now an integral part of the organisation's ICT infrastructure, enabling teleworking to be efficient and inclusive.

Resource constraints continue to challenge the organisation in optimising efficient work processes and systems. The strategic initiative around further digitalisation in all aspects of the work is continuing. The increase in demand for Eurofound's expertise, as shown by the KPIs, is increasingly difficult to meet as the workforce is capped at the same number of posts since 2018, and operational cost are under pressure due to inflation and general price increases. Regular communication with institutional budgetary stakeholders and with other agencies will continue in 2022 to address a fair balance between available resources and expectations.

2.2.1 Collaboration

Strengthening the synergies between EU agencies and cooperation and partnerships with other international organisations is a key component of Eurofound's strategy to provide policy-relevant evidence. Eurofound continued in 2021 to implement cooperation agreements with five European agencies (EU-OSHA, Cedefop, EIGE, ETF and FRA). There was an intensive exchange of expertise with these agencies on project proposals, survey methodologies and synergies, as well

as participation in various joint webinars. Collaboration extends also to administrative and organisational topics such as peer review of respective risk registers, evaluation and performance indicator methodologies.

Some highlights of collaboration include, for instance, the joint policy brief with Cedefop on innovation and workplace practices, based on the analysis of ECS 2019 data, and the research report on adapting business practices in the middle of a crisis, based on the 2020 ECS online follow-up in the context of the COVID-19 pandemic. Moreover, a selection of papers from the Cedefop, Eurofound and IZA Conference on Workplace and Management Practices, were published as an edited volume in December 2021 in the Research in Labour Economics journal series.

In July 2021, Eurofound published jointly with EIGE a policy brief on upward convergence in gender equality. EIGE data on the Gender Equality Index was also incorporated in the web app developed by Eurofound to investigate convergence trends. For such work on convergence, but also for research related to the socioeconomic impact of the COVID-19 crisis on women, communication and promotion activities were closely coordinated. Following on from European Gender Equality Week (25–28 October) and to coincide with Equal Pay Day on 10 November, Eurofound organised a joint webinar on gender equality with EIGE with the participation of the European Parliament.

In 2021, Eurofound and FRA continued the well-established exchange of experience and cooperation in the area of survey methodology and its development, including within the framework of EU-ANSA. Eurofound and EU-OSHA intensified their exchange and cooperation in the research area of telework, among other activities, including early consultation on the content and scope of projects and exchange of outputs for feedback.

Eurofound is also reinforcing cooperation with the EEA in the area of anticipating and managing the impact of the transition to a carbon-neutral economy, which resulted in joint work being published in 2021 on the social challenges of low-carbon economy policies in Europe. Reinforced cooperation is envisaged for 2022 with a joint project on the implications of Just Transition policies on convergence and inequalities.

In December 2021, the ETF proposed to launch a pilot version of Eurofound's survey *Living, Working and COVID-19* in 10 neighbouring countries: Albania, Georgia, Jordan, Kosovo, Lebanon, Moldova, Morocco, North Macedonia, Palestine² and Tunisia. The survey was successfully fielded in early 2022, and a joint publication will follow in September 2022.

² This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual position of the Member States on this issue.

Eurofound is also expected to sign a formal memorandum of understanding (MoU) with the ELA in Q3 2022 that may include the possibility of joint actions related to cross-border labour mobility, if considered appropriate for both agencies.

In addition to the cooperation activities with other agencies, Eurofound also maintains close working relationships with other strategic partners. In November 2021, Eurofound signed a cooperation agreement with the European University Institute in Florence, driven by mutual interest in promoting research and knowledge related to social policies, working conditions and employment in Europe.

Eurofound also continues to build further on its relations with the European Commission, including the JRC. Close collaboration with JRC Seville is taking place in the areas of digitalisation (notably teleworking, algorithmic management, platform work and job tasks), monitoring structural change in the labour market and the impact of COVID-19. Several joint publications were produced in 2021 on these topics.

Eurofound also maintains close working relationships with international organisations such as the International Labour Organization (ILO) and the Organisation for Economic Co-operation and Development (OECD), allowing for a global perspective in the analysis of EU policy issues. For instance, Eurofound is closely involved in the joint ILO/JRC initiative 'Global shifts in the employment structure', and has regular exchanges in the area of social dialogue and industrial relations. The OECD and Eurofound also continue to collaborate successfully on an ad hoc basis, notably regarding topics such job quality, collective bargaining, minimum wages and living wages, as well as platform work. A draft agreement for collaboration is still with the OECD.

2.2.2 EU Agencies Network

Eurofound actively participates in the EU Agencies Network (EUAN) and its subnetworks. A main focus has been on adopting and implementing the new strategy, under the leadership of the EEA, to ensure continuity of its support for the EU policy agenda in all its dimensions, with a focus on the sharing of services between agencies. In this context, the cross-agency evaluation of the agencies also recommended the sharing of services in the area of employment and social

affairs, and Eurofound has continued to develop its efforts as described above. Eurofound actively contributes to EU-ANSA, which it has been chairing since July 2021, and will retain this role until mid-2022. In this context, Eurofound organised and hosted the 17th EU-ANSA meeting – a virtual online meeting – in November 2021. The focus was on drawing lessons from the COVID-19 crisis and increasing the preparedness of the scientific subnetwork to respond in a more coordinated manner to future crises.

2.3 Budgetary and financial management

2.3.1 Report on budgetary and financial management

Budget implementation

Despite the challenges of the pandemic situation in 2021, Eurofound continued its activities and was able to deliver its work programme without any significant negative impacts either on the operational or the financial side. Continuous monitoring of the budget implementation enabled Eurofound to reallocate the budget savings in a way that still ensured a very high budget implementation while delivering on the work programme, with adjustments endorsed by the Management Board. Missions and physical meetings did not take place, for the most part, or were arranged either online or as hybrid events. Additionally, the final expenditure on the activity 'Reacting to ad hoc information requests' was significantly lower than budgeted for. The related savings were primarily reallocated to cover the increase of the Irish country coefficient from 129.0 to 133.6, as per Eurostat's analysis, and, secondly, to cover the web migration to a new software version. Some funds were also assigned to topping up existing research project budgets or front-loading some projects from the 2022 programming period.

Budget outturn

The provisional budget outturn account for 2021 was sent to the Commission in early January 2021. The adjusted budget outturn account was sent to the Commission in May 2022 (see Annex 2). The balance of this account shows a budget surplus of €17,912.

Table 18: Summary of performance, 2018–2021

Indicator	Target	2021	2020	2019	2018
Budget implementation	98%	100.0%	99.9%	99.9%	99.6%
		Amending budget: €22,757,000	Amending budget: €21,741,655	Amending budget: €22,024,000	Amending budget: €20,710,000

Rate and type of implementation of appropriations, indicating, where appropriate, reserve fund

Overall, in respect of C1 appropriations, i.e. the subsidy granted within the EU general budget and other general revenue, Eurofound achieved a very high budget implementation rate of 100.0% (2020: 99.9%). Only €5,323 (or 0.02%) of C1 appropriations were cancelled.

Transfers and amending budgets

During 2021, 69 credit transfers were executed in order to allow for the required budget allocation and a high budget execution and the requirements of the final budget forecast (2020: 131 credit transfers). Most of the budget transfers are in the context of the increase of the Irish country coefficient from 129.0 to 133.6 applicable to staff salaries and salary-related expenditure. In addition, €750,000 was allocated additionally to the website migration to a new software version.

The Management Board was regularly informed of credit transfers in the Executive Director's progress reports. On 21 December 2021, the Management Board adopted a first amending budget in which revenue and expenditure budget lines were adjusted according to the latest forecast in November. The second amending budget was adopted on 29 April 2022 and included assigned revenue of €1,000,000 in relation to the execution of the pilot project on the minimum wage as per a service-level agreement between the European Commission and Eurofound.

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

Actual appropriations of €3,571,195 (2020: €4,168,672) were carried forward. For the most part, these related to multiannual projects and the Network of European Correspondents that were implemented, by and large, in accordance with the 2021 work programme. The cumulative planned carry-forward commitments of €1,946,356 were established during Q2 of 2021 by basing them on initial project, contract and procurement plans. Actual cumulative total carry-forward appropriations were about €1,624,849 higher than originally planned.

During 2021, an additional budget allocation of €750,000 was approved for web migration to the latest software version, Drupal 9. Furthermore, another approximately €400,000 were reallocated to various research project budgets. Lastly, a €130,000 reallocation was made towards essential IT infrastructure upgrades. The commitments from reallocated funds were made during the last quarter, which resulted in an increase of carry-forward appropriations to 2022. All budgets came from savings on other areas of Eurofound's budget. There were also some changes in procurement plans that led to higher carry-forward appropriations.

Commitments of €4,168,6724 carried forward from 2020 to 2021 were largely consumed as planned; €81,233 or 1.9% of all commitments carried forward were cancelled (€142,000 or 3.6% at the end of 2020). About one quarter of all cancellations related to the implementation of the 7th EWCS during the pandemic. Not all interviews were performed as initially planned, explaining why payments to the contractor were adjusted. The remaining cancellations mainly related to some orders on which contractors did not deliver.

Overview of procurement procedures for contracts above €15,000

Table 19: Summary of procurement procedures

Type of procedure applied	No. of procedures resulting in contracts	Value	Proportion of the value (%)
Open procedure (Article 164(5)(a) FR)	7	€1,942,570	59
Negotiated – medium value (Point 14.2 Annex 1 FR)	9	€794,156.52	24
Negotiated – low value (Point 14.3 Annex 1 FR)	12	€454,634	14
Negotiated without notice (Point 11(h)(i-iii) Annex 1 FR)	1	€120,000	4
Total:	29	€3,311,360.52	100

Note: This overview does not include: a) specific contracts/orders awarded under framework contracts; b) interinstitutional contracts organised by other contracting authorities; and c) contract amendments under Article 172(2) and 172(3) of the Financial Regulation.

Information on interest charged by suppliers due to late payments (> 30 days)

This did not occur during 2021.

Activity-based budget – 2021 implementation

Activity-based management allows the planning, management and monitoring of budget allocation to Eurofound's main activities. In the programme period 2021–2024, eight operational activities and two horizontal activities contributed to six areas of intervention. The consumption of all planned resources (human and financial) amounted to 100% in 2021, demonstrating the organisational capacity to adapt and redirect resources in line with the necessary changes in the work programme. These arose in response to information needs emerging throughout the year as a result of the COVID-19 pandemic as well as structural change in Europe. By far the most resource-consuming research activity was Industrial relations and social dialogue, which accounted for 17% of all resources consumed. This activity showed an implementation rate of 108%, i.e. it consumed a higher share of financial and human resources than originally planned. All other research activities have a resource share of less than 10% of the total budget. In the end, 64% of all resources were consumed on research activities while the original budget included an overall share of 68%.

Corporate communication and infrastructure activities consumed a further 30% of all resources compared to 24% in the original budget. It should be noted that a substantial budget reallocation of €750,000 for Eurofound's website migration was approved during the second half of 2021 and led to this increase (implementation rate of 124% compared to budget).

The last activity, Management and development, consumed only 6% of all resources, while 8% was originally budgeted. This activity contains operational budgets for Management Board meetings and evaluations. In respect of both, only about half of their original operational budgets were consumed. The implementation rate of this activity was, therefore, only 72%.

In respect of Title 3, 93% of originally budgeted resources were eventually consumed in 2021. When focusing on staff resources only, a consumption rate of 81% (2021: 97%) was recorded for 2021.

A comparison of the initial cost allocation per activity with its final execution is shown in Annex 5.

An overview of budgetary revenue and expenditure is shown in the annual accounts, included as Annex 7.

2.3.2 Contribution agreements³ and service-level agreements

A grant agreement (IPA/2018/402-940) with DG NEAR was signed 21 December 2018 under the Instrument for Pre-accession Assistance II (IPA II). The implementation of the main activity in the accession countries, namely the fieldwork for a new edition of the EWCS, came to a halt. The subsequent decision to change the survey mode from face-to-face to telephone-assisted as the only way forward to continue the fieldwork meant not only a delay but also new investment in the set-up of the questionnaire. Consequently, the budget allowed only for a restart of the survey in the Western Balkan countries only. The grant agreement was amended accordingly, and its duration was extended until 2022 to ensure completion of the survey.

In late December 2020, Eurofound signed a service-level agreement to implement a pilot project on the minimum wage. The European Parliament proposed this project, and the European Commission requested Eurofound to implement it. The main objectives of the project are:

- to provide a measurement of compliance with the minimum wage regulation and discuss the methodological and policy issues related to this measurement (Module 1)
- to build a database on minimum wages in collective agreements (Module 2)
- to map the regulation of independent workers' minimum pay rates or tariffs (Module 3)

There is a timeframe of three years for implementing the project and a budget of €1,000,000 was received in April 2021. The Management Board was duly informed about the pilot project before the service-level agreement with the Commission was signed. Two expert groups with representatives from the Management Board and from international and academic organisations have been set up to advise on the project. Eurofound will continue to provide information to its Advisory Committees on progress regarding implementation of the project. The pilot project is not part of Eurofound's work programme.

Other service-level agreements⁴ relate to services from the European Commission (e.g. Sysper, DG DIGIT software, security and services). An overview of these agreements with annual amounts committed is included in Annex 6.

³ Articles 7.2 and 7.5 of the Financial Regulation.

⁴ Article 43.2 of the Financial Regulation.

2.3.3 Control results to ensure legality and regularity of the underlying transactions

Legality and regularity of transactions

Expenditure is based on the annual work programme, which serves as the financing decision. All procurement follows the rules based on the Financial Regulation. Much effort goes into the provision of templates, guidance and regular information sessions to ensure procurement procedures are followed correctly. A centralised procurement team guides and advises on all tenders and contract award decisions over €15,000.

Ex ante control systems are in place based on a documented validation path for each commitment, payment, decommitment and recovery. Transactions go through a 'default workflow' of initiation, verification and authorisation in the Agency's accounting and budgeting system (ABAC). Legal entities are flagged in the Early Detection and Exclusion System, which is checked in advance of an award decision and at commitment and payment stage. For each financial transaction, verifying agents apply ex ante controls at operational and financial levels. There are regular meetings between these members of staff to discuss any observations. No errors were detected during 2021. A lack of filing documentation had been noted on several occasions. A training programme for staff to refresh their knowledge of the expenditure life cycle took place in 2021.

The 2021 validation of financial management systems took place with the purpose of ensuring compatibility between the granted ABAC authorisations and the actual responsibilities entrusted to a user. It found that delegation rights in ABAC had to be removed as they were no longer in line with people's responsibilities. This was corrected with immediate effect. The exercise also recommended a designated place in the enterprise document management system for the delegation papers of Authorising Officers by Delegation. The report of the assessment was sent to DG BUDG as recommended by the European Data Protection Officer in 2021.

Timely payment

In compliance with the time limits for payments specified in Article 77 of Eurofound's Financial Regulation, payments are made with the following conditions:

- 90 calendar days for contribution agreements, contracts and grant agreements involving technical services or actions which are particularly complex to evaluate and for which payment depends on the approval of a report or a certificate
- 60 calendar days for all other contribution agreements, contracts and grant agreements for which payment depends on the approval of a report or a certificate

- 30 calendar days for all other contribution agreements, contracts and grant agreements

Eurofound processed 1,059 budgetary payments in 2021 (commercial invoices or internal documents such as debit notes). Most Eurofound payments were processed and paid within 30 days. The average turnaround time for a payment was 13 calendar days. Only a small number of payments processed (51 or 5%) was slightly delayed. The average time for a payment delay was 5 days.

Eurofound monitors and reports on payment times regularly via ABAC Workflow. Actions such as application of payment time suspension is frequently used to prevent delayed payments. It is used in cases where the amount of the payment is not due (deliverables or service not completed) or the appropriate supporting documents have not been produced by the contractor or service provider, for example.

Ex post verification

Eurofound uses a light financial circuit for payments relating to salaries, missions, meetings and invoices for the Network of Eurofound Correspondents. In these cases, there is no ex ante verification in ABAC, only initiation and validation/authorisation. A sample of payments is verified ex post.

In compliance with Article 45(5) and (6) of Eurofound's Financial Regulation, an ex post verification covered a sample of the 2021 transactions that had gone through the light verification workflow. The sample for each payment category for ex post verification is shown in Table 20.

Table 20: Transaction type and sample size for ex post verification

Type of transaction	Sample
Reimbursements of interviewees	5%
Mission expenses	10%
Participants' expenses	5%
Network of Eurofound Correspondents	5%

In total, 44 transactions of the 2021 sample were included in the ex post verification. All recruitment interviews were carried out online, therefore there were no transactions for reimbursement of interviewees. 2021 was the first year that mission expenses were handled via MIPs through Sysper. This did not change the sample size, however. It may be reviewed by the end of 2022. The exercise concluded with no errors detected.

Table 21: Ex post verification of payments 1 January–31 December 2021

	Total verified	% verified	Outcome
Reimbursements for interviewees (BL 1180)	0	0.0%	n/a
Missions (BL 1300)	3	23.1%	No errors
Participants' expenses (BL 3040 and 3042)	1	5.6%	No errors
Network contracts payments (BL 3030)	18	5.2%	No errors
Network contract commitments (BL 3030)	22	5.2%	No errors

Exceptions register

Article 45.2 of the Financial Regulation requires the Authorising Officer to put in place internal management and control systems and procedures suited to the performance of their duties. An essential building block of the internal control system is to have appropriate arrangements in place to ensure that all instances of overriding of controls or deviations from established policies and procedures under exceptional circumstances are documented, justified and approved at an appropriate level before action is taken. Eight exceptions were recorded during the course of 2021. Unprecedented hereto, there were multiple exceptions related to securing electricity for the Agency. They concern the failure of subsequent procurement procedures for medium-term contracts. The main reason relates to circumstances specific to the utility market. As a result, Eurofound had to extend the contractual arrangement with the incumbent electricity provider to ensure uninterrupted service. Having discussed the situation with the auditors, in 2022, a new procurement procedure is planned, aiming at a more stable contractual arrangement. However, the likelihood of geopolitical risks impacting on the chance of a medium-term contract at an acceptable rate is considered high.

Anti-fraud and managing conflict of interest

In 2021, the European Anti-Fraud Office (OLAF) initiated an investigation into conflict of interest, and the report was delivered in April 2022. OLAF found no impairment of the financial interests of the EU and no misuse of EU funds. Eurofound has taken immediate and appropriate measures to implement the recommendations of OLAF to further strengthen transparency and disclosure of possible conflicts of interests.

Risk assessment

Eurofound participated in the peer review of corporate risks for 2022 and informed its partner DG about the findings. No critical risks were detected.

2.3.4. Cost of controls

Eurofound's risk-based approach to the design and implementation of its controls is proportionate to their effectiveness. In 2021, Eurofound engaged for the first time in an exercise to quantify the cost of control around budget implementation. It estimated the time spent by actors in the financial circuit, in preparing at planning the financing decision, preparing external audits and coordinating the internal control work plan. This added up to a total of 7.6 full-time equivalent (FTE) hours. Using the existing rates for staff cost in Eurofound, the cost for 2021 came to 6.4% of the (amended) budget for 2021. The methodology and calculation was shared with DG EMPL and related agencies.

It remains important to critically assess workflows for further simplification, especially when more than 'four eyes' are checking the same transaction. At the same time, ex post checks need to be implemented following a risk-based assessment of categories of transactions (to be decided in 2022). The cost of the controls mainly corresponds to a time cost: time required by human resources that are fully assigned to operational tasks. The Agency therefore relies heavily on the work of the European Court of Auditors and the European Commission's Internal Audit Service in ensuring a reasonable balance between the internal cost and the effectiveness of the control environment.

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

The Executive Director, being Eurofound's Authorising Officer within the meaning of the Financial Regulation, particularly Articles 2 and 45, has permanently delegated powers of budget implementation to the Deputy Director, Heads of Units and other staff, in accordance with Article 46 of the Financial Regulation. The delegations cover the immediate area of responsibility of the delegated staff members, except for the Deputy Director, who has full authorisation in the absence or unavailability of the Executive Director.

All budgetary transactions delegated to staff are limited to €80,000, except for mission expenditure, which has an upper limit of €5,000 per transaction. In practice, this means that relevant Title 1 (staff and staff-related expenditure) transactions are delegated to the Head of Resources,⁵ with the exception of expenditure for missions, which is delegated to the Head of Unit of the staff member who incurred the cost.

The relevant Title 2 (infrastructure and administrative expenditure) transactions within budget lines 2204 (ICT infrastructure) and 2410 (telecommunication) are delegated to the Head of ICT; transactions within budget line 2250 (library expenses) are delegated to the Head of Information and Communication; and all other Title 2 budget lines are delegated to the Head of Resources.

The relevant transactions in Title 3 (operational expenditure) are delegated to the Head of Unit (and the staff member responsible for the Network of Eurofound Correspondents) to whom the underlying activity, project or task has been assigned.

Budgetary transactions within the meaning of this section include:

- budgetary and related legal commitments
- authorising expenditure, including mission costs

Eurofound does not have any sub-delegations with Authorising Officer's power in place. If the Authorising Officer by Delegation cannot authorise a budgetary transaction, it cannot be further delegated to another staff member – it needs to be authorised by the Authorising Officer.

Following the departure of the Executive Director, Juan Menéndez-Valdés, on 30 November 2020, all delegation papers were updated and revised. From 1 December 2020, new delegation documents were issued by the Acting Executive Director, Maria Jepsen,

following the same delegation arrangements as stated above. With the arrival of the new Executive Director, Ivailo Kalin, new delegation arrangements were again issued, effective 1 June 2021; the content of the delegation arrangements were again unchanged.

The implementation of delegation decisions is monitored by the Finance Unit and the local authorisation managers (not part of the Finance Unit) in charge of drafting, amending or repealing a delegation based on instructions received by the Authorising Officer. Specific controls are implemented accordingly in ABAC, ensuring that the budget lines and ceilings established by individual delegations are respected.

2.5 Human resources management

2.5.1 Staff capacity

This KPI demonstrates the effective use of the posts available in the establishment plan. Due to the size of Eurofound's establishment plan (91 members of staff), any small unforeseen variation has a big impact on the indicator. In 2021, two staff members were on CCP (leave on personal grounds), who were not immediately replaced. After a strategic discussion on the organisation of the research units, a final decision was made in December 2021. At this time, three senior positions were not filled. The recruitment for these positions will start in 2022. One post was offered but not filled in 2021 yet, and one post was part of internal mobility procedures. Lastly, in December, the recruitment of an assistant for the Information and Communication Unit started, which will be concluded in 2022.

There were nine recruitments in the period January–December 2021, as shown in Tables 23 and 24.

Table 22: Summary of performance, 2018–2021

Indicator	Target	2021	2020	2019	2018
Staff capacity	97%	89% Posts as per establishment plan: 91	95% (94.5%) Posts as per establishment plan: 91	98% (97.8%) Posts as per establishment plan: 91	97% Posts as per establishment plan: 91

⁵ Except budget line 1430 (entertainment expenses) for which transactions require authorisation by the Authorising Officer.

Table 23: Vacancies filled, 2021

Job title	Grade	Start date
Research Officer	TA AD 5	16 January
Research Officer	TA AD 5	1 April
Research Support Officer	CA FG IV	1 April
Research Support Officer	CA FG IV	16 April
Digital Data Manager	AD7	1 May
Executive Director	TA AD 14	1 June
Publishing and Production Manager	TA AD 8	1 September
Research Support Officer	CA FG IV	1 November
Webmaster	TA AD 6	16 December

Table 24: Selection procedures completed and launched and internal transfers published, 2021

Selection procedures completed in 2021	
Digital Data Manager	TA AD7
Publishing and Production Manager	TA AD 8
Executive Director	TA AD 14
Webmaster	TA AD 6
Selection procedures launched before the end of 2021	
Editor	TA AST 3
Facilities Assistant	CA FG II
IC Assistant	TA AST/SC 2
Internal transfers published during 2021	
Web Manager	V-AD-21-01
Research Officer	V-AD-21-02
Administrative Assistant, Unit C – Social Policies	V-AST-21-03
Events Assistant	V-AST-21-04
Administrative Assistant, Unit B – Employment	V-AST-21-05

2.5.2 Staff roles

Gender balance, including of senior and middle management team

Table 25: Gender breakdown of staff, 2021

Gender (officials, temporary agents and contract agents)	Number
Male	41
Female	55
Total	96

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

Geographical distribution of statutory staff

A table with the detailed geographical balance of staff can be found in Annex 4. Currently, 20 nationalities are represented, with a fairly balanced nationality distribution.

Eurofound is striving to cover all nationalities; however, it is notable that Eurofound receives fewer job applications from candidates from Member States such as Cyprus, Estonia, Malta and Slovenia. The high number of Irish staff is due both to historical and geographical reasons. Irish applicants are generally higher in number in Eurofound's recruitment procedures, and it is foreseen that the number of Irish staff will continue to be higher than other nationalities.

Learning and development

Individual staff members attended external training related to, for example, data protection, Stata statistical software, survey research, Microsoft Excel, data analytics and ethics. A training plan for 2020–2021 was designed following inputs from the Human Resource Development Programme (HRDP) and input from the Research Coordination Board, with attention on written and oral communication for research staff. Due to the circumstances generated by the pandemic, training addressed physical and psychological well-being and the technology necessary to maintain a high level of performance while working remotely.

Before the launch of the HRDP exercise for 2021, sessions on performance management were designed and delivered specifically to management and staff.

Regulatory issues

Staff Regulations and Implementing Rules: The reformed Staff Regulations required the application of the new Implementing Rules adopted by the Commission. Under Article 110.2 of the Staff Regulations, all Implementing Rules adopted by the Commission enter into force by analogy in the agencies nine months after the Commission informs the agencies of their adoption. In certain cases, where the procedure adopted for the Commission is too complex, agencies may opt out and, a model decision is developed by DG HR, in collaboration with the representatives of the agencies, through the Standing Working Party (SWP). The Staff Committee and Union Syndicale are consulted during the development of the model decisions, and feedback is sent through the agency cluster representatives on the SWP. Eurofound shared an

overview of all the adopted decisions with the Commission.

No Implementing Rules were adopted in 2021.

Administrative inquiries and disciplinary procedures

An Administrative inquiry opened in 2020 was closed. No disciplinary procedure was opened. There was a judgement in the two court cases.

Article 90

No request under Article 90 of the Staff Regulations was launched in 2021.

Social dialogue

Dialogue between the management and staff representatives was maintained with regular meetings and discussions of relevant issues. The opinion of the staff representatives was taken into consideration when designing the return to work after the lockdown, deciding on the measures to further stimulate staff engagement, carrying out the promotions and reclassification procedure, and so on. Attention is focused on issues such as increasing the transparency of managerial decisions as well as staff ownership regarding involvement and motivation measures.

2.6 Strategy for efficiency gains

2.6.1 Job-screening exercise

The number of posts remain the same, while stakeholder expectations of Eurofound are high and compliance requirements, for instance around cybersecurity, are growing. The 2021 job-screening exercise results show that the Agency continued to find efficiencies. It ensured that the proportion of posts in Administrative Support and Coordination decreased slightly in favour of the proportion of Operational posts.

Project planning and the implementation process and data input have benefited from the simplification of the programme planning process, as well as from the

introduction of an updated cloud-based project management system. Overall, efficiency gains have been achieved through joint procurements and by sharing ICT systems.

Remote working advanced the rollout of electronic signatures. Additional to the introduction of simple and advanced electronic signatures, the rollout of the qualified electronic signature (QES) – uniquely linked to the signatory – was prepared during 2021. The QES is the only type of signature considered to have the same legal value as a handwritten signature. Eurofound signed up with the European Commission QES application EU-Sign for direct and framework (FWC) contracts and their subsequent amendments, agreements creating financial obligations (e.g., service-level agreements) and employment contracts as well as any other documents where the third signatory party requests using QES.

Eurofound commits to continued cooperation with the Commission, other agencies and international organisations with a view to avoiding overlaps and ensuring synergies.

Sharing of services continues to be a strategic priority. During 2021, the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), EIGE and the European Centre for Disease Prevention and Control (ECDC) requested staff expertise from Eurofound in the area of evaluation and organisational performance monitoring, and this was successfully shared. Furthermore, Eurofound's Accounting Officer started to act as the Accounting Officer for the ELA. To date, the effectiveness and efficiency of the arrangement for sharing the capacity between two agencies remains to be evaluated and further assessed. This is particularly relevant in light of the enormous workload it creates for the staff member in question.

Eurofound participated in 11 interinstitutional tenders of which 8 with contracts awarded in 2021. The availability of Sysper required some upfront investment when new modules for mission reimbursement administration (MIPS) and for staff ethics and HR

Table 26: Job-screening exercise results, 2021

	Job screening category																			
	Administrative Support and Coordination										Operational				Neutral					
	DOC	HR	IA	ICT	LOG	RES DIR/HoA	LEGAL	COMM	GEN COORD	POL COORD		TOP COORD	PGM MIMPL	EVAL	GEN OPER		FINCONT	LING		
Totals 2021	1	2	0	6	5	2	2	0	2	0	19.6	6	61	1	11	79.6	13	0	12.6	
as percentage											17.53%					71.20%				11.27%
Totals 2020	1	2	0	7	6	2	1	0	2	0	20.6	6	65	1	10	82.3	13	0	13.1	
as percentage											17.76%					70.95%				11.29%
Totals 2019	1	4	0	7	10	2	1	0	1	0	25	7	60	3	9	79.3	10	0	9.7	
as percentage											21.93%					69.56%				8.51%
Totals 2018	1	3	0	7	12	2	1	0	1	0	26	7	66	1	12	86.8	11	0	11.2	
as percentage											20.97%					70.00%				9.03%

reporting were introduced. However, the level of consistency in data application and a reduction in maintaining separate documentation has already led to efficiency gains.

The interagency tender for evaluation and stakeholder feedback services led by Eurofound was successfully concluded, with 15 agencies participating in the framework contract.

2.7 Assessment of audit and evaluations

2.7.1. Internal Audit Service

In April, the Internal Audit Service (IAS) concluded its 2020 audit of human resources management and ethics with a report including four recommendations. The recommendations focus on the processes around appraisal and reclassification, the recruitment process, and the learning and development strategy and its implementation as well as aspects of conduct and ethical behaviour. None of the recommendations were classified as critical. Very important were recommendations about the alignment of the appraisal and reclassification process and the task of the Joint Promotion and Reclassification Committee with the Implementing Rules. For the appraisal process, this concerns adherence to the deadlines as per Article 6 of the Implementing Rules, the role of the Reporting Officer vis-à-vis sub-delegation, the assessment of the use of languages as one of the performance criteria, and the quality of objective setting and reporting. The IAS also recommended improvement of the audit trail with proper documentation to ensure that decisions taken in the different stages of the appraisal and reclassification processes are recorded to ensure an adequate audit trail of the whole process. Furthermore, this recommendation pointed to the need for the Joint Promotion and Reclassification Committee to adopt its rules of procedure in accordance with the requirements set in the Implementing Rules, including provisions on how to handle conflicts of interest. See Section 2.8 on the follow-up.

In the autumn, the IAS started an audit of procurement and contract management. Following a reorganisation within the IAS, the scoping meeting took place with a new audit team. Interviews in preparation of the fieldwork were carried out in autumn 2022. Fieldwork took place in early 2022 resulting in three findings (all three classified as important). Eurofound expects to start implementing an action plan in the second half of 2022.

2.7.2. European Court of Auditors

The European Court of Auditors (ECA) acts as external auditor for Eurofound. The accounts for the 2020 financial year were audited by Mazars Ireland and their

opinion was forwarded to the ECA. The court's report on the annual accounts for the 2020 financial year was published on 29 October 2021. The involvement of the private audit firm Mazars does not change the role of the ECA as provider of a final opinion on the reliability of the accounts, and on the legality and regularity of the transactions underlying the accounts.

As in previous years, the court issued a statement of assurance that Eurofound's 'annual accounts present fairly, in all material respects, its financial position as at 31 December 2020 and the results of its operations and its cash flow for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer'. Furthermore, the court confirmed that 'the transactions underlying the annual accounts ... are legal and regular in all material respects.'

Without calling this opinion into question, the court had one observation on the legality and regularity of transactions in the context of a finding that dates back to two procurement procedures in 2019. Eurofound had a legal obligation to pay the service providers after they delivered their work and services in 2020. With these payments, the previously mentioned procurement procedures have been closed off.

In the second observation, the court stated that the policy on sensitive posts had not been updated. The implementation of the policy was already acknowledged by the court in its finding, which means that no further follow-up was required.

2.8 Follow-up of recommendations and action plans for audits

- In response to the recommendations of the IAS from their audit of human resources management and ethics, Eurofound drafted an action plan. Implementation started in June 2020. Actions in response to the recommendations on the appraisal and reclassification process (marked as very important) have all been implemented as far as actions that were scheduled for 2021. One action, related to the feasibility of a software solution to support setting SMART objectives, is in progress with a deadline of end 2022.
- Actions were implemented by the end of 2021 that related to the recruitment process (instructions to selection committees) and to ethics and integrity (use of Sysper for requesting outside activities and establishment of a central contact point). An update of the guide on recruitment, incorporating detailed guidance on the assessment of the selection criteria, the establishment of marking schemes, declarations of conflict of interest, and the content and approval of vacancy notices, will be completed during 2022.

- Actions on learning and development implemented during 2021 were the implementation of a workflow to better monitor training cancellations. For 2022, a learning and development strategy will be developed, benefiting from findings from an evaluation of experiences with learning and development processes to date. Work on identifying skills needs will also be integrated with this strategic approach.

All actions taken in response to observations of the ECA of previous years were completed, and the matter of payments in relation to two procurements (2019) was also closed off due to the expiry of the relevant contracts. This is also reflected in the response to the observations of the budgetary committee of the European Parliament in the context of the 2019 discharge – see Section 2.9.

2.9 Follow-up of observations from the discharge authority

Observations for discharge 2019	Response and actions taken	Status
Budget and financial management		
1. Notes with satisfaction that the budget monitoring efforts during the financial year 2019 resulted in a budget implementation rate of 99,99%, representing a slight increase of 0,41%; takes note of the fact that the payment appropriations execution rate was 80,92%, representing a decrease of 1,78% compared to 2018;		
Performance		
2. Notes that the Foundation uses four key performance indicators (KPIs), included in its performance monitoring system, which in addition to the KPIs consists of metrics (other indicators for operational processes) and a qualitative assessment and evaluation, to assess the added value, including the outcome and impact, provided by its activities, and to improve its budget management;	During the programme period 2017–2020, Eurofound reports each year on its performance, using eight KPIs: <ol style="list-style-type: none"> 1. Budget implementation 2. Staff capacity 3. Programme delivery 4. Recognition of the scientific quality of Eurofound's research (references in articles of peer-reviewed journals) 5. Uptake of Eurofound's knowledge through Eurofound's website: HTML page views, PDF downloads 6. Contributions to policy development at priority events (out of contributions to events in total) 7. Use of Eurofound expertise in key EU policy documents (out of total EU policy documents) 	Implemented
3. Reminds the Foundation to regularly review and update its performance measurement system and KPIs to ensure its efficient contribution and expertise at Union level; encourages the Foundation to carefully analyse the outcomes and use them to improve their strategy and activity planning;	Eurofound concluded such review during 2020 with a view to the new multi-annual programming period.	Implemented
4. Acknowledges the fact that the delivery of work programme outputs planned for 2019 reached 91 % of achievement (51 of 56 outputs), and that the Foundation contributed to 212 policy development events (46 % of them at Union level);		
5. Appreciates the Foundation's high-quality work enhancing and disseminating knowledge, and providing evidence-based support and expertise for policy development in the field of living and working conditions, labour market and industrial relations across the Union; considers it to be essential, in that regard, for the Foundation to continue to collaborate with various highly qualified external experts; stresses the Foundation's importance, autonomy and added value in its field of expertise; highlights the need of ensuring adequate human and financial resources allowing the Foundation to continue implementing its work programme with a very high activity completion rate.	Eurofound continued the work with external experts during 2020. The limitation of human and financial resources is a challenge for the implementation of future work programmes without becoming too dependent of external experts.	Ongoing

Observations for discharge 2019		Response and actions taken	Status
Performance			
6.	Notes that the Foundation's new founding regulation entered into force on 20 February 2019;		
7.	Congratulates the Foundation on its common approach with the European Centre for the Development of Vocational Training (Cedefop), the European Agency for Safety and Health at Work (EU-OSHA) and the European Training Foundation (ETF), which ensures regular coordination and collaboration in their work; notes that the Foundation implemented actions agreed in annual plans with the EU-OSHA, the European Union Fundamental Rights Agency and the European Institute for Gender Equality; encourages the Foundation to continue to develop its synergies, to exchange information, to share knowledge and to exchange of good practices with other European agencies with a view to improving efficiency (human resources, building management, IT services and security);	Eurofound concluded a service-level agreement with the European Labour Authority (ELA) in relation to sharing Eurofound's Accounting Officer. There is an increasing number of other areas in which Eurofound shares services with other EU agencies.	Ongoing
8.	Welcomes in particular the Foundation's recent e-survey, 'Living, working and COVID19', which aims to capture the far-reaching implications of the COVID-19 pandemic for the labour market, working conditions and quality of life across the Union; believes that the Foundation can play a crucial role in further analysing the increase in telework and related impacts on work-life balance and the quality of working conditions, the dissemination of best practices and the assessment of possible policy responses; believes that the Foundation, in its future work programmes, should analyse, in cooperation with the European Labour Authority, policy options to improve the working and living conditions of seasonal and other mobile workers;	Further data collection and analysis on <i>Living, working and COVID-19</i> continued during 2020 and 2021.	Ongoing
9.	Stresses that the Commission is scheduled to launch its action plan on the implementation of the European Pillar of Social Rights (Pillar) when the European Council endorses the Pillar at the Porto Summit in May 2021; notes that the Foundation research reveals the complexity of the social dimension of the Union and suggests complementing the Social Scoreboard accompanying the Pillar with additional indicators covering job quality, social justice and equal opportunities, robust social welfare systems and fair mobility; stresses that the Foundation should have the appropriate financial and human resources to further develop those indicators;	To date no additional financial nor human resources have been allocated to Eurofound to further develop the mentioned indicators.	
10.	Recalls the importance of increasing the digitalisation of the Foundation in terms of internal operation and management but also for the purpose of speeding up digitalisation of procedures; stresses the need for the Foundation to continue to be proactive in that regard in order to avoid a digital gap between the agencies; draws attention, however, to the need to take all the necessary security measures to avoid any risk to the online security of the information processed;	During 2020 the comprehensive internal project Digital First continued providing tangible changes towards digitalisation of operations and procedures. Information security got heightened attention in recent times and internal measures were firmed up. Collaboration with the competent institutions and bodies, such as CERT-EU, DG DIGIT, EDPS is very close and has been further intensified.	Ongoing
11.	Notes that an external evaluation of the Union agencies under the remit of the Commission's Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL), namely Eurofound, Cedefop, ETF and EU-OSHA, was carried out in 2018 on behalf of the Commission, with regard to their relevance, effectiveness, efficiency, coherence and added value at Union level; notes that the Commission published the main findings of the evaluation that it commissioned, together with the full evaluation report on the four Union agencies referred to, and that the Foundation is implementing actions in response to the recommendations from the Commission and will report on it in its 2020 annual activity report; reminds the Commission to monitor and evaluate that the technical expertise and other potential of agencies under the remit of DG EMPL are consistently used to support policy preparation and implementation;	Eurofound reported on the progress of the actions in its annual activity report 2020.	Implemented

Observations for discharge 2019	Response and actions taken	Status
Performance		
12. Takes note of the fact that the cross-cutting evaluation of the Union agencies under the remit of DG EMPL suggested a number of recommendations for each of the agencies, but none of them would have required legislative changes or the merging or co-locating of agencies		
13. Congratulates the Foundation for updating its communications strategy; recalls that media and internet visibility is important to make the Foundation's work known;	Eurofound acknowledges the importance of media and internet visibility which are both captured in a new key performance indicator (KPI) – see Section 1.2.	Ongoing
14. Welcomes the efforts made by the Foundation to create an environmentally friendly working frame		
15. Stresses the importance of the Foundation remaining independent from the other Union agencies but working in close cooperation with them in order to continue to provide added value		
16. Encourages the Foundation to meet its objective to achieve certification by the EU Eco-Management and Audit Scheme by 2022;	The preparation for EMAS certification in 2022 is well on track.	Ongoing
Staff Policy		
17. Notes that on 31 December 2019 the establishment plan was 97,80 % implemented, with 11 officials and 78 temporary agents appointed out of 91 authorised under the Union budget (compared to 91 authorised posts in 2018); notes that, in addition, 11 contract agents and one seconded national expert were working for the Foundation in 2019;		
18. Notes with satisfaction that gender balance was achieved for senior managers (1 man and 1 woman); is concerned, however that there is no gender balance at management board level (51 men and 33 women); asks the Commission and the Member States to take into account the importance of ensuring gender balance when nominating members to the Foundation's management board.	At management level, 56% are female staff members. In the Management Board, there are 60% men and 40% women.	Ongoing
19. Notes that the Foundation has adopted the policy on protecting the dignity of the person and preventing harassment; notes that legal proceedings concerning the harassment case reported and investigated in 2018 were lodged in 2019 and are still pending;	A judgment on case T-630/19 was delivered by the Court on 8 September 2019. The action taken against Eurofound was rejected in its entirety with expenses to be paid by the claimant.	Implemented
20. Encourages the Foundation to pursue the development of a long-term human resources policy framework which addresses work-life balance, lifelong guidance and career development, gender balance, teleworking, geographical balance and the recruitment and integration of people with disabilities;	Eurofound is committed to further develop its HR policies in line with other EU Institutions and Agencies.	Ongoing
Procurement		
21. Notes from the Court's report that in June 2019 the Foundation concluded a framework contract for a maximum amount of EUR 170 000 for the supply of electricity on the basis of a negotiated procurement procedure with a single candidate, without the prior publication of a contract notice, and since the contractor is a retail supplier, the supply is not quoted and purchased on a commodity market and the exception of negotiated procurement procedure is not applicable, resulting in the related contracts and the associated payments of EUR 20 255 being irregular; notes from the Foundation's reply that it accepts the observation and that a new tender has already been planned for early 2021 and will be of a competitive nature; notes that internal guidelines were updated and the revised interpretation provides that such situations should be avoided;	Following the update of internal guidelines to avoid reoccurrence of such a situation, an open tender was published in early 2021.	Implemented

Observations for discharge 2019	Response and actions taken	Status
Procurement		
22. Notes from the Court's report that in October 2019 the Foundation launched a negotiated procurement procedure, with an estimated budget of EUR 140 000, for a framework contract for the refurbishment of its toilet facilities and the only bidder was selected with a contract value EUR 176 800 (23 % above the threshold for an open procedure) and while the exception of negotiated procurement procedure was authorised appropriately by the Foundation, it does not negate the fact that an open procedure should have been used; notes from the Foundation's reply that the award of the contract was based on the opinion that a repetition of the tender, using the open procedure, would not lead to a more economically advantageous tender, and that information about the awarded contract has been published in the Official Journal as well as the Foundation's website		
23. Notes that in Title 3 of the budget there were carry-overs in a total amount of EUR 574 000 more than initially planned, that mainly arose from unsuccessful or delayed procurement procedures, as well as delayed payments due to shortcomings of a few contractors' performance, along with frontloading the European Working Conditions Survey 2020;		
Prevention and management of conflicts of interest and transparency		
24. Notes the Foundation's existing measures and ongoing efforts to secure transparency, prevent and manage conflicts of interest and protect whistleblowers; notes that not all the management board members' CVs and declarations of interest are published on the Foundation's website; calls on the Foundation to publish the CVs and declarations of interest of all the members of the management board and to report to the discharge authority on the measures taken in that regard	<p>Eurofound requests the declarations of interest (DoI) and CVs before reimbursing to Board members any participants' expenses for attending meetings.</p> <p>While most DoIs and CVs are already published Eurofound will further increase its efforts to have all members DoIs and CVs available on the website.</p>	Ongoing
Internal controls		
25. Acknowledges that, based on a risk assessment carried out in February 2019, the Commission's internal audit service (IAS) issued a new strategic internal audit plan for 2019 to 2021 and that the Foundation accepted the proposal for future audit topics in the area of human resources, procurement and contract management		
26. Acknowledges that the ex-ante evaluation of the Programming document for 2021 to 2024 was carried out by the Foundation and that accepted recommendations are addressed in an action plan		
27. Notes that the IAS finalised a performance audit on 'Prioritisation of the Foundation's activities and allocation of resources' in 2018 and that the Foundation has acted on all recommendations and expects a positive verification from the IAS in 2020; calls on the Foundation to keep the discharge authority informed of the final closure of the recommendations.	As reported in the annual activity report 2020, the IAS closed all actions in the context of the 2018 audit in early 2020.	Implemented
28. Refers, for other observations of a cross-cutting nature accompanying its decision on discharge, to its resolution of 29 April 2021 on the performance, financial management and control of the agencies (2020/2194(DEC)).	Eurofound has been actively contributing to the horizontal report prepared by the Agencies' Shared Support Office.	

The discharge report for the year 2020 was adopted by the European Parliament on 4 May 2022. It grants the Executive Director discharge in respect of the implementation of the budget for the 2020 financial year and approves the closure of the accounts for 2020.

Many observations noted satisfaction with the 2020 results, which is very positive for the Agency. Where Eurofound is invited to take action, this will be followed up during the course of 2022.

2.10 Sustainability (including environmental management)

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

Monitoring and reporting can be based – as much as possible – on existing KPIs and metrics using existing data as a baseline. 2021 saw considerable advances in the area of sustainability at Eurofound, and it is expected that 2022 will continue to build on these achievements. The overview below reflects the current state of implementation.

2.10.1 Economic (performance)

KPI 1: Budget management

For sustainability reporting, this KPI demonstrates prudent and fullest execution of the total budget (by activity), gearing Eurofound's resources to activities that are considered most important.

KPI 3: Programme delivery

For sustainability reporting, this KPI demonstrates compliance with the work programme: Eurofound delivers what is defined in the annual work programme, complementing the financial indicator of budget implementation and staff capacity.

KPI 7: Use of Eurofound's expertise in key European-level policy documents

This indicator captures very directly the policy relevance of Eurofound's outputs and is probably the clearest indicator of Eurofound's contribution and added value to better-informed policies.

2.10.2 Social (people)

KPI 2: Staff capacity

For sustainability reporting, this KPI demonstrates adequate resourcing of activities, ensuring adequate staff capacity to implement work programmes.

External stakeholders

Number of customers (= users)

Number of active entries in the customer relationship management (CRM) database (at end of year). (Defined as users/customers who opted in to having their data held in Eurofound's CRM database and receiving targeted information from the Agency at their request.)

Annual user feedback survey

This survey tracks user satisfaction, which helps to ensure that Eurofound's information outputs and strategic direction remain suitable for its audience. See Section 1.2.

Internal stakeholders

Staff engagement survey

For sustainability reporting, the assumption is that engaged staff are an enabler of sustained performance and a lead indicator of future performance. In addition to some small-scale staff surveys in relation to the pandemic and remote working, Eurofound also deployed an adapted version of its own EWCS, which allows comparisons to be made between internal results and the EU-wide findings of the EWCS. Follow-up measures to the internal staff survey were taken.

Relationships with suppliers (supplier perspective/strategic partnerships)

To be developed in the context of the programme for 2021–2024 on the basis of guidelines for socially responsible procurement.

2.10.3 Environmental (planet)

A steering group (Sustainability Committee) representing various elements of the organisation has been established to oversee the development and implementation of the EMAS requirements, which commenced in February 2021. As part of the registration process, various projects have been undertaken in Eurofound to support long-term sustainability:

Environmental aspects and impacts

In 2021, as part of the practical implementation of the EMAS, Eurofound conducted an environmental Calculation of Significance Ratings. These figures identify areas of both positive and negative environmental impact and will be used as future measurements to demonstrate areas of improvement.

Numbers of pages printed

During the period 2016 to 2019, over 1.9 million sheets of paper were printed. The number of pages printed in 2020 was 148,980. It should be noted that teleworking was in place for 75% of the year. The number of pages printed in 2021 was 84,990 (42% reduction), marking a significant decrease considering teleworking was in place for a similar period as 2020.

Infrastructure improvements

There has been continuous upgrading of the lighting system, four state-of-the-art audiovisual meeting systems were installed, additional charging points were installed for electric cars, and many more improvements were implemented. This will need to be consolidated in an overall strategy, which has been advanced by the establishment of a formal Sustainability Steering Group.

The building-related improvements will be accompanied by a multiannual maintenance plan (as per the Programming document), which will also address the long-term sustainability of buildings and

premises. Included in these improvements was the upgrade of inefficient natural gas boilers to high-efficiency condensing boilers in 2021 and similar upgrades planned for 2022.

Planned EMAS certification

In 2020 and 2021, considerable steps were taken to ensure EMAS certification within two years. Meetings were held with Commission colleagues from the Food and Veterinary Office (FVO) in Grange, Co. Meath, relating to practical elements of the EMAS rollout. External expertise was sourced in 2021 specifically related to EMAS certification, and it is envisaged that certification will take place in Q3 2022.

Green procurement

During 2020, the Agency developed a set of guidelines to outline clear and verifiable environmental criteria for products and services in the public procurement process. The guidelines give examples of Green Public Procurement criteria that could be formulated either as selection criteria, technical specifications, award criteria or contract performance clauses.

The objective is to integrate the green criteria into all stages of the procurement procedures. It was first used for the procurement of canteen services at the very end of 2020.

Eurofound joined the interinstitutional framework contract for the European Commission's Green Public Procurement Helpdesk. The objective of this service is to provide an efficient, direct and practical helpdesk service to assist staff dealing with procurement procedures in relation to the implementation of the Green Public Procurement approach. Special attention is paid to the greening of tenders related to 13 identified priority product groups (cleaning, food and catering, furniture, IT and imaging equipment, lighting, paper, vehicles and transport, sanitary and water equipment, waste management, refurbishment and maintenance of green areas and interior hydroculture plants).

2.11 Assessment by management

Taking into consideration all of the above, management has reasonable assurance of the achievement of the five internal control objectives.⁶

(a) effectiveness, efficiency and economy of operations:

- well-functioning governance and oversight by the Management Board in implementing and adopting the multiannual programme for 2021–2024 and the respective annual work programmes

- implementing actions agreed to strengthen an efficient and effective implementation
- regular budget review and forecast meetings (June and September at a minimum) with a view to full budget implementation around shared priorities
- focus on a full establishment plan by ensuring efficient recruitment
- investment in the quality of and innovation in research and communication

(b) reliability of reporting:

- mature planning of tasks and resources (financial and staff) using a project management approach supported by a corporate system
- regular reporting from the system at all levels: team/unit, management committee and Management Board; this is complemented by regular monitoring of various key indicators and metrics on programme delivery and effective take-up
- sound methodology for reporting on KPIs, metrics and evaluations, ensuring a coherent Eurofound performance monitoring system (EPMS)
- office systems for transparency of information and ease of collaboration

(c) safeguarding of assets and information:

- transactions executed in compliance with management's (delegated) authorisation
- continuous investment in ICT security
- expertise in areas around scientific quality, effective delivery channels for communication, and procurement and contracting

(d) prevention, detection, correction and follow-up of fraud and irregularities:

- financial circuit with related information sessions and support for continuous learning
- no report of fraud detection or conflict of interest

(e) adequate management of the risks relating to the legality and regularity of the underlying transactions:

- no errors in ex post verification findings
- no critical audit findings; very important findings accepted and implemented

Based on these controls, and the internal control framework in place and functioning during 2021, the conclusion is that they form a valid justification for a positive assessment by management. Regular awareness-raising and training of all staff in a thorough understanding of the building blocks of assurance

⁶ Article 30.2 of the Financial Regulation (2019).

remains essential to fully embed and integrate the rules, procedures and guidelines in each staff member's work routine.

2.12 Implementation of evaluation programme

2.12.1 Evaluations

An evaluation of two activities that were new in the 2017–2020 programming period was conducted throughout 2021; these activities were 'The digital age: Opportunities and challenges for work and employment' and 'Monitoring convergence in the European Union'. This evaluation looked at the achievements and learning from the implementation of these activities, the extent to which the ambitions for these activities set out at the start have been achieved for the completed 2017–2020 programming period, and how they have impacted on policymaking. The evaluation was conducted by external evaluation contractors. The evaluation findings were based on available data and evidence from the EPMS and informed by a small interview panel of selected stakeholders. Findings were discussed in workshops with agency staff and management, and the final report was made available to the Management Board.

Highlights from the evaluation are listed below.

- The work undertaken as part of the digital age activity, particularly platform work, was seen as highly relevant and impactful within the policy landscape.
- Eurofound established itself as pioneer and leading source for monitoring convergence, developing a new way to approach convergence to include the social dimensions.
- From the perspective of users, the agility and flexibility of Eurofound allowed it to stay on course.
- The integrated approach combined adaptability, flexibility and thematic knowledge to meet stakeholder needs as early as possible –this included defining new concepts and producing outputs before trends around certain topics could be seen.
- The approach to programme implementation was found to be flexible and adaptable:
 - iterative and proactive engagement kept stakeholder needs centre stage
 - projects and outputs exist within an iterative and cyclical policy context
 - strategic and ongoing adaptive and focused efforts facilitate the uptake of Eurofound research
 - relationships of trust and ad hoc engagement were key to the success of both activities

- flexible and adaptive programme logic allowed for exploratory discussions, shared sensemaking, and co-creation with both internal and external stakeholders.

An evaluation of Eurofound's current learning and development programme and approach started in October 2021, with planned completion in Q1 2022. This evaluation was conducted by external evaluation contractors. It assesses and summarises key outcomes of Eurofound's learning and development programme to date and considers ways in which the lessons learnt can be used to strengthen the approach to learning and development and the strategy for the future. It also includes an evaluability assessment, which considers the extent to which the current learning and development approach and strategy is evaluable, and where gaps exist.

2.12.2 Action plans in response to previous evaluations

An action plan was developed in response to recommendations in the 2019 ex ante evaluation of Eurofound's programme for 2021–2024, with several identified actions that were implemented during 2020, designed to prepare Eurofound for implementation of the new four-year programme at the start of 2021. Actions were completed with a view to optimising the use of financial resources to match programme ambitions to available resources. Other actions related to safeguarding the scientific soundness and impartiality of research and preparing for the implementation of the Agency's Digital First strategy. In other areas, the implementation of the actions is a medium-term effort. It concerns a strategic approach to anticipating the staff skills required for future priorities, the fostering of a culture of learning and innovation, and a reflection on the outsourcing options for services and goods within the framework of public procurement and partnerships.

The recommendations of the 2020 evaluation of the Network of Eurofound Correspondents had a medium-to long-term perspective. Some of the recommendations that related to the procurement process (which had started already in 2020) were taken on board but could not be implemented in full. For the medium-term recommendations, the focus is on collaboration with other networks. In a workshop with the extended Executive Board in March 2021, Eurofound presented these recommendations. The European Commission welcomed the proposals for more coordination and collaboration between networks and acknowledged the role of the Commission. The recommendations in light of changing roles as a result of technology and about a higher functioning network through a rebalancing of tasks and efficiency gains through big data were all welcomed as worth exploring.

The action plan based on the Commission's 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) 159 Final, was finalised in January 2020 and published in the *Programming document 2021–2024: Work programme 2022*. All actions under control of Eurofound have been completed in 2021.

Recommendation in staff working document	Actions submitted to DG EMPL in early 2020	Due date	Status as of 31 December 2021
Agency-specific recommendations for Eurofound			
(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 Management Board members) feeding into a review at the time of annual contract renewal.	January 2020 and 2021	Completed
	The results of the evaluation of the Network of Eurofound Correspondents will be available in November 2020 for a decision on the scope of the next contract cycle.	31 January 2021	Completed (presentation to Executive Board in March 2021)
Overall recommendations for the agencies Agency-level innovation (efficiency)			
(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.'	A comparison of input and output performance indicators and methodologies will inform the 2021–2024 performance monitoring system for implementation from January 2021.	31 December 2020	Comparison with Cedefop, EU-OSHA and ETF completed
Overall recommendations for the agencies Reinforced cooperation			
(10) 'On performance management, common or coordinated systems among the agencies would lead to cost savings ... while respecting each agency's specific objectives.'	Data collection methods are jointly explored, often in the context of the agencies' performance development sub-network	2021–2024	Completed in the context of the review of EPMS review 2021–2024 in 2020
(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 of tendering for a new framework contract with the Network of Eurofound Correspondents to explore all possible options, from a joint tender to cooperation and synergies with the European Commission networks.	2020–2021	Completed as part of evaluation exercise in 2020; possible synergies will be part of a medium- to long-term roadmap.
(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 edition of the ECS. It would welcome other agencies to join. Eurofound will try to formalise a framework for cooperation with the OECD (similar to the one with the ILO).	2020–2021	Closed. Cedefop's intention is not to be a partner in the next edition of the ECS to the same extent that it was in the 2019 edition. With the OECD for review
(13) 'Joint programming and planning could be put in place, but focused exclusively on areas suitable for cooperation and/or joint delivery.'	Eurofound will continue its cooperation with other agencies on the basis of existing MoUs and annual action plans.	Annually	Annual recurring activity (see Section 2.2)
(14) '... such reinforced inter-agency cooperation could be reflected by broadening and aligning the time-frames of the agencies' multiannual programming....'	A new MoU with the ELA will be explored as regards mobility-related activities.	MoU with the ELA in 2020–2021	Signature SLA expected Q3 2022. In addition, cooperation with the EEA in the area of anticipating and managing the impact of the transition to a carbon-neutral economy has also been established.

3 Internal control

3.1 Effectiveness of the internal control framework

The Eurofound's internal control framework covers 5 components and includes 17 principles.

The 5 components are: control environment; risk assessment, including risks of fraud; control activities; information and communication; monitoring activities. Their effectiveness is assessed through a combination of ongoing monitoring, findings and recommendations by the IAS on risks and controls in specific areas and an internal appraisal using a broad range of information sources as mentioned in this report. Eurofound worked with EU agencies in the inter-agency PDN on designing meaningful indicators to guide the annual assessment of the internal control framework, to be implemented in 2022. During 2021, an internal control annual workplan guided actions to strengthen weaknesses that had been identified, covering all five components.

3.1.1 Component 1: Control environment

Ethics Month took place between June and July 2021. This programme is an annual commitment to strengthen staff ethics and organisational values. For 2021, the sessions focused on creating a positive workplace, having analysed behaviour to be adopted on specific situations. A mandatory session, Preserving Respect and Dignity at Work, was organised, together with two recommended sessions, Developing and Maintaining a Positive Workplace and Sysper Ethics Module.

3.1.2 Component 2: Risk assessment

Objective setting

Following the recommendation of the IAS, as part of its audit on HR management and ethics, on strengthening objective setting (in the context of the quality of appraisal reports), training on objective setting was organised in Q4 of 2021 for staff, including a module specifically for reporting officers.

The risk register and mitigating actions for 2021 were reviewed and an assessment of risks related to the programme for 2022 took place in September. There was also an informal meeting of the agencies under the remit of DG EMPL to compare respective risk registers for 2022. Following a request from DG EMPL, a copy of the risk register was sent as input for the assessment of critical risk at Commission level. All agencies had two risks in common: 1) the medium-term impact of the dramatic change in working arrangements on the organisational culture and personal well-being and

performance of staff; 2) the risk of not having sufficient resources to implement the measures necessary and foreseen to ensure cybersecurity, leaving Eurofound open to breaches and attacks. Actions to mitigate these risks at Eurofound were put in place.

Identification and analysis of risks

One of the weaknesses to be addressed in 2021 was a stronger process for the identification and assessment of risks at activity level. This exercise was rolled out as part of the corporate risk exercise, with modest success due to workload issues.

Fraud prevention

The year started with the rollout of the anti-fraud strategy 2021–2023, as approved by the Management Board in 2020. Information sessions for staff were organised on high-risk areas such as cybersecurity, anti-plagiarism and conflicts of interest. An awareness campaign on preventing data breaches took place in the autumn. One of the conclusions of the Anti-Fraud Survey (which took place in 2020) was that there still are some uncertainties on what staff members should do to detect and prevent fraud. For this reason, all staff received access to an anti-fraud roadmap and infographic with eight steps to take in cases where fraud is suspected, with an emphasis on critical areas such as financial transactions, procurement and selections. Complementing the anti-fraud strategy, the guideline on whistleblowing was also explained in a more accessible manner.

A policy on sensitive posts was developed and implemented in conjunction with an assessment of sensitive posts in Eurofound. Due to the combination of responsibilities involved in the posts of the Executive Director and Heads of Unit, the assessment concluded that some additional controls would have to be put in place for these sensitive posts. This merely concerns additional training and support documentation.

3.1.3 Component 3: Control activities

ICT security

Cyber-security-related threats continued to increase during 2021. The CERT-EU Threat Landscape report gives an assessment of cyber threats directly affecting EU institutions, bodies and agencies (EUIBAs) and continues to show increases in attacks during 2021. Specific attacks were targeted at the ICT infrastructures of the EU institutions and agencies, including Eurofound. Eurofound used the services provided by CERT-EU to monitor any attempted attacks on its ICT infrastructure.

Eurofound (via the Heads of ICT of the Agencies (ICTAC) network) contributed to the draft of two new proposed ICT security-related regulations, namely the *Regulation on information security in the institutions, bodies, offices and agencies of the Union* and the *Regulation laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union*.

A pilot project to implement multifactor authentication for controlling access to Eurofound's computer network began during the last quarter of 2021. Following recommendations from CERT-EU, this will be rolled out across the entire organisation during the first quarter of 2022.

A network penetration test was carried out by CERT-EU, and a report was received with the results and specific recommendations to be implemented.

The ICT unit simulated a phishing attack on Eurofound's network where staff received potentially harmful emails, and their actions in dealing with the emails were monitored. A report was produced with results and recommendations.

Following the simulated phishing exercise, the ICT unit organised and delivered a Global Cybersecurity Awareness information session for all staff. This session gave an overview of the common and most successful cybersecurity attack methods, such as phishing, smishing and ransomware.

An annual review was carried out of several ICT security-related policies, and these were updated to reflect both security issues and data protection concerns.

3.1.4 Component 4: Information and communication

Data protection

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

The effort to increase and consolidate the staff's awareness of data protection continued in 2021. Data Protection Day was marked with a game on personal data breaches, 12 additional issues of the *Data protection gazette* were issued, and a dedicated data protection page on Eurofound's intranet was created. The latter includes templates, step-by-step instructions, policies and guidelines, and training as well as recommendations on documentaries and articles that are relevant and interesting.

Furthermore, in March 2021, the Data Protection Officer (DPO) delivered an online training on personal data breaches and the then recently adopted Personal Data Breach Policy.

Between August and October 2021, the DPO carried out a data protection audit to assess the internal level of compliance with the EU data protection law and to identify possible gaps and room for improvement. The results of the audit together with a list of recommended actions to be addressed in the coming year were recently transmitted to Eurofound's Executive Director through the *Data protection 2021 audit report*, and the identified measures will be implemented during the coming years.

The register of processing operations was kept up to date, and missing data protection notices were created and published either on Eurofound's internet or intranet (depending on who are the data subjects).

A Data Protection Impact Assessment on the deployment of Microsoft 365 was initiated co-jointly with the ICT unit, and the Employee Data Protection Policy was updated in order to reflect current procedures and to make it more readable.

The DPO has moreover provided advice on a variety of different topics, such as the deployment of cookies in Eurofound's website, the Schrems II case in relation to the transfers of personal data to the US or US companies, the use of social media (Facebook ads) in Eurofound's surveys, and the use of WhatsApp for communication purposes in Eurofound.

The DPO actively collaborated with DPOs from other EU institutions, namely the DPOs from sister agencies Cedefop and EU-OSHA, and provided DPO support to the ELA pending the designation of its own DPO.

Finally, the DPO collaborated with the European Data Protection Supervisor (EDPS) in one audit on restrictions under Article 25 of the General Data Protection Regulation.

3.1.5 Access to documents

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

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

In 2021, just one request was received for access to internal documents in relation to a Horizon 2020 funded research project by the University of Geneva. A large tranche of documents covering MoUs between Eurofound and third countries, other agreements and documents containing information on cooperation between Eurofound and third countries especially

through IPA or European Neighbourhood Policy (ENP) funding, and minutes and annual reports from the inception of the agency in 1975 were provided.

In 2021, the European Ombudsman carried out an initiative on how the EU institutions, bodies, offices and agencies ('EU institutions') make the public aware of the right of public access to documents. The initiative resulted in a guide to EU institutions on what policies and practices they should have in place to give effect to the right of public access. All EU institutions, including Eurofound, were invited to review and update their policies and practices in relation to this guide. Eurofound subsequently updated information on its website and confirmed this to the Ombudsman in December.

Access to internal information

Information on activities, procedures and processes was gathered in one digital environment (SharePoint). Information on internal control has been further improved. The creation of one central access point for procedure documents is in progress.

Historical archiving

Council Regulation (EU) 2015/496⁷ introduced an obligation for the decentralised EU agencies to deposit their historical archives (historical archives of the Union, preserved and made available to the public wherever possible after the expiry of a period of 30 years) at the Historical Archives of the EU (HAEU), Florence, in accordance with a framework agreement, on a per annum cost basis linked to the size of the depositing body.

In 2021, Eurofound transferred documents covering the period 1988–1991 to the HAEU. The material consists of 68 archive boxes (A4 size) comprising papers of the Management Board, Bureau and the Committee of Experts, including agendas, minutes, draft work programmes and various reports on the activities of the agency. Digitised copies (in PDF format) were also made available. A [press release](#) accompanied the transfer.

Digitisation of paper-based archives is a high priority in the regulation, and Eurofound's digitised archives are available for online consultation (upon registration) on the HAEU website.⁸ In 2021, 260 visits were made to the Eurofound fonds descriptions in the HAEU database and 18 PDFs (i.e. documents) were downloaded.

Eurofound is one of the representatives of the EU agencies in the Inter-Institutional Archives Group (IIAG) and is a member of an informal working group on archives and data protection.

3.1.6 Component 5: Monitoring

The continuous assessment using the existing reporting mechanisms was greatly supported by the IAS. A web-based overview of all action plans from evaluations, audits and discharge was put in place to facilitate more accurate follow-up and reporting. Streamlining these action plans has been an important first step to improve timely implementation, but this need to be further improved. Further strengthening of the monitoring framework is ongoing, notably in testing the internal control indicators. The findings and recommendations from the audit on procurement and contract management will further strengthen controls for sound financial management.

3.2 Conclusions of assessment of internal control systems

The 5 components and their 17 principles are present and functioning well. Minor improvements continue to be required.

- Control environment: Expected standards of conduct and ethical behaviour are promoted and supported by management.
- Risk assessment: Risks are mitigated, and fraud-prevention measures are in place. Risk identification and monitoring at activity level need to be further strengthened.
- Control activities are in place and can be further strengthened with a review of the financial circuit and introduction of risk-based ex post verifications.
- Information and communication: Information about procedures can be improved by setting up an online register.
- Monitoring activities: Monitoring to ensure timely follow up of actions will be strengthened.

⁷ Council Regulation (EU) 2015/496 amending Regulation (EEC, Euratom) No 354/83 as regards the deposit of the historical archives of the institutions at the European University Institute in Florence.

⁸ Available at: <https://www.eurofound.europa.eu/about-eurofound/who-we-are/archives>.

3.3 Statement of the Internal Control Coordinator

I, the undersigned,

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

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

Place: **Dublin**

Date: **20 May 2022**

A handwritten signature in black ink, appearing to read 'M. de Boer', is written over a horizontal line.

Signed: Mattanja de Boer

4 Management assurance

4.1 Review of the elements supporting assurance

2021 was an extraordinary year that tested the Agency's capacity to ensure its business continuity and its agility to adapt to different stakeholder needs while at the same time solving serious disruptions in executing existing obligations. Eurofound was able to rely on a robust Business Continuity Plan, which was further updated during 2021.

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

- Monitoring and reporting on programme implementation and financial management is based on Eurofound's performance monitoring system and project management system, and is prepared for monthly unit and management meetings, Management Board meetings and its Executive Board meetings. Monitoring and reporting on financial management culminates in Eurofound's provisional accounts, which are drawn up by the Accounting Officer, and the certification of final accounts for 2020 by Eurofound's Accounting Officer.

- The existing measures to ensure the legality and regularity of the Agency's underlying transactions, including ex ante verification and ex post controls, regular checks on segregation of duties, and specific measures to prevent and detect fraud and conflict of interest. The work of the Internal Audit Service and the reports of the European Court of Auditors for the years prior to the year of this declaration. In Section 2.9, management gave a comprehensive picture of the implementation of these internal control objectives as described in this report.
- The assessment of results from evaluations and subsequent actions (Section 2.12).
- The findings about the effectiveness of the internal control framework (Part III), including the statement of the Internal Control Coordinator (see Section 3.3).
- The assessment of the internal controls acknowledged their effectiveness but also reinforced the commitment of the Agency to pursue further improvements in some of the areas covered.

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

4.2 Reservations

No reservations.

5 Declaration of assurance

Declaration of the Authorising Officer

I, the undersigned, Executive Director⁹ of the European Foundation for the Improvement of Living and Working Conditions.

In my capacity as Authorising Officer,

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

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

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

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

Place: **Dublin**

Date: **20 May 2022**

A handwritten signature in black ink, appearing to read 'I Kalfin', on a light-colored background.

Signed: **Ivailo Kalfin**, Authorising Officer

⁹ As of 1 June 2021.

Annexes

Annex 1: Key performance indicators

Summary 2021

Key performance indicator (KPI)	2021 target	2021 performance	2020 performance	Source	Notes
1. Budget implementation	98%	100% Amending budget: €22,757,000	99.9% Amending budget: €21,741,655	Budgetary outturn account (C1 commitments/ C1 appropriations)	Full amending budget amounts (general: C1 and assigned appropriations: R0)
2. Efficient use of posts available in the establishment plan	97%	89%	94.5%	The establishment plan approved in the annual work programme, and HR record of recruitments resulting in posts filled by 31 December of the reporting year	The establishment plan remains at 91 posts since 2018.
3. Programme delivery	80%	95% 39 out of 41 deliverables	98% 45 out of 46 deliverables	Report from the Eurofound project management system based on outputs listed in the <i>Programming document 2021</i>	The data-collection method continues to be based on the project management system. The process for the identification of the outputs will be reviewed during 2022 for efficiency gains.
4. Recognition of the scientific quality of Eurofound's research (references in peer-reviewed journals)	n/a	1,220	1,034	Articles in academic journals mentioning Eurofound, based on searches of the Dimensions scientific research database	In 2021, the Centre for Science and Technology Studies (CWTS), University of Leiden, reviewed the methodology. The Total Mentions Score (TMS) is the number (count) of academic journal articles mentioning Eurofound (or name variations) in any part of its full text. In comparison with 2020 a different data source is used. The TMS is complemented with a five-year citation analysis in Scopus.
5. Uptake of and engagement with Eurofound's knowledge through its website and other corporate platforms	n/a	HTML page views: 2,998,125 PDF downloads: 174,878	HTML page views: 3,174,382 PDF downloads: 188,556	Data from Google Analytics (transitioning to Europa Analytics)	Due to data protection legal requirements, Eurofound is changing the software that is used to collect statistics on users of the Eurofound website over 2021–2022. At the same time, users will be required to give their consent to be tracked via cookies. Together with the planned upgrade to a newer version of the content management system used to maintain the Eurofound website, this will likely lead to a significant break in the data. Eurofound will review this indicator in this context and proceed with reporting an updated version as of the reference period 2021.
5.5 Uptake of Eurofound knowledge through the media	n/a	1,083	(703)	Monitoring tools: Europe Media Monitor (EMM); Mynewsdesk; Mention; PressReader	New in 2021. Baseline 2020: 703 articles This indicator captures articles referring to Eurofound's research data and analysis in recognised local, national and international media, distributed via print, radio, television and online sources. These do not include blog pieces or academic articles, niche outlets or those displaying poor quality journalism. They do include comment and opinion pieces that are published in either print media or their online equivalents.

Key performance indicator (KPI)	2021 target	2021 performance	2020 performance	Source	Notes
6. Eurofound's engagement with stakeholders in meetings and events (out of contributions to events in total)	n/a	172 out of 360 (48%)	109 out of 202 (54%)	Eurofound Events Tracking Database	The methodology has been adapted to include a new category of engagement (in addition to participation in events): request for expertise. This covers meetings, in whatever format, in which Eurofound staff provide stakeholders with our expertise, based on our research and knowledge.
7. Uptake of Eurofound's expertise in key European-level policy documents (out of total European-level policy documents)	n/a	152 out of 206 (74%)	95 out of 274 (34.6%)	Eurofound EU Impact Database	New software for extracting EU policy documents was introduced following meetings with Cedefop to align methodologies as far as possible. The result is a more efficient result in recording uptake in key European-level policy documents, as can be seen in the figures for 2021.

Outputs and uptake by activity, 2021

Activity	Outputs delivered within the programme period	Mentions in articles in academic journals ¹	Website PDF downloads and HTML page views		References in priority media outlets	Engagements with priority organisations	References in key European-level policy documents
			Downloads	Page views			
Working conditions and sustainable work	5	283	11,363	63,039	59	29	41
Industrial relations and social dialogue	9	47	16,947	217,761	74	36	30
Employment and labour markets	7	100	14,955	99,736	177	15	48
Quality of life and public services	4	81	12,100	68,023	71	58	34
Anticipating and managing the impact of change	6	38	17,683	58,170	31	10	35
Promoting social cohesion and convergence	3	2	1,606	9,543	5	2	6
Survey management and development	1						
Corporate communication	1	129 ²			658 ³		
Management and development	2						

¹ Mentions of Eurofound publications 2016–2020.

^{2, 3} Most of these relate to the Living, working and COVID-19 e-survey, in 2021, registered under this activity.

KPI 7: Eurofound outputs with findings referenced in more than one key European-level policy document in 2021

Publication title	References in key European-level policy documents
<ul style="list-style-type: none"> Living, working and COVID-19: First findings – April 2020 <i>and</i> Living, working and COVID-19 	40 (8 + 32)
<ul style="list-style-type: none"> Women and labour market equality: Has COVID-19 rolled back recent gains? 	17
<ul style="list-style-type: none"> Telework and ICT-based mobile work: Flexible working in the digital age 	16
<ul style="list-style-type: none"> Employment and working conditions of selected types of platform work 	13
<ul style="list-style-type: none"> Sixth European Working Conditions Survey – Overview report 	12
<ul style="list-style-type: none"> New forms of employment (<i>including 2020 update</i>) 	10 (5+5)
<ul style="list-style-type: none"> Working anytime, anywhere: The effects on the world of work 	8
<ul style="list-style-type: none"> COVID-19: Policy responses across Europe 	7
<ul style="list-style-type: none"> Long-term care workforce: Employment and working conditions Exploring self-employment in the European Union Minimum wages report 2020: Annual review 	6
<ul style="list-style-type: none"> Automation, digitisation and platforms: Implications for work and employment Capacity building for effective social dialogue in the European Union Involvement of social partners in policymaking during the COVID-19 outbreak Regulations to address work–life balance in digital flexible working arrangements 	5
<ul style="list-style-type: none"> Access to care services: Early childhood education and care, healthcare and long-term care European Company Survey 2019: Workplace practices unlocking employee potential European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society Platform work: Maximising the potential while safeguarding standards? Striking a balance: Reconciling work and life in the EU Upward convergence in the EU: Concepts, measurements and indicators 	4
<ul style="list-style-type: none"> Access to social benefits: Reducing non-take-up Back to the future: Policy pointers from platform work scenarios Education, healthcare and housing: How access changed for children and families in 2020 Employee monitoring and surveillance: The challenges of digitalisation Exploring the fraudulent contracting of work in the European Union Inadequate housing in Europe: Costs and consequences In-work poverty in the EU Platform work: Maximising potential while safeguarding standards? Working conditions and sustainable work: An analysis using the job quality framework 	3
<ul style="list-style-type: none"> Addressing household over-indebtedness Challenges and prospects in the EU: Quality of life and public services How your birthplace affects your workplace Impact of digitalisation on social services Labour market segmentation: Piloting new empirical and policy analyses Mapping youth transitions in Europe Non-standard forms of employment: Recent trends and future prospects Pay transparency in Europe: First experiences with gender pay reports and audits in four Member States Psychosocial risks in Europe: Prevalence and strategies for prevention Quality of health and care services in the EU Social cohesion and well-being in Europe Social dimension of intra-EU mobility: Impact on public services Sustainable work over the life course: Concept paper Upward convergence in employment and socioeconomic factors Win–win arrangements: Innovative measures through social dialogue at company level Work–life balance and flexible working arrangements in the European Union 	2

KPI 5.5: Uptake of Eurofound knowledge in the media (new)

The following are a selection of coverage highlights from 2021.

- Le Monde: «La pandémie marquera, peut-être, la fin du dumping social et fiscal au sein de l'UE»
- Dinheiro Vivo: Portugal subiu um lugar no ranking de salários mínimos
- The Guardian: 'A sacrificed generation': Psychological scars of Covid on young may have lasting impact
- De Standaard: Corona knaagt in heel Europa aan het politieke vertrouwen
- Irish Times: People in Ireland most willing in EU to take Covid-19 vaccine, survey
- Euronews: Over a quarter of EU adults 'unlikely' to get COVID vaccine, survey finds
- Wall Street Journal: As U.S. throws workers a lifeline, Europe's safety net leaves many behind
- The Guardian: 'If you switch off, people think you're lazy': demands grow for a right to disconnect from work
- Reuters: From stage to cemetery: Europe's workers retrain for post-pandemic jobs
- CincoDías: Las familias europeas no quieren continuar con la enseñanza online
- Financial Times: We are creeping towards a continuous working week
- Irish Examiner: Workers from home twice as likely to exceed scheduled hours
- Washington Post: How the pandemic set back women's progress in the global workforce
- Publico: España, con el séptimo SMI más alto de la UE, es de los pocos Estados que lo ha congelado en pandemia
- Jornal de Negócios: Pode o teletrabalho travar a progressao das mulheres
- Irish Times: Fintan O'Toole: Shocking news, but Irish people may be sanest in Europe
- Irish Examiner: EU: Women's employment must increase three times faster to meet targets
- Euronews: Workers on temporary contracts were the most affected by job losses during COVID, study finds
- El País: Bien en lo personal, mal en lo colectivo: Así ven los españoles su futuro
- Irish Examiner: Trust in governments, police, media, and healthcare system all falling during the pandemic

Annex 2: Financial management

The provisional budget outturn account for 2021 was sent to the Commission in early January 2022. The adjusted budget outturn account was sent to the

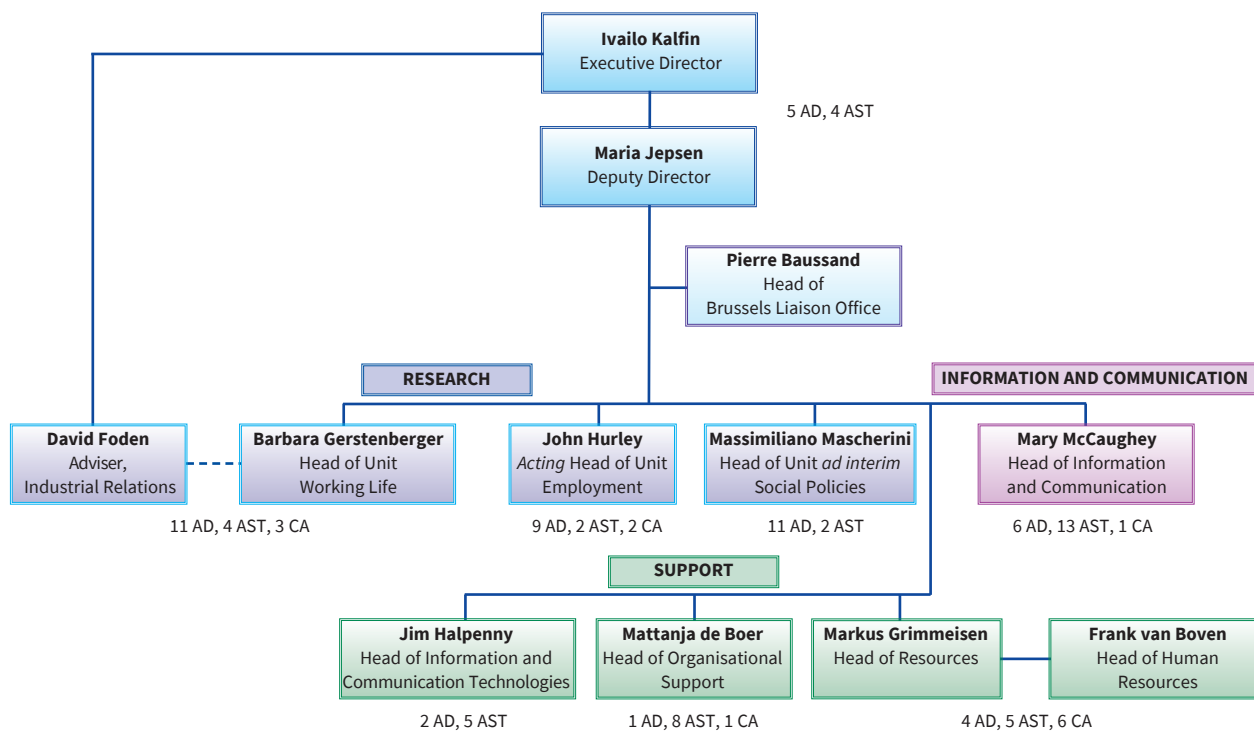
Commission in May 2022. The balance of this account shows a budget surplus of €17,912. See Section 2.3.1 in the main report for comments.

	Title	2021 (€)	2020 (€)
Revenue			
Balancing Commission subsidy	1000	21,600,000	21,195,000
Other subsidy from Commission (IPA, Delegation agreement, etc.)	1010	0	0
Miscellaneous revenue – Internal assigned revenue	5400	2,816	805
Miscellaneous revenue	5400	652	601
Services rendered – General	6000	72,817	171,422
Services rendered – External assigned revenue	6000	1,003,575	334,551
Proceeds from lettings	6030	8,500	
Total revenue (a)		22,688,360	21,702,379

Expenditure			
<i>Staff</i>	1		
Payments		(14,199,552)	(13,308,575)
Appropriations carried over to the following year		(196,733)	(187,613)
<i>Administrative expenses</i>	2		
Payments		(1,302,237)	(1,219,671)
Appropriations carried over to the following year		(422,085)	(383,481)
<i>Operating expenses</i>	3		
Payments		(3,385,773)	(2,976,976)
Appropriations carried over to the following year		(4,081,647)	(4,477,793)
Total expenditure (b)		(23,588,027)	(22,554,109)
Outturn for the financial year (a-b)		(899,667)	(851,730)
Cancellation of unused payment appropriations carried over from year n-1		81,233	143,234
Adjustment for carry-over from previous year of appropriations available at 31.12 arising from assigned revenue		836,351	1,317,618
Exchange differences for the year (gain +/-loss -)		5	(63)

Balance of the outturn account for the financial year		17,912	609,059
Balance year N-1		273,570.37	(335,488)
Positive balance from year N-1 reimbursed in year N to the Commission		-273,570.37	0
Result used for determining amounts in general accounting		17,912	273,570
Commission subsidy – Agency registers accrued revenue / Commission accrued expense		21,582,088	20,921,429
Pre-financing remaining open to be reimbursed by Agency to Commission in 2021		17,912	273,570

Annex 3: Organisational chart as at 31 December 2021



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

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

Establishment plan

Staff population		Staff population in voted EU budget 2021	Staff population actually filled at 31 December 2021
Officials	AD	4	4
	AST	5	5
	AST/SC	0	0
Temporary agents	AD	47	40
	AST	34	34
	AST/SC	1	0
Total		91	83

Other human resources

Category	Status at 31 December 2021
Contract agents (CAs)	13
Seconded national experts (SNEs)	0
Trainees	10
Temporary agency workers	6
Structural service providers	4
Total	33

Geographical balance (officials, temporary agents and contract agents)

Country	%
Austria	2.1
Belgium	5.2
Bulgaria	2.1
Denmark	1
Finland	2.1
France	8.3
Germany	7.3
Greece	1
Hungary	2.1
Ireland	29.2
Italy	8.3
Lithuania	1
Luxembourg	1
Netherlands	6.3
Poland	4.2
Portugal	2.1
Romania	3
Slovakia	2.1
Spain	9.4
Sweden	2.1
United Kingdom	0

Promotion and reclassification of staff

In 2021, 9 AD temporary agents, 9 AST temporary agents and 2 FG contract agents were promoted. The averages in careers for temporary agents are always aligned to, if not above, the recommendation of Decision C(2015)9563, while for contract agents the averages are within the brackets as foreseen in the recommendations according to Decision C(2015)9561.

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

Grades	2018	2019	2020	2021	Average over 5 years (according to Decision C(2015)9563)
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

Grades	2018	2019	2020	2021	Average over 5 years (According to Decision C(2015)9563)
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 (Senior assistant)			7.5		5

Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2020	Number of staff members reclassified in 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				6–10
	16	1	0		5–7
	15				4–6
	14	3	1	3	3–5
	13	1	0		3–5
CA III	11				6–10
	10	1	0		5–7
	9				4–6
	8	1	1	3.4	3–5
CA II	6	1	0		6–10
	5	1	0		5–7
	4				3–5
CA I	2				6–10
	1				3–5

Annex 5: Human and financial resources by activity

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

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

A. Budgeted full costs and actual full costs

2021 activities	Budgeted full costs (Titles 1, 2 and 3 in €)	% PD budgets	Actual full costs in executed budget 2021 € (with executed person-day rates)	% executed budget
Operational activities				
1. Working conditions and sustainable work	1,624,000	7%	1,892,861	9%
2. Industrial relations and social dialogue	3,361,000	15%	3,613,713	17%
3. Employment and labour markets	1,946,000	9%	1,842,942	8%
4. Living conditions and quality of life	1,369,000	6%	1,598,662	7%
5. Anticipating and managing the impact of change	1,714,000	8%	1,969,192	9%
6. Promoting social cohesion and convergence	1,704,000	8%	1,100,889	5%
7. Survey management and development	2,210,000	10%	1,843,809	8%
8. Reacting to ad hoc information requests	892,000	4%	110,978	1%
Horizontal activities				
9. Corporate communication	5,286,000	24%	6,536,985	30%
10. Management and development	1,714,000	8%	1,235,255	6%
TOTAL	21,820,000	100%	21,745,285	100%

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

B. Financial resources by activity

2021 activities	Title 3 – budget 2021 in € (operational)	Title 3 – actual commitments in 2021 in €	% of total Title 3 budget in 2021
Operational activities			
1. Working conditions and sustainable work	326,000	399,974	123%
2. Industrial relations and social dialogue	1,239,000	1,150,188	93%
3. Employment and labour markets	454,000	375,876	83%
4. Living conditions and quality of life	355,000	336,786	95%
5. Anticipating and managing the impact of change	406,000	493,819	122%
6. Promoting social cohesion and convergence	249,000	204,364	82%
7. Survey management and development	690,000	188,935	27%
8. Reacting to ad hoc information requests	287,000	78,907	27%
Horizontal activities			
9. Corporate communication	1,696,000	2,313,831	136%
10. Management and development	398,000	144,002	36%
TOTAL	6,100,000	5,686,683	93%

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

C. Human resources by activity

2021 activities	Person days allocated in 2021	Actual days recorded in 2021	% of planned
Operational activities			
1. Working conditions and sustainable work	773	703	91%
2. Industrial relations and social dialogue	1,266	1,156	91%
3. Employment and labour markets	888	693	78%
4. Living conditions and quality of life	605	593	98%
5. Anticipating and managing the impact of change	788	692	88%
6. Promoting social cohesion and convergence	867	422	49%
7. Survey management and development	896	774	86%
8. Reacting to ad hoc information requests	360	15	4%
Horizontal activities			
9. Corporate communication	2,250	2,250	100%
10. Management and development	975	552	57%
TOTAL	9,666	7,850	81%

Annex 6: Contribution agreements¹ and service level agreements

Date of signature	Description	Counterpart	Duration	Amount 2021 € (in commitments)
Grant agreement				
21 December 2018	Grant contract – External actions of the European Union IPA/2018/402 – 940	Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) – European Commission	30 months from 12 January 2019. In 2021, extended by 12 months to run up to 12 July 2022	€0
Service-level agreement pilot project				
20 December 2020	Pilot project ‘Role of the minimum wage in establishing the Universal Labour Guarantee’	Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) – European Commission	36 months from 22 December 2020 (until 21 December 2023)	€386,738.97
Service-level agreements²				
12 March 2020	20-2310-01 Provision of central treasury management services and use of ABAC	Directorate-General for Budget (DG BUDG) – European Commission	Duration valid until cancelled/terminated by either party	€54,000.00
15 June 2018	18-2204-01 Provision of disaster recovery hosting services	European Union Intellectual Property Office (EUIPO)	4 years	€22,751.72
20 December 2018 (amended 12 July 2019, 8 November 2019, 6 March 2020, July 2021)	07-2204-10 Web development and DG DIGIT software and services (IT hosting of the ABAC system, IT Procurement, CMS, IT Assets – RACHEL service, ABAC Assets, e-prior, visualization, cloud)	Directorate-General for Informatics (DIGIT) – European Commission	Duration valid until cancelled/terminated by either party	€1,324,069.00
1 April 2016 (amended 1 January 2020)	16-2204-03 Provision of IT security services (CERT-EU 035)	Directorate-General for Informatics (DIGIT) – European Commission on behalf of the EU Computer Emergency Response Team (CERT-EU)	Duration valid until cancelled/terminated by either party	€24,480.00
1 January 2020	18-2204-03 Provision of a 1GB internet link	HEAnet (Ireland’s national education and research network)	2 years	€10,674.00
21 December 2017, amended 21 May 2018 for medical services and legal assistance, and 21 January 2019 for legal assistance, 17 January 2021 for data protection, 30 March 2021 for reporting	18-1175-04 Provision of HR services (Appendixes A, B, D, DS, E, IDOC)	Directorate-General Human Resources and Security (HR) – European Commission	Duration valid until cancelled/terminated by either party	€44,174.00
20 December 2012	06-3041-06 Provision of interpretation	Directorate-General for Interpretation (SCIC) – European Commission	Duration valid until cancelled/terminated by either party	€0
13 May 2019	20-1120-02 Provision of training services between EPSO/EUSA and Eurofound	European Personnel Selection Office (EPSO) and European School of Administration (EUSA)	Indefinite from 1 April 2019	€1,155.00
11 October 2018	08-1175-01 PMO administrative services	Office for the Administration and Payment of Individual Entitlements (PMO)	Duration valid until cancelled/terminated by either party	€103,038.40
19 December 2018	05-3012-02 Provision of publishing services (covers typesetting and printing, storage and dissemination, video and web graphic design)	Publications Office of the European Union (OPOCE)	Duration valid until cancelled/terminated by either party	€98,833.44
1 January 2012	06-3050-01 General provision of translation services	Translation Centre for the Bodies of the EU	Duration valid until cancelled/terminated by either party	€501,235.50
01 March 2018	18-1175-05 EUAN Shared Support Office	European Food Safety Authority (EFSA)	3 years	€3,657.21
17 January 2021	21-1175-01 Diplomatic passport for Directors of Agencies (<i>laissez-passer</i>)	European Commission – DG HR	3 years	€0

¹ Article 7.2 and 7.5 of the Financial Regulation.

² Article 43.2 of the Financial Regulation.

Annex 7: Annual accounts

1. Balance sheet

1.1 Balance sheet

	Note	31.12.2021 (€)	31.12.2020 (€)
Non-current assets			
Intangible assets	2.1	0	0
Property, plant and equipment	2.2	810,574	832,128
		810,574	832,128
Current assets			
Exchange receivables and non-exchange recoverables	2.3	385,253	332,252
Accrued income	2.4	41,211	8,500
Cash and cash equivalents	2.5	4,884,474	5,624,584
		5,310,938	5,965,336
Total assets		6,121,512	6,797,464
Current liabilities			
Payables and other liabilities	2.6	(813,332)	(645,820)
Accrued charges and deferred income	2.7	(1,627,467)	(1,577,438)
Provisions	2.8	(25,000)	(50,000)
		(2,465,799)	(2,273,258)
Total liabilities		(2,465,799)	(2,273,258)
Net assets		3,655,713	4,524,206
Accumulated surplus		4,524,206	4,787,147
Economic result of the year		(868,493)	(262,941)
Net assets		3,655,713	4,524,206

1.2 Statement of financial performance

	Note	2021 (€)	2020 (€)
REVENUE			
Revenue from non-exchange transactions			
Subsidy of the Commission	3.1	21,582,088	20,921,429
Other	3.1	455,796	166,048
		22,037,884	21,087,477
Revenue from exchange transactions			
Other sales and revenue	3.2	82,442	410,179
Miscellaneous revenue	3.2	1,389	601
Exchange rate gains	3.2	620	494
		84,451	411,274
Total revenue		22,122,335	21,498,751
EXPENSES			
Operating costs	3.3	(5,653,958)	(5,471,553)
Staff costs	3.4	(14,043,313)	(13,171,753)
Fixed-asset-related expenses	3.5	(181,198)	(187,026)
Other administrative expenses	3.5	(3,109,968)	(2,911,163)
Finance costs	3.5	(1,765)	(19,640)
Exchange rate losses	3.5	(626)	(557)
Total expenses		(22,990,828)	(21,761,692)
Economic result of the year		(868,493)	(262,941)

1.3 Cashflow statement

	2021 (€)	2020 (€)
<i>Economic result of the year</i>	(868,493)	(262,941)
Operating activities		
<i>Depreciation and amortisation</i>	180,428	183,220
<i>Increase/(decrease) in provisions</i>	(25,000)	20,000
<i>(Increase)/decrease in exchange receivables and non-exchange recoverables</i>	(85,711)	(58,343)
<i>Increase/(decrease) in payables</i>	11,328	1,398
<i>Increase/(decrease) in accrued charges and deferred income</i>	60,994	428,204
<i>Increase/(decrease) in liabilities related to consolidated EU entities</i>	145,218	107,523
<i>Other non-cash movements</i>	770	3,806
Investing activities		
<i>(Increase)/decrease in intangible assets and property, plant and equipment</i>	(159,645)	(174,730)
Net cashflow	(740,111)	248,137
<i>Net increase/(decrease) in cash and cash equivalents</i>	(740,111)	248,137
<i>Cash and cash equivalents at the beginning of the year</i>	5,624,585	5,376,448
<i>Cash and cash equivalents at year end</i>	4,884,474	5,624,585

2. Notes to the balance sheet

Assets

2.1 Intangible assets

	Total (€)
<i>Gross carrying amount at 31.12.2020</i>	3,726
Gross carrying amount at 31.12.2021	3,726
<i>Accumulated amortisation at 31.12.2020</i>	(3,726)
<i>Amortisation charge for the year</i>	0
Accumulated amortisation at 31.12.2021	(3,726)
Net carrying amount at 31.12.2021	0
<i>Net carrying amount at 31.12.2020</i>	0

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

2.2 Property, plant and equipment

	Land and buildings (€)	Plant and equipment (€)	Furniture and vehicles (€)	Computer hardware (€)	Other fixtures (€)	Total (€)
<i>Gross carrying amount at 31.12.2020</i>	8,199,752	70,456	711,013	709,449	825,182	10,515,852
<i>Additions</i>	109,650	-	-	-	49,994	159,645
<i>Disposals</i>	-	-	(7,707)	(58,352)	(14,040)	(80,099)
Gross carrying amount at 31.12.2021	8,309,402	70,456	703,306	651,097	861,136	10,595,398
<i>Accumulated depreciation at 31.12.2020</i>	(7,614,610)	(65,602)	(640,300)	(640,439)	(722,773)	(9,683,724)
<i>Depreciation charge for the year</i>	(47,428)	(1,307)	(30,106)	(58,352)	(46,390)	(183,583)
<i>Write-back of depreciation</i>	-	-	-	2,385	-	2,385
<i>Disposals</i>	-	-	7,707	58,352	14,040	80,099
Accumulated depreciation at 31.12.2021	(7,662,039)	(66,909)	(662,699)	(638,054)	(755,123)	(9,784,823)
NET CARRYING AMOUNT AT 31.12.2021	647,364	3,547	40,607	13,043	106,013	810,574
<i>NET CARRYING AMOUNT AT 31.12.2020</i>	585,142	4,854	70,713	69,010	102,409	832,128

2.3 Exchange receivables and non-exchange recoverables

		31.12.2021 (€)	31.12.2020 (€)
Current	Note		
Receivables from exchange transactions	2.3.1	384,753	331,752
Recoverables from non-exchange transactions	2.3.2	500	500
Total		385,253	332,252

2.4 Accrued income

	31.12.2021 (€)	31.12.2020 (€)
Accrued income	41,211	8,500

Accrued income is the amount earned in the year that has not yet been received. The accrued income relates to the retention of IPA funds from DG NEAR as well as the accounting services provided by Eurofound to the European Labour Authority for the fourth quarter of 2021.

2.5 Cash and cash equivalents

	31.12.2021 (€)	31.12.2020 (€)
Central Treasury liaison account	4,834,072	0
Current accounts	0	5,616,989
Imprest accounts	50,402	7,595
Total	4,884,474	5,624,584

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

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

Liabilities

2.6 Payables

	31.12.2021 (€)	31.12.2020 (€)
Pre-financing received from European Commission – operating subsidy	773,126	372,250
Pre-financing received from European Commission – balancing subsidy	17,912	273,570
Other payables	22,294	0
Total	813,332	645,820

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

The pre-financing liability related to the balancing subsidy comprises the unused amounts of balancing subsidy received by Eurofound from DG EMPL in 2021. The amounts will be returned to DG EMPL in 2022.

The pre-financing liability related to the operating subsidy comprises a balance of €773,126 from DG EMPL for a pilot project on the minimum wage. In 2021, Eurofound received the amount of €1,000,000 from DG EMPL for the pilot project and incurred expenses of €226,874 during the year.

‘Other payables’ are those amounts owed to suppliers at the end of the year and amount to €22,294 in 2021.

2.7 Accrued charges

	31.12.2021 (€)	31.12.2020 (€)
<i>Accrued charges</i>	1,627,467	1,577,438

Accrued charges are the amounts estimated by the Authorising Officer of costs incurred for services and goods delivered in 2021 but not yet invoiced or processed by the end of the year. The basis of the accruals calculation is the open amount of budgetary commitments at year end. The heading includes estimated operating expenses of €1,331,873 and staff expenses of €295,594 for untaken leave.

2.8 Provisions

	31.12.2021 (€)	31.12.2020 (€)
<i>Provisions</i>	25,000	50,000

A judgement on two court cases was made in 2021. Eurofound won one case and lost one case. Although damages were not awarded, Eurofound must pay the legal costs for the case it lost but must also be reimbursed the legal costs for the case it won. Total costs have yet to be agreed between the parties. A provision of €25,000 is made in the 2021 accounts with a view to proceeding with the payment of the amount Eurofound was ordered to bear, as soon as it is agreed.

3. Notes to the statement of financial performance

Revenue

3.1 Non-exchange revenue

	31.12.2021 (€)	31.12.2020 (€)
<i>Subsidy of the Commission</i>	21,582,088	20,921,429
<i>Other</i>	455,796	166,048
Total	22,037,884	21,087,477

The subsidy of the Commission corresponds to the Commission balancing subsidy amount of €21,582,088 from DG EMPL used during 2021. Unused amounts are recorded as pre-financing liabilities under accounts payable (see Note 2.6 above) and will be reimbursed to the Commission in 2022. The corresponding accrued expenses will be recorded in the financial statements of the Commission.

The other non-exchange revenue comprises €228,922 from DG NEAR for IPA projects. IPA is the instrument for pre-accession countries, and the funding allows for inclusion of those countries in Eurofound's surveys. A further €226,874 from DG EMPL corresponds to the pilot project on the minimum wage.

3.2 Exchange revenue

	31.12.2021 (€)	31.12.2020 (€)
<i>Other sales and revenue</i>	67,817	410,179
<i>Administrative revenue with other consolidated entities</i>	14,625	0
<i>Miscellaneous income</i>	1,389	601
<i>Realised exchange rate gains</i>	620	494
Total	84,451	411,274

‘Other sales and revenue’ comprises €67,817 from Norway for its contribution to the Network of Eurofound Correspondents survey. ‘Administrative revenue with other consolidated entities’ relates to two agreements for the provision of Eurofound’s services to two other EU agencies: €9,800 for accounting services to ELA and €4,825 for evaluation services to EMCDDA. The miscellaneous income relates to a refund from AMEX for a cancelled event. Finally, there was a currency exchange rate gain of €620 in the year.

Expenses

3.3 Operating costs

	31.12.2021 (€)	31.12.2020 (€)
<i>Operating costs</i>	5,653,959	5,471,553

Included under this heading are operating expenses incurred in relation to core tasks of the Agency and tasks delegated by the Commission carried out in 2021.

3.4 Staff costs

	31.12.2021 (€)	31.12.2020 (€)
<i>Staff costs</i>	14,043,313	13,171,753

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

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

3.5 Other expenses

	31.12.2021 (€)	31.12.2020 (€)
<i>Fixed-asset-related expenses</i>	181,198	187,026
<i>Rent of land and buildings</i>	23,189	23,093
<i>Maintenance and security</i>	489,327	448,670
<i>Insurance – building</i>	24,002	22,293
<i>Taxes</i>	0	21,564
<i>Office supplies</i>	1,406	3,890
<i>Legal expenses</i>	24,875	30,188
<i>Communications</i>	45,122	22,090
<i>Insurance – others</i>	12,010	13,430
<i>Car and transport expenses</i>	269	718
<i>Recruitment costs</i>	0	12,534
<i>Training costs</i>	126,230	78,248
<i>Missions</i>	9,838	37,850
<i>IT costs</i>	675,933	524,772
<i>Other external service provider (non-IT)</i>	174,033	197,883
<i>Expenses with other consolidated entities</i>	1,528,734	1,453,940
<i>Provision for other liabilities and charges</i>	-25,000	20,000
<i>Other financial expenses</i>	1,765	19,640
<i>Realised exchange rate losses</i>	626	557
Total	3,293,557	3,118,386

‘Fixed-asset-related expenses’ are mainly for the 2021 depreciation.

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

Annex 8: Delegated powers to Authorising Officers by Delegation

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

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

Members of the Management Board, status at 31 December 2021

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	Harald Fugger Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASK)	Petra Pencs Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASK)	Stephanie Propst Federation of Austrian Industry (IV)	Virginia Hagn Austrian Association for Public and Social Economy (VÖWG)	Dinah Djalinous-Glatz Austrian Federation of Trade Unions (ÖGB)	Adi Buxbaum Austrian Federal Chamber of Labour
Belgium	Guy Van Gyes Federal Public Service Ministry of Employment, Labour and Social Dialogue	Alain Piette Federal Public Service Ministry of Employment, Labour and Social Dialogue	Kris De Meester Federation of Enterprises in Belgium (FEB-VBO)	Koen Cabooter Organisation for the Self-employed and SMEs (UNIZO)	Stijn Gryp Confederation of Christian Trade Unions (ACV/CSC)	Caroline Verdoot Belgian General Federation of Labour (FGTB/ABVV)
Bulgaria	Teodora Todorova Ministry of Labour and Social Policy	Iskren Angelov Ministry of Labour and Social Policy	Dimitar Brankov Bulgarian Industrial Capital Association (BICA)	Theodor Dechev Bulgarian Industrial Capital Association (BICA)	Ivan Kokalov Confederation of Independent Trade Unions in Bulgaria (CITUB)	Vesselin Mitov Confederation of Labour (Podkrepa)
Croatia	Vatroslav Subotić Ministry of Labour and Pension System	Narcisa Manojlović Ministry of Social Policy and Youth	Biserka Sladović Croatian Employers' Association (CEA)	Ivan Sarić Croatian Employers' Association (CEA/HUP)	Marija Hanževački Independent Trade Unions of Croatia (NHS)	Djana Sobota Union of Autonomous Trade Unions of Croatia
Cyprus	Orestis Messios Ministry of Labour, Welfare and Social Insurance	Panayiotis Savva Ministry of Labour, Welfare and Social Insurance	Lena Panayiotou Cyprus Employers and Industrialists Federation (OEB)	Polyvios Polyviou Cyprus Employers and Industrialists Federation (OEB)	Panikos Argyrides Cyprus Workers' Confederation (SEK)	Christos Karydis Cyprus Workers' Confederation (SEK)
Czechia	Vlastimil Vana Ministry of Labour and Social Affairs	Matěj Gregárek Ministry of Labour and Social Affairs	Vladimíra Drbalová Confederation of Industry of Czechia (SPCR)	Pavla Brecková Association of Small and Medium-Sized Enterprises and Crafts of Czechia	Lucie Studničná Czech-Moravian Confederation of Trade Unions (CMKOS)	Tomas Pavelka Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	Thomas Mølsted Jørgensen Ministry of Employment	Andreas Sommer Møller Ministry of Employment	Christiane Mißlbeck-Winberg Confederation of Danish Employers	Steen Müntzberg Confederation of Danish Employers	Peter Waldorff Confederation of Professionals in Denmark (FTF)	Maria Bjerre Danish Confederation of Trade Unions (LO)
Estonia	Liina Kaldmae Ministry of Social Affairs of Estonia	Ester Rünkla Ministry of Social Affairs of Estonia	Kristi Sõber Estonian Employers' Confederation (ETTK)	Raul Eamets Estonian Traders Association	Peep Peterson Estonian Trade Union Confederation (EAKL)	Hedi-Liis Toome Estonian Broadcasting Professionals' Union (ERR)
Finland	Antti Närhinen Ministry of Employment and Economy	Maija Lyly-Yrjänäinen Ministry of Employment and Economy	Katja Miettinen Confederation of Finnish Industries (EK)	Mikko Nyssölä Confederation of Finnish Industries (EK)	Juha Antila Central Organisation of Finnish Trade Unions (SAK)	Leila Kurki Finnish Confederation of Salaried Employees (STTK)
France	Régis Bac Ministry of Labour, Employment, Vocational Training and Social Dialogue	Lucile Castex-Chaue Ministry of Labour, Employment, Vocational Training and Social Dialogue	Sébastien Darrigrand European Centre of Employers and Enterprises Providing Public services and services of General Interest (CEEP)	Anne Vauchez Movement of the Enterprises of France (MEDEF)	Pierre-Gaël Loreal French Democratic Confederation of Labour (FNCB-CFDT)	Romain Lasserre General Federation of Workers (FGTA-FO)
Germany	Thomas Voigtländer Federal Ministry of Labour and Social Affairs (BMAS)	Ina Hinzer Federal Ministry of Labour and Social Affairs (BMAS)	Sebastian Hopfner Employers' Association of Insurance Companies in Germany (AGV)	Renate Hornung-Draus Confederation of German Employers' Associations (BDA)	Stefan Gran Confederation of German Trade Unions (DGB)	Susanne Wixforth Confederation of German Trade Unions (DGB)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Greece	Georgios Gourzoulidis Ministry of Labour, Social Security and Social Solidarity	Triantafyllia Totou Ministry of Labour, Social Security and Social Solidarity	Christos Ioannou Hellenic Federation of Enterprises (SEV)	Katerina Daskalaki Hellenic Federation of Enterprises (SEV)	Ioannis Poupkos Greek General Confederation of Labour (GSEE)	Panagiotis Kordatos Greek General Confederation of Labour (GSEE)
Hungary	Krisztina Pelei Ministry for Innovation and Technology	Ildikó Bodgál Ministry of Human Capacities	Adrienn Balint Confederation of Hungarian Employers and Industrialists (MGYOSZ)	To be appointed	Gyula Pallagi Hungarian Trade Union Confederation (MSZSZ)	Viktória Szűcs Forum for the Cooperation of Trade Unions (SZEF)
Ireland	Kevin Daly Department of Enterprise Trade and Employment	Olivia Clarke Department of Social Protection	Maeve McElwee Irish Business and Employers Confederation (IBEC)	Pauline O'Hare Irish Business and Employers Confederation (IBEC)	David Joyce Irish Congress of Trade Unions (ICTU)	Ger Gibbons Irish Congress of Trade Unions (ICTU)
Italy	Romolo de Camillis Ministry of Labour and Social Policy	Leonardo Tomasi Ministry of Labour and Social Policy	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Paola Astorri General Confederation of Italian Industry (Confindustria)	Andrea Mone Italian Workers' Trade Unions Confederation (CISL)	Salvatore Marra Italian General Confederation of Labour (CGIL)
Latvia	Ineta Tāre Ministry of Welfare	Ineta Vjakse Ministry of Welfare	Ilona Kiukucane Employers' Confederation of Latvia (LDDK)	Anita Lice Employers' Confederation of Latvia (LDDK)	Linda Romele Free Trade Union Confederation of Latvia (LBAS)	Martins Sirskis Free Trade Union Confederation of Latvia (LBAS)
Lithuania	Donata Šlekutė Ministry of Social Security and Labour	Rita Skrebiškiene Ministry of Social Security and Labour	Danukas Arlauskas Lithuanian Business Employers' Federation	Ričardas Sartatavičius Lithuanian Confederation of Industrialists	Kristina Krupavičienė Lithuanian Trade Union 'Solidarumas' (LPS)	Danute Sliionskiene Lithuanian Trade Union Confederation (LPSK)
Luxembourg	Nadine Welter Ministry of Labour, Employment and the Social Solidarity Economy	To be appointed	Philippe Heck FEDIL - The Voice of Luxembourg's Industry	To be appointed	Veronique Eischen-Becker Independent Luxembourg Trade Union Confederation (OGB-L)	Paul de Araujo Luxembourg Confederation of Christian Trade Unions (LCGB)
Malta	Diane Vella Muscat Department of Industrial and Employment Relations	Cheryl Haber Department of Industrial and Employment Relations	Joe Farrugia Malta Employers Association	To be appointed	Joseph Bugeja General Workers' Union (UGT)	Colin Galea Forum of Maltese Employers
Netherlands	Wilm Geurts Ministry of Social Affairs and Employment	Alexandra Nicolai Ministry of Social Affairs and Employment	Mario Van Mierlo Confederation of Netherlands Industry and Employers (VNO-NCW)	To be appointed	Jan Kouwenberg Federation Dutch Labour Movement (FNV)	Lottie Van Kelle Christian National Trade Union Federation (CNV)
Poland	Jerzy Ciechański Ministry of Labour and Social Policy	To be appointed	Andrzej Rudka Polish Confederation of Private Employers Lewiatan	Katarzyna Siemienkiewicz Employers of Poland (Pracodawcy RP)	Bogdan Olszewski Independent and Self-Governing Trade Union Solidarnosc (NSZZ)	Piotr Ostrowski All-Poland Alliance of Trade Unions (OPZZ)
Portugal	Nelson Ferreira Ministry of Labour and Solidarity	Fernando Catarino José Ministry of Labour and Solidarity	Marcelino Pena Costa Confederation of Trade and Services of Portugal (CCP)	Luis Henrique Confederation of Portuguese Industry (CIP)	Augusto Coelho Praça General Confederation of Portuguese Workers (CGTP-IN)	Carlos Alves General Workers' Union (UGT)
Romania	Ioan Cristinel Raileanu Ministry of Labour, Family and Social Protection and Elderly	Ioana Dumitrescu Ministry of Labour, Family and Social Protection and Elderly	Diana Pasat General Union of Romanian Industrialists (UGIR)	Adela Șerban General Union of Romanian Industrialists (UGIR)	Sabin Rusu Democratic Trade Union Confederation of Romania (CSDR)	Cecilia Gostin National Trade Union Confederation – Cartel ALFA

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Slovakia	Silvia Gregorcová Ministry of Labour, Social Affairs and Family	Jan Gabura Ministry of Labour, Social Affairs and Family	Martin Hošťák National Union of Employers (RUZ)	Peter Molnár National Union of Employers (RUZ)	Miroslav Hajnos Confederation of Trade Unions of the Slovak Republic (KOZ SR)	To be appointed
Slovenia	Vladka Komel Ministry of Labour, Family and Social Affairs	Andraž Bobovnik Ministry of Labour, Family and Social Affairs	Jože Smole Association of Employers of Slovenia (ZDS)	Igor Antauer Association of Employers of Craft Activities of Slovenia (ZDOPS)	Maja Konjar Association of Free Trade Unions of Slovenia (ZSSS)	To be appointed
Spain	Gloria Ortega Gonzalez Ministry of Labour and Social Economy	Ana Moreno Pastor Ministry of Labour and Social Economy	Miguel Canales Gutiérrez Spanish Association of the Electrical Industry (UNESA)	Javier Blasco de Luna Association of Large Temporary Employment Agencies (AGETT)	Fernando Rocha Sánchez Federation of Workers' Commissions (CCOO)	Jose Domingo Roselló General Union of Workers (UGT)
Sweden	Viktoria Bergstrom Ministry of Employment	Håkan Nyman Ministry of Health and Social Affairs	Patrik Karlsson Confederation of Swedish Enterprises	Niklas Beckman Confederation of Swedish Enterprises	Håkan Gustavsson Swedish Confederation for Professional Employees (TCO)	Carola Löfstrand Swedish Trade Union Confederation (LO-S)
EFTA-EEA	Observers					
	Anna Skarberg Ministry of Labour and Inclusion, Norway	Kristin Barnas Ministry of Labour and Inclusion, Norway	Rasmus Eiternes Guldvik Confederation of Norwegian Enterprise (NHO, Norway)		Stein Reegard Norwegian Confederation of Trade Unions, (LO Norway)	
Representatives of the Commission						
	Barbara Kauffmann DG Employment, Social Affairs and Inclusion	Imad Kanjou Augé DG Employment, Social Affairs and Inclusion	Philippe Roux DG Health and Food Safety	Giulio Gallo DG Health and Food Safety	Harald Hartung DG Research and Innovation	Maria Kayamanidiou DG Research and Innovation

Members of the Management Board, status at 31 December 2021

Governments Group	Vice-Chair of the Management Board Jerzy Ciechański Polish Ministry of Labour and Social Policy	
	Coordinator Antti Närhinen Finnish Ministry of Labour and Social Policy	
Employers Group	Vice-Chair of the Management Board Stefania Rossi General Confederation of Italian Industry (Confindustria)	
	Coordinator Rebekah Smith BusinessEurope	
Workers Group	Chair of the Management Board Jan Kouwenberg Federation Dutch Labour Movement (FNV)	
	Coordinator Isabelle Schoemann European Trade Union Confederation (ETUC)	Alternate Aline Hoffmann European Trade Union Institute (ETUI)
European Commission	Vice-Chair of the Management Board Barbara Kauffmann DG Employment, Social Affairs and Inclusion	
	Member of the Executive Board Imad Kanjou Augé DG Employment, Social Affairs and Inclusion	

Advisory Committees – Status at 31 December 2021¹

Advisory Committee for Working Conditions and Sustainable Work

Coordinator: Barbara Gerstenberger

Representation

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

Employers: Mario Van Mierlo (NL)
Kris De Meester (BE)
Christiane Mißbeck-Winberg (DK)
Katarina Daskalaki (EL)

Workers: Juha Antila (FI)
Paula Franklin, ETUI
Jan Kouwenberg (NL)
Romain Lasserre (FR)

Commission: Jan Vacha, DG Employment, Social Affairs and Inclusion
Substitute member: Evi Roelen
DG Employment, Social Affairs and Inclusion

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

Commission: Katarina Jaksic, DG Employment, Social Affairs and Inclusion
(Substitute member: Evi Roelen, DG Employment, Social Affairs and Inclusion)
Giulio Gallo, DG Health and Food Safety
(Substitute member: Monika Sherwood, DG Employment, Social Affairs and Inclusion)

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

Advisory Committee for Industrial Relations and Social Dialogue

Coordinator: David Foden

Representation

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

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

Workers: Andrea Mone (IT)
Philippe Pochet (BE)
Fernando Rocha Sánchez (ES)
[Fourth member to be appointed]

Commission: Evi Roelen, DG Employment, Social Affairs and Inclusion
(Substitute member: Kristine Krivmane, DG Employment, Social Affairs and Inclusion)
Jan Vacha, DG Employment, Social Affairs and Inclusion
[Substitute member: To be appointed]

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

Advisory Committee for Living Conditions, Social Cohesion and Convergence

Coordinator: Massimiliano Mascherini

Representation

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

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

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

¹ Reflecting decision no. 31 of the Management Board of 6 November 2020.

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

Coordinator: John Hurley

Representation

Governments:	Harald Fugger (AT) Theodora Todorova (BG) Vatroslav Subotić (HR) Anti Närhinen (FI)
Employers:	Ilona Kiukucane (LV) Liliane Voložinskis, SME United Raul Eamets (EE) Vladimíra Drbalová (CZ)
Workers:	Béla Galgóczi, ETUI Linda Romele (LV) Salvatore Marra (IT) Peter Waldorff (DK)
Commission:	Anita Halasz, DG Employment, Social Affairs and Inclusion (Substitute member: Lars Engsted, DG Employment, Social Affairs and Inclusion) Francisco Caballero Sanz, DG GROW (Substitute member: Miia Rossi-Gray, DG Employment, Social Affairs and Inclusion)
Experts	Werner Eichhorst (DE) Emily Murphy (IE)

Highlights of events, listed in chronological order as at 31 December 2021

Management Board, Executive Board and Advisory Committee meetings 2021

Date	Event	City
15 January	Virtual – 8th Executive Board meeting	(online)
4–5 March	Hybrid – 4th Management Board meeting	Dublin and online
8 March	Virtual – Advisory Committee for Employment and Labour Markets/Anticipating and Managing the Impact of Change	(online)
9–10 March	Virtual – Advisory Committee for Industrial Relations and Social Dialogue	(online)
10–11 March	Virtual – Advisory Committee for Working Conditions and Sustainable Work	(online)
12 March	Virtual – Advisory Committee for Living Conditions, Social Cohesion and Convergence	(online)
25 March	Virtual – 9th Executive Board meeting	(online)
1 July	Virtual – Group meetings	(online)
9 September	Virtual – Advisory Committee for Living Conditions, Social Cohesion and Convergence	
13 September	Virtual – Advisory Committee for Employment and Labour Markets/Anticipating and Managing the Impact of Change	(online)
14–15 September	Virtual – Advisory Committee for Working Conditions and Sustainable Work	(online)
15–16 September	Virtual – Advisory Committee for Industrial Relations and Social Dialogue	(online)
24 September	10th Executive Board meeting	Brussels
18–19 November	Hybrid – 5th Management Board meeting	Dublin and online

EU Presidency events 2021

Date	Event	City
9 March	Virtual – High-level Conference on the Future of Work: <i>Remote work: Challenges, risks and opportunities</i> – EU Presidency of Portugal	Lisbon
11 March	Virtual – Informal meeting of EMCO – EU Presidency of Portugal	Lisbon
16 April	Virtual – Presentation to the Working Party on Social Questions – EU Presidency of Portugal	Brussels
21 April	Virtual – Conference: <i>Psychosocial risks related to teleworking</i> – EU Presidency of Portugal	Lisbon
29 April	Webinar: #AskTheExpert – <i>Addressing the social and employment impact of the pandemic – Living, working and COVID-19</i> – EU Presidency of Portugal	Dublin
28 September	Visit of EU Heads of Missions (Network of EU Ambassadors) in Ireland to Eurofound – EU Presidency of Slovenia	Dublin
7 October	Virtual – High-level Conference on Quality Work for Quality of Life – EU Presidency of Slovenia	Ljubljana
20 October	Presentation to the Working Party on Social Questions on the sustainable work concept – EU Presidency of Slovenia	Brussels
1 December	Virtual – Conference: <i>The future is here: Occupational safety and health perspective</i> – EU Presidency of Slovenia	Ljubljana

Highlights of internal visits 2021

Date	Event	Country
24 March	Virtual – University of Burgenland, Department Business Studies	Austria
12 April	Virtual – UCD Michael Smurfit Graduate School of Business	Ireland
23 April	Virtual – University of Burgenland, Department Business Studies	Austria
27 May	Virtual – Ms Milena Popovic Samardzic, Montenegro, organised by the European Union Visitors Programme	Montenegro
4 October	European Movement Ireland	Ireland
20 October	An Tánaiste and Minister for Enterprise, Trade and Employment, Mr Leo Varadkar, T.D.	Ireland
5 November	H.E. Mr Jānis Sīlis, Ambassador of Latvia to Ireland	Latvia
11 November	H.E. Mr Leonard Sacco, Ambassador of the Republic of Malta to Ireland	Malta
18 November	Ms Carlien Scheele, Director of EIGE	Lithuania
22 November	Virtual – UCD and Cornell University industrial relations students	Ireland
15 December	Irish social partners	Ireland
15 December	Virtual – Informal bilateral with Cathaoirleach (Chair) of the Joint EU Affairs Committee, Mr Joe McHugh, T.D.	Ireland

Highlights of own events 2021

Date	Event	City
20 April	Webinar: #AskTheExpert – <i>Game-changing technologies – How will they impact Europe's economy, work and employment?</i>	Dublin
18 May	Webinar: #AskTheExpert – <i>EU citizens experience deep fatigue and frustration as pandemic enters second year – New survey findings from Living, working and COVID-19</i>	Dublin
3 June	Webinar: #AskTheExpert – <i>The rise of the telework generation – What impact for working conditions?</i>	Dublin
25 November	Virtual 17th EU ANSA network meeting	Brussels

Highlights of joint events 2021

Date	Event	City
9 March	Virtual – 15th Conference on Social Monitoring and Reporting in Europe	Dublin
27 April	Virtual – 5th UNI Europa Conference: <i>Forward through collective bargaining</i>	Brussels
29 April	Webinar: <i>Addressing the social and employment impact of the pandemic – Living, working and COVID-19</i> – with the EU Presidency of Portugal	Dublin
29 June	Virtual – ETF-Cedefop-Eurofound seminar on social dialogue and skills	Dublin
28 September	Visit of EU Heads of Missions (Network of EU Ambassadors) in Ireland to Eurofound	Dublin
21 October	Webinar: <i>Equality and inclusion in a post-pandemic EU</i> – with the European Commission Representation in Ireland and European Movement Ireland	Dublin
10 November	Webinar: #AskTheExpert: <i>Gender equality – It's not all about pay</i> – with EIGE	Dublin

Highlights of contributions to external events 2021

Date	Event	City
7 January	Virtual – EESC public hearing 'Challenges of teleworking: Organization of working time, work-life balance and the right to disconnect'	Brussels
15 January	Virtual – EESC public hearing 'Telework and gender equality'	Brussels
22 January	Webinar: <i>Gender equality and in-work poverty: Which role for the EU?</i> , organised by ETUI and the European Social Observatory	Brussels
25 January	Virtual – Annual conference of the European Centre of Expertise (ECE) in the field of Labour Law, Employment and Labour Market Policies: <i>Exploring ways to improve working conditions of platform workers: The role of EU Labour Law</i>	Birmingham

Date	Event	City
25 January	Virtual – FEMM Committee hearing ‘Gender aspects of precarious work’	Brussels
1 February	Virtual – Exchange of views with the Executive Directors of five EU agencies in the EMPL Committee	Brussels
1 February	Virtual – European Sectoral Social Dialogue Committee on Local and Regional Governments Plenary meeting	Brussels
11 February	Virtual – EU Network Against Trafficking of Human Beings	Brussels
15 February	Virtual – ETUC conference: <i>A youth recovery: Time for quality jobs! (How) Will Europe prevent a lost generation?</i>	Brussels
19 February	Virtual – Closing conference of the CESI project <i>Precaious work: Empowering trade unions to address new challenges</i>	Brussels
5 March	Virtual – Presentation to the Sectoral Social Dialogue Committee of the <i>Representativeness study of the European social partner organisations: Human health sector report</i>	Brussels
5 March	Virtual – Joint ETUI-ETUCE training programme: <i>Ensuring gender equality at the decision-making level in education sector and trade unions</i>	Brussels
11 March	Virtual – European Youth Event online, panel on gender equality	Brussels
11 March	Virtual – EESC debate in conjunction with the International Women’s Day: <i>The impact of the COVID-19 pandemic on gender equality</i>	Brussels
19 March	Virtual – European Employers Network (EEN) Seminar	Brussels
22 March	Virtual – Plenary meeting of the Audiovisual Sector Social Dialogue Committee	Brussels
26 March	Virtual – CESI meeting ‘Mental health in times of COVID-19 – How to best address it?’	Brussels
16 April	Virtual – Presentation to EESC, Section for Employment, Social Affairs and Citizenship	Brussels
17 April	Virtual – Conference: <i>Labour market situation in Europe</i>	Copenhagen
19 April	Virtual – Presentations to the European Parliament EMPL Committee ‘Impact of digitalisation on social services’ and ‘Long-term care workforce: Employment and working conditions’	Brussels
20 April	Virtual – Public Employment Services Network Stakeholder Conference	Brussels
21 April	Virtual – S&D Conference 2030 Porto Agenda for Sustainable Wellbeing	Brussels
22 April	Virtual – EMPL and FEMM Committees joint public hearing on binding pay transparency measures	Brussels
28 April	Virtual – European Sectoral Social Dialogue Committee on Local and Regional Governments	Brussels
10 May	Virtual – European Commission High-level Conference on the Mental Health Impact of COVID-19	Brussels
12 May	Virtual – <i>Shaping European manufacturing: The role of advanced technologies</i>	Brussels
17 May	Virtual – European Parliament event: <i>What future for inclusive enterprises? Exploring the link between social economy and inclusive enterprises</i>	Brussels
20 May	Virtual – Presentation to EMCO meeting on the impact of COVID-19 on gender	Brussels
25 May	European Hospital and Healthcare Employers’ Association webinar on collective bargaining and career pathways	Brussels
25 May	European Parliament Employment and Social Affairs Committee hearing on artificial intelligence and the labour market	Brussels
31 May	Virtual – EESC public hearing ‘The EU strategy on the rights of the child and the European child guarantee’	Brussels
1 June	Virtual – EESC Opinion ‘Strategy for the rights of persons with disabilities’, SOC/680	Brussels
15 June	Webinar: <i>The role of social partners in preventing third-party violence and harassment at work</i>	Brussels
16 June	Virtual – <i>Strengthening social dialogue in the hospital sector in East, South and Central Europe (2019–2021)</i>	Brussels
17 June	Joint UNI Europa/FES webinar: <i>Remote work: Who will be the real winners?</i>	Brussels
17 June	Virtual – ETUI workshop: <i>The nexus of climate change and welfare: Towards a new concept of the welfare state</i>	Brussels
18 June	Virtual – European Commission seminar on teleworking	Brussels
12 July	Virtual – European Commission conference: <i>Long-term care and pension adequacy</i>	Brussels
15 July	Virtual – EESC hearing ‘Emergency measures to support employment and income during the pandemic crisis’	Brussels

Date	Event	City
6 September	Virtual – EESC public hearing ‘Collective bargaining practices in Member States with a low labour union participation rate’	Brussels
22 September	Virtual – European Federation of Employees in Public Services seminar: <i>Digitalization and the quality of public services</i>	Brussels
24 September	EZA seminar: <i>Confronting demographic change – The role of the older generation in the labour market</i>	Vilnius
24 September	Virtual – EESC input session ‘How to guarantee decent work for young people and ensure the inclusion of NEETs through the proper elaboration of National Recovery Plans’	Brussels
30 September	Virtual – 8th Western Balkans Civil Society Forum	Skopje
30 September	ETUC webinar: <i>Transposing the Work-Life Balance Directive: COVID lessons learned?</i>	Brussels
5 October	Virtual – CESI event: <i>Towards a strong European public service agenda: How to (re)build a social Europe in a resilient way after Covid-19?</i>	Brussels
8 October	Virtual – European Youth Event (EYE2021): <i>Bringing youth employment back on track</i>	Brussels
11 October	Virtual – World Employment Confederation	Virtual
12 October	Virtual – European Commission annual conference, Employment and Social Developments in Europe 2021: <i>Towards a strong Social Europe in the aftermath of the COVID-19 crisis: Reducing disparities and addressing distributional impacts</i>	Brussels
13 October	Virtual – Latvian social partners’ conference: <i>Teleworking and role of social dialogue</i>	Riga
26 October	EESC Extraordinary Workers’ Group meeting on Collective bargaining and public procurement	Brussels
27 October	Virtual – Joint Social Partners seminar: <i>Combatting gender stereotypes in the world of work</i>	Brussels
28 October	Virtual – Meeting of CESI’s internal statutory commission on women’s rights and gender equality	Brussels
2 November	Keynote address – <i>Dialogue on the Future of the Youth</i> , organised by Spanish Government and the Representation of the European Commission in Spain	Murcia
4 November	CESI Talks – interview on the situation of youth in the pandemic	Brussels
10 November	Virtual – Presentation to EESC Ad-hoc Equality group meeting	Brussels
15 November	European Commission’s Annual Research Conference: <i>Charting the European economy post COVID-19</i>	Brussels
16 November	Virtual – UNI Europa webinar: <i>Shaping the future of work in a digitalised services industry through social dialogue</i>	Brussels
17 November	Virtual – EESC public hearing ‘Social dialogue as a tool to promote health and safety at work’	Brussels
19 November	Virtual – EMCO meeting on social dialogue and the involvement of social partners in the Recovery and Resilience Plans	Brussels
22 November	Virtual – Presentation to DG EMPL	Brussels
24 November	Virtual – ACSH Plenary session: Advisory Committee on Safety and Health at Work	Luxembourg
26 November	Virtual – EESC Labour Market Observatory: <i>A Just Transition for workers of European industries: Fostering opportunities for reskilling and upskilling</i>	Brussels
2 December	Virtual – Eurocadres seminar on the social partners’ European framework agreement on digitalisation and the right to disconnect	Brussels
2 December	Virtual – European Parliament Long-Term Care Conference	Brussels
8 December	Virtual – DG EMPL panel discussion: <i>Unions’ and employers’ perspectives and the way forward on platform work</i>	Brussels
9 December	CESI Talks – interview on telework and the mental well-being of workers during the pandemic	Brussels

Publications published between 1 January 2021 and 31 December 2021 by activity

Title	Type
Working conditions and sustainable work	
Challenges and prospects in the EU: Working conditions and sustainable work – An analysis using the job quality framework	Flagship report
As Member States take different approaches to regulating telework, will the EU bring them into line?	Blog
COVID-19: Could businesses have done better?	Blog
What can companies do to spark innovation in the workplace?	Blog
Innovation in EU companies: Do workplace practices matter?	Policy brief
Workers want to telework but long working hours, isolation and inadequate equipment must be tackled	Article
Right to disconnect: Exploring company practices	Research report
Tools of trade: Supporting export businesses to improve their workplace practices	Policy brief
Business not as usual: How EU companies adapted to the COVID-19 pandemic	Research report
Industrial relations and social dialogue	
Minimum wages in 2021: Most countries settle for cautious increase	Article
Involvement of social partners in policymaking during the COVID-19 outbreak	Research report
Working life in the COVID-19 pandemic 2020 (country reports for the EU27, Norway and the UK)	Other
Relative calm on the industrial action front in 2020	Article
Changing priorities: The impact of COVID-19 on national policy agendas	Article
Policy responses from governments and social partners to the COVID-19 pandemic	Article
Mixed impacts of COVID-19 on social dialogue and collective bargaining in 2020	Article
Impact of the COVID-19 crisis on wages and wage setting	Article
Minimum wages rise again, but the pandemic puts a brake on their growth	Blog
Minimum wages in 2021: Annual review	Research report
Gender pay transparency: Advancing the cause through a truly European proposal	Blog
Working life in South Korea	Other
Working time in 2019–2020	Research report
Representativeness of the European social partner organisations: Audiovisual sector	Research report
Minimum wage – Yet another gender divide?	Blog
Representativeness of the European social partner organisations: Live performance sector	Research report
Industrial relations landscape in Europe	Research report
Social partners going digital: Using digital tools and adapting social dialogue processes	Research report
Employment and labour markets	
COVID-19, Big Brother and the business case for doing better	Blog
COVID-19: A tale of two service sectors	Blog
Two worlds of income support during COVID-19	Blog
COVID-19: Implications for employment and working life	Research report
Good news for gender equality as we exit the COVID-19 crisis?	Blog
Tackling labour shortages in EU Member States	Research report
The pandemic aggravated labour shortages in some sectors; the problem is now emerging in others	Blog
What just happened? COVID-19 lockdowns and change in the labour market	Research report
Bank restructuring: disruptors versus incumbents	Article
Understanding the gender pay gap: What role do sector and occupation play?	Policy brief
European Jobs Monitor 2021: Gender gaps and the employment structure	Research report

Title	Type
Living conditions and quality of life	
Protecting access to healthcare during COVID-19 and beyond	Blog
Education, healthcare and housing: How access changed for children and families in 2020	Policy brief
Choosing to challenge – the EU Gender Equality Strategy one year in	Blog
Wages in long-term care and other social services 21% below average	Article
Wealth distribution and social mobility	Research report
Disability and labour market integration: Policy trends and support in EU Member States	Research report
Vaccine acceptance hinges on transparent communication	Blog
Towards the future of Europe: Social factors shaping optimism and pessimism among citizens	Research report
Impact of COVID-19 on young people in the EU	Research report
Anticipating and managing the impact of change	
Charting a positive path for platform workers	Blog
COVID-19 could be a catalyst for fundamental change that will define the Future of Europe	Blog
Distributional impacts of climate policies in Europe	Research report
Digitisation in the workplace	Research report
Exploring the social challenges of low carbon energy policies in Europe	Other
Initiatives to improve conditions for platform workers: Aims, methods, strengths and weaknesses	Policy brief
We need to talk about AI	Blog
The digital age: Implications of automation, digitisation and platforms for work and employment	Flagship report
Promoting social cohesion and convergence	
Upward convergence in gender equality: How close is the Union of equality?	Policy brief
COVID-19: A turning point for upward convergence in health and healthcare in the EU?	Policy brief
Monitoring convergence in the European Union: Looking backwards to move forward – Upward convergence through crises	Flagship report
Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year	Report
Corporate communication	
Eurofound style guide	Other
Living and working in Europe 2020	Annual report
Consolidated annual activity report 2020	Annual report
Twin transition and pandemic challenge Eurofound to increase expertise, strengthen partnerships, expand reach, says new Director	Article
Recovering from this pandemic means rebuilding hope for the future	Blog

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



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