



**Programming document 2021–2024
Towards recovery and resilience**

Work programme 2023



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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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List of acronyms

AI	Artificial intelligence
CATI	Computer-assisted telephone interviews
Cedefop	European Centre for the Development of Vocational Training
CEOS	Conditions of employment of other servants
CSRs	Country-specific recommendations
ECS	European Company Survey
EEA	European Environment Agency
EFC	Economic and Financial Committee
EFTA	European Free Trade Association
EGF	European Globalisation Adjustment Fund for Displaced Workers
EIGE	European Institute for Gender Equality
EJM	European Jobs Monitor
ELA	European Labour Authority
EMAS	EU Eco-Management and Audit Scheme
EMCO	Employment Committee
EPMS	Eurofound performance monitoring system
EPSCO	Employment, Social Policy, Health and Consumer Affairs Council
EPSO	European Personnel Selection Office
EPSR	European Pillar of Social Rights
EQLS	European Quality of Life Survey
ERL	Electronic reserve list

ERM	European Restructuring Monitor
ESF	European Social Fund
ETF	European Training Foundation
EU-LFS	EU Labour Force Survey
EU-OSHA	European Agency for Safety and Health at Work
EU-SILC	European Union Statistics on Income and Living Conditions
Eurofound	European Foundation for the Improvement of Living and Working Conditions
EWCS	European Working Conditions Survey
EWCTS	European Working Conditions Telephone Survey
FRA	European Union Agency for Fundamental Rights
FTE	full-time equivalent
ICT	Information and communications technology
ILO	International Labour Organization
JRC	Joint Research Centre
KPI	Key performance indicator
MFF	Multiannual financial framework
NGEU	NextGenerationEU
OECD	Organisation for Economic Co-operation and Development
SLA	Service level agreement
SME	small- and medium-sized enterprise
SPC	Social Protection Committee
TFEU	Treaty on the Functioning of the European Union

Foreword

Political and economic developments will pose significant challenges for the European Union in the 2023. With little sign that the Russian aggression in Ukraine is nearing an end, there is much uncertainty about the year ahead. The rising cost of living continues to bite, while Member States struggle to meet their energy needs. Economic forecasts are downbeat, anticipating falling growth in 2023. And the after-effects of the COVID-19 pandemic linger and reverberate across the world.

Against these negative pressures, the EU continues to progress its programme to ensure the readiness of the Member States for the structural shifts in the transition to carbon neutrality and a digital society. The previous economic crisis underlined the need to build the resilience of societies to cope with economic shocks, and the pandemic reinforced this awareness. The NextGenerationEU programme is playing a central role in funding the plans of Member States to recover from the pandemic and to prepare for the future transitions.

In looking to the future, the EU must keep sight of the impact that change will have on its populations. Inequalities persist in working lives and living conditions, and economic pressures on Europeans are growing as the purchasing power of household incomes diminishes. The ongoing project to realise the principles of the European Pillar of Social Rights in policies will be critical to strengthening the employment and social rights of Europeans in this period of change and also during the 2023 European Year of Skills.

This work programme describes Eurofound’s planned work for 2023 to provide evidence and analysis to policymakers as they tackle the challenges ahead. Providing open access to such data and information is a cornerstone of Eurofound’s mandate as an EU public body and we trust it will continue to positively contribute to the efforts to improve living and working conditions for all Europeans.



Ivailo Kalfin

Executive Director

Mission statement

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

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

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

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

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

I. General context for the period 2021–2024

The drafting of this work programme takes place in an unprecedented context. The European Union, along with the rest of the world, has been severely affected by the COVID-19 pandemic. At the end of February 2022, Russia invaded Ukraine – starting a war that has led to more than 14 million Ukrainians being displaced and unfolding a humanitarian and refugee crisis in Europe on a scale not seen since the second World War. While the exceptional response to COVID-19 from the European Union and EU Member States prevented millions of deaths and a full-fledged recession – with headline figures indicating a return to the levels of pre-Covid beginning 2022 – the war in Ukraine has triggered an important surge in the prices of energy and food and the disruption of many established supply chain links, exacerbating already existing headwinds on growth. The European Commission’s Autumn 2022 Economic Forecast has revised growth upwards from 2.7 to 3.3 percent in 2022 and downwards from 1.5 to 0.3 % in 2023; and inflation upwards to an all-time high of 9.3 % in 2022 and 7.0 % in 2023. While the rise in the cost of living is hitting low-income families disproportionately as they spend a higher fraction of their income on consumption and energy, a large majority of EU citizens will feel their purchasing power substantially weakened over the next period. The great uncertainty linked to the outfall from the war in Ukraine, combined with the uncertainty still surrounding the development of the COVID-19 pandemic, the continuous strict zero-Covid policy in China and deceleration of growth in the US are all having a dampening effect on investments and spending and are resulting in a stronger negative impact on the EU economic outlook. The ensuing social consequences include cost-of-living increases, a challenging labour market situation and social protection systems under pressure. Companies in the European Union are faced with this extremely challenging internal and external context. In addition, EU Member States are grappling with the unprecedented challenge of hosting and integrating the millions of Ukrainian refugees fleeing the war.²

In this framework, the implementation of the national Recovery and Resilience Plans under the NextGenerationEU (NGEU) programme will continue to play a major role in responding to the current challenges to the economy and society, while preparing Europe for the transition to a more competitive, green and digital economy. There can be little doubt that the waves of crisis and the twin green and digital transition will bring structural changes to the labour market and its functioning, as well as to how we live and work.

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

In parallel, the mega-drivers of structural change in Europe remain related to demography, technology, globalisation and climate change. Technological change continues apace and has been compounded by the COVID-19 crisis. Automation, not least as enabled by artificial intelligence (AI), will both eliminate and create jobs and change the nature of work and how tasks are allocated, performed and assessed. With the rise in energy prices and the need to source energy from

² Eurofound has included and adapted a series of projects to monitor and analyse the impact of the war in Ukraine – the list of projects can be found in [Annex XIII](#).

alternative sources, the energy transition has taken centre stage. Eurofound has shown that while the transition to a carbon-neutral economy can be expected to create more jobs than it destroys, it also alters the structure of employment.³ This transition poses broader challenges to life and work in light of the ambitious targets set by the EU and should be added to the challenges linked to the outfall from the war in Ukraine as well as the recovery from the COVID-19 crisis.

Demographic change will intensify many current challenges. An ageing population such as in Europe accentuates labour shortages and skills mismatches and poses challenges to long-term health care and the sustainability and adequacy of pensions. The integration of the millions of refugees from Ukraine brings both opportunities and challenges in the short-term, as the needs for housing and public services will rise. The population of Africa is projected to double by 2050 (UN World Population Prospects 2017), while other regions are also likely to remain a source of migrants. This combination of demographic shortages in the EU and a demographic boom in neighbouring areas, combined with a potential food shortage in the latter, is likely to continue to place severe pressure on migration flows and the integrative capacity of societies and workplaces in Europe, which may in turn call into question the cohesion of the EU. However, while structural change brings many challenges for employment and living and working conditions, it can also be an opportunity to advance towards a more inclusive, innovative and sustainable Europe.

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

EU Policy context

The period marks the beginning of the second half of the European Council, Commission and Parliament’s mandates, and will move closer to the 2024 European Parliament elections, the first such event after Brexit came into force. It will be the last couple of years of the implementation of the European Council Strategic Agenda for 2019–2024 with its four key priorities: protecting citizens and freedoms; developing a strong and vibrant economic base; building a climate-neutral, green, fair and social Europe; and promoting European interests and values on the global stage. Finally, it will also mark the second half of President von der Leyen’s Commission and the implementation of her 2019–2024 political guidelines with their six headlines: a European Green Deal; an economy that

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

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

works for people; a Europe fit for the digital age; protecting our European way of life; a stronger Europe in the world; and a new push for European democracy.

While the above priorities will come to an end in 2024, others will only be halfway through. This extended timeframe reflects the longer-term policy objectives shared by the EU, its Member States and social partners to address long-standing challenges and their ambition to maintain and improve living and working standards in Europe. The temporary Recovery and Resilience Facility which entered into force in 2021 and lasts until the end of 2026 will be in the first years of spending of the €723.8 billion made available to Member States (€385.8 billion in loans and €338 billion in grants). Within the Facility, the funds are spent on projects around six pillars: (1) green transition; (2) digital transformation; (3) economic cohesion, productivity and competitiveness; (4) social and territorial cohesion; (5) health, economic, social and institutional resilience; (6) policies for the next generation. Moreover, Member States have to allocate 37% of the funds for climate-related activities and 20% for digital priorities.

In May 2021, the EU adopted their long-term climate and digital objectives. The European Climate Law sets into law 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. In July 2021, the Commission presented a comprehensive legal package ‘Fit for 55’ to provide the instruments to support the implementation of the climate law objective, including the Social Climate Fund. In December 2021, the Commission also proposed a Council Recommendation on ensuring a fair transition towards climate neutrality. Regarding the digital strategy, the Commission proposed [a 2030 Digital Compass: the European way for the digital decade](#) in March 2021, laying out key targets to be reached by the end of the decade. Among these are: that 80% of adults will have at least basic digital skills, 20 million ICT specialists will be employed and public services will be digitalised.

Accompanying the digital and climate objectives, the [European Pillar of Social Rights Action Plan](#), presented on 4 March 2021, will be in its first half of implementation to reach the EU social decade objectives.

The Action Plan includes three headline targets as well as several sub-targets to be reached by 2030:

1. At least 78% of the population aged 20 to 64 should be in employment by 2030.
2. At least 60% of all adults should participate in training every year.
3. The number of people at risk of poverty or social exclusion should be reduced by at least 15 million by 2030.

In June 2021, the EPSCO agreed to include new headline indicators alongside the existing ones in the Social Scoreboard for use in the Joint Employment Report. The EPSR Action Plan is of central importance for Eurofound’s work programme.

These priorities are being implemented in a changing context of geo-politics and pressure on prices. On 20–21 October 2022, the European Council adopted *conclusions* on Ukraine/Russia, critical infrastructure, energy and economy, and external relations, setting out a framework to tackle the current crisis.

Several EU instruments will have been presented, adopted or have entered into force. Thus, Eurofound will also include in its work the implications of the following:

- The entry into force since 2022 of the directives on transparent and predictable working conditions and on work–life balance for parents and carers, as well as the newly adopted Directive on Adequate Minimum Wages;
- The European Commission proposals for EU legal instruments such as the proposed directives on binding pay transparency measures, and improving the working conditions of platform workers;
- The implementation of the Council recommendations establishing a Child Guarantee, and the European Commission proposals for Council recommendations on the revision of the Barcelona targets for early childhood education and care, on long-term care, on social dialogue, and on minimum income and active inclusion;
- The implementation of EU strategies such as the Strategic Framework on Health and Safety at Work 2021–2027, the European Care Strategy, the EU skills agenda 2020–2025, the 2030 Digital Compass: the European way for the Digital Decade, the [EU Gender Equality Strategy 2020–2025](#); the [LGBTIQ Equality Strategy](#); the [Roma strategic framework for equality, inclusion and participation and the Disability Strategy](#).
- The European Commission presentation of an update of the interpretative communication on the implementation of the Working Time Directive and the revision of the Barcelona targets, as well as the Communication on ‘The distributional impact of Member States’ policies’ and how to better assess it.
- The European Commission has announced that 2023 will be the European Year of Skills.

Last but not least, the social partners’ role in devising solutions which meet the needs of employers and workers is a crucial consideration for the work of Eurofound. The ILO Centenary Declaration of June 2019 proclaimed that ‘the experience of the past century has confirmed that the continuous and concerted action of governments and representatives of employers and workers is essential to the achievement of social justice, democracy and the promotion of universal and lasting peace’. To achieve this objective, a newly adopted EU Social Dialogue Work Programme 2022–2024 is crucial. The EU social partners have chosen six priorities for their joint work: telework and right to disconnect, Green Transition, youth employment, work-related privacy and surveillance, improving skills matching in Europe and capacity building. Among the proposed instruments are a legally binding agreement implemented via a Directive (telework and right to disconnect), a Framework of Actions (Green Transition), as well three seminars leading to signing a joint statement (youth employment), joint guidelines (work-related privacy and surveillance) and joint research project (the skills priority).

Institutional context

The European Council adopted the multiannual financial framework (MFF) 2021–2027 on 17 December 2020, in which Eurofound’s subsidy was frozen in real terms (allowing only for compensation of modest annual inflation) until 2027. Due to the significant rise of the Irish country coefficient since 2020, an additional compensatory subsidy increase of €650,000 is requested from 2023 on. Additionally, and to tackle the extraordinary pressure on the salary-related budget, the Commission proposes an annual increase of the subsidy of €453,000 from 2023 on. The total subsidy

request amounts to €23,595,000 for 2023. The additional funding will only partly offset the actual cost increases which requires Eurofound to continue actively seeking and implementing opportunities to further reduce costs, increase efficiency and achieve stronger synergies. Over the years ahead it will be increasingly challenging for Eurofound to fulfil its mandate at the expected standards, particularly as regards the data collection and monitoring of trends in living and working conditions. In this context, Eurofound will have to invest further in alternative measures to achieve its tasks, such as selecting a limited number of priorities and looking for collaboration and partnerships, primarily with other EU agencies and institutions.

More generally, Eurofound actively pursues long-term ecological, social and financial sustainability.

II. Multiannual and 2023 work programme

Introduction

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

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

The first four are those as mandated in the Founding Regulation of the Agency.⁵

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

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

5. **Anticipating and managing the impact of change:** providing evidence on structural changes, driven largely by digitalisation and climate change, but also by the COVID-19 crisis and the impact of the war in Ukraine that can be useful in ensuring just transitions which promote

⁵ Article 1(2): 'The objectives of the Agency shall be to increase and disseminate knowledge to assist the Commission, other EU institutions and bodies, Member States and social partners in shaping and implementing policies aimed at the improvement of living and working conditions, in supporting employment policies and in promoting the dialogue between management and labour.'

employment, good working conditions, social protection and workers' rights, while also improving labour productivity, competitiveness and prosperity as set out in the EU policy agenda.

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



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

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

Finally, two horizontal activities complement this programming document:

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

Multiannual objectives

Eurofound’s strategic objective for the programming period 2021–2024:

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 contribution in each of the strategic areas aims to inform policymakers to:

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

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

Performance monitoring

Eurofound employs various instruments to monitor, analyse and report on its performance towards achieving the expected results.⁶

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

Regular stakeholder feedback and evaluations, including external evaluations carried out by the European Commission, 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. (See also Annex IX: Evaluations).

Key performance indicators

Result indicators

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

- uptake of Eurofound’s expertise in European level-policy documents
- Eurofound’s engagement with stakeholders in meetings and events
- uptake of Eurofound knowledge through the media

⁶ Its selection of KPIs and monitoring tools is also used for the performance of the Executive Director as per Commission Staff working document (2015).

- uptake of and engagement with Eurofound’s knowledge through its website and other corporate platforms

Reliability and independence of the knowledge provided:

- recognition of the scientific quality of Eurofound’s research

Input and output indicators

Effective and efficient use of human and financial resources indicated by

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

Most of these KPIs are also applied at activity level as explained in Annex IX: Evaluations.

Operational activities

2.1 Activity 1: Working conditions and sustainable work

Multiannual perspective

Overview

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

At the beginning of the programming period, Eurofound collected new data through conducting a European Working Conditions Survey (EWCS). As a consequence of the COVID-19 crisis, this data was gathered using computer-assisted telephone interviews (CATI). Despite this change from face-to-face interviews used in the previous waves of the survey, Eurofound will be in a position to present comparative data on the job quality experienced by workers in Europe in 2021 using the established framework of seven dimensions of job quality.⁷ The possibilities to analyse trends over time will be limited given the change of mode in conducting the survey but will be explored.

⁷ The seven dimensions of job quality are: physical environment; work intensity; working time quality; social environment; skills and discretion; prospects; and earnings.

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

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

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

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

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

up questionnaires, the impact of the initial refusals to participate in such follow-up questionnaires, as well as survey attrition at a later stage on the sample composition.

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

Objectives

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

Expected results

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

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

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

Through having provided evidence on the working conditions and job quality of those in non-standard forms of employment, Eurofound will have supported the goal of the EPSR to prevent employment relationships that lead to precarious working conditions. More particularly, the Agency will have contributed to identifying different forms of self-employment, including those with characteristics that might be considered as bogus self-employment, taking into account diverse national contexts. Evidence provided on the situation of the self-employed will have contributed to establishing a baseline for monitoring and evaluating the implementation of the Council Recommendation on access to social protection for workers and the self-employed.

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

2023 Work programme: Activity 1 – Working conditions and sustainable work

Overview

In 2023, work in this activity will be dominated by further analysis of the European Working Conditions Telephone Survey (EWCTS) dataset. The dataset provides a snapshot of working conditions in a world of work characterised by the experience of a severe, worldwide health crisis and its economic impact. The overview report published in 2022 will have analysed the multiple dimensions of job quality, comparing the situation in the Member States, for different sectors, occupations, age groups and by gender. This will be complemented by more in-depth analysis of the situation of specific groups of workers and of highly policy relevant issues linked to working conditions.

In 2023, the analysis of the working conditions of different types of self-employed workers will be completed. While data analysis will have been largely finalised in 2022, Eurofound will, in 2023, map policies in the Member States which address the challenges and opportunities associated with specific types of self-employment and publish the results of both the quantitative and qualitative analysis in a report in 2024.

Three further projects started in 2022 will be completed in the 2023 work programme: the investigation of psychosocial risks and associated working conditions (in cooperation with EU-OSHA), the right to disconnect – company practices and the investigation of the working life of essential workers in the EU.

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

By 2023, some changes in the workplace triggered by the pandemic will have proved to be a lasting feature in the medium to long-term. The ‘hybrid workplace’ – where some workers combine working from the employer’s premises with working from home (or other locations), with others working exclusively from home or on-site – is likely to become more common. Eurofound will investigate

how companies have adapted their work organisation and work practices in a new project. How are teams being managed and how has the role of management changed in these organisations? How is work being monitored and performance assessed? To what extent and how is workplace social dialogue being leveraged in this transition? The project will also examine which tasks and roles are more suitable for hybrid work and whether creative and innovative thinking and levels of engagement are affected. Questions around employee involvement (including participation in decision-making affecting their work), organisational fairness and managerial support in hybrid workplaces will also be investigated.

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

The dataset derived from the EWCTS is a unique source of information. It is in Eurofound’s interest to ensure that relevant research questions and hypotheses about working conditions and job quality, with a specific focus on the longer lasting impact of COVID-19, are explored using the dataset. The Agency will seek collaboration with users of the dataset such as academic researchers, relevant European and national agencies for the improvement of working conditions with a view to encouraging coordinated further exploitation of the data. This could also include the in-house analysis of topics not covered by the planned secondary analysis. Given that the sample size for each Member States is larger than in previous EWCS waves using face-to-face interviews, it will be important to involve national-level experts in exploring the options for analysing data on working conditions and job quality collected for each Member State.

Projects and outputs

Project description	Outputs	Year
The working life of essential workers in EU (continuation)	Policy brief	2023
The hybrid workplace in the post-Covid era (new)	Policy brief Working paper	2024
Working time in the aftermath of the pandemic (new)	Report	2025
Exploitation of data from the EWCTS through the involvement of external researchers (new)	Blogs linking to academic articles	2024
Analysis of the job quality of older workers and company practices that support keeping older workers in employment (postponed from 2022)	Report	2025

Analysis of self-employment based on EWCS data and policies addressing the challenges associated with specific types of self-employment, including an assessment of existing evaluations of these policies (continuation)	Report Working paper	2024
The right to disconnect – company practices (continuation)	Report	2023
Psychosocial risks – latest developments (continuation)	Report Working paper	2023
Resources €292,000 and 6.2 FTE		

2.2 Activity 2: Industrial relations and social dialogue

Multi-annual perspective

Overview

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

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

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

Reporting will also include the functioning of tripartite social dialogue and involvement of social partners in policymaking at national level, notably the Recovery and Resilience Plans. Data on wage and working time setting, including for minimum wages, will be reported regularly and findings will also be published on working time developments.⁸ At two-yearly intervals, the national profiles of working life, which include structural information on industrial relations systems and other

⁸ Further analysis of wages and working time developments will be conducted in Activity 6: Promoting social cohesion and convergence.

dimensions of working life, will be updated. Data and findings on labour disputes, generated through the feasibility study and pilot project on an industrial action monitor conducted during the previous programming period, were presented in a final overview report.

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

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

Objectives

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

Expected results

Through the provision of reliable and timely information on trends and developments in national industrial relations systems and working life outcomes (including a report on labour disputes and industrial action), Eurofound will support the European institutions, national public authorities and social partners at various levels in their work of policy formation, social dialogue, collective bargaining and the regulation of employment relations. Eurofound's input will pay particular attention to the steps taken in response to the COVID-19 emergency, the impact of the war in Ukraine, the Recovery and Resilience Facility and the twin transition.

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

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

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

2023 Work programme: Activity 2 – Industrial relations and social dialogue

Overview

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

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

Eurofound will continue to monitor national (tripartite or institutional) social dialogue and the involvement of social partners in policymaking, drawing on the Network of Eurofound Correspondents. Where relevant, information will be gathered from tripartite institutions. The series of reports will continue to focus on social dialogue and the involvement of social partners in the policy processes linking European and national policy agendas – in particular the Employment Guidelines, the European Semester and the Recovery and Resilience Plans. In 2023, findings will be published on social dialogue and involvement of social partners in the Recovery and Resilience Facility in the context of the Action Plan to implement the EPSR, and a new cycle of work will begin on mapping the tripartite discussions, social dialogue and social partner involvement in national policymaking linked to the EU recovery and resilience package. In 2023, the particular focus will be on policy initiatives within the recovery and resilience package, addressing climate change. Relevant policy initiatives, including those taken to mitigate the consequences of the war in Ukraine, will continue to be recorded in Eurofound’s EU PolicyWatch database of policy initiatives. Updating of the database will aim to capture a broad spectrum of initiatives to support research across Eurofound and will have a focus on social partner involvement.

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

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

Comparative information will be published on developments affecting minimum wages in the context of the European policy debate (uprating of the levels, and changes in the systems for setting them), and on developments in working time in 2021–2022. Specific topics will be selected for comparative reporting in the light of the policy debate, and where relevant the results of monitoring these developments will be analysed in other activities.

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

Projects and outputs

Project description	Outputs	Year
Representativeness studies (ongoing)	<ul style="list-style-type: none"> Six studies as part of rolling programme 	2023
National reporting on industrial relations, social dialogue and working-life (ongoing)	<ul style="list-style-type: none"> National reports Thematic articles 	2023
Monitoring policy developments and social partner involvement – EU PolicyWatch database (ongoing)	<ul style="list-style-type: none"> Updated database Thematic articles 	2023
Tripartite social dialogue and policy formation (continuation/ongoing)	<ul style="list-style-type: none"> Report Report 	2023 2024
Working life country profiles, and database on wages, working time and collective disputes (ongoing)	<ul style="list-style-type: none"> Updated working life profiles Updated database 	2023 2024
Minimum wages – annual review (ongoing)	<ul style="list-style-type: none"> Report 	2023
Topical updates (ongoing)	<ul style="list-style-type: none"> Reports and articles 	2023 2024
Developments in working time (2021–2022) (continuation)	<ul style="list-style-type: none"> Report 	2023

Capacity building for effective social dialogue	<ul style="list-style-type: none"> Supporting documents 	2023
Developments in collective bargaining following the health, social and economic crisis (continuation)	<ul style="list-style-type: none"> Report 	2023
Measuring the key dimensions of industrial relations (continuation)	<ul style="list-style-type: none"> Report Update of database 	2023
Collective bargaining beyond pay (new)	<ul style="list-style-type: none"> Dataset Report 	2024
The interaction of minimum wages with collective bargaining for low-paid groups (new)	<ul style="list-style-type: none"> Report 	2025
Resources €1,322,000 and 7.9 FTE		

2.3 Activity 3: Employment and labour markets

Multiannual perspective

Overview

Following an overall improvement in the employment situation in the aftermath of the Great Recession, the European labour markets were again faced with significant challenges when the COVID-19 pandemic was unleashed on the world in early 2020. The expectations of much higher levels of unemployment in some countries, regions, sectors and occupations, with the most precarious and vulnerable workers likely to be affected the most and longest in some cases were dampened by the strong policy responses from both the national and European level. However, in early 2022 the war in Ukraine triggered a humanitarian, as well as economic and energy, crisis which is expected to have further repercussions on European labour markets. Eurofound will fulfil its function to provide knowledge that can inform policy to help mitigate the consequences of both the pandemic and the war in Ukraine for work and employment and ensure the functioning and inclusiveness of the labour market in the face of the twin green and digital transition. Eurofound will collect data, analyse trends in employment and labour market developments and provide the Commission and other EU institutions, Member States and social partners with support to devise employment policies. This will be achieved by pursuing Eurofound’s role in the monitoring of trends on the labour market, the impacts of these trends for different groups and the lessons which can be drawn for policymakers.

A first research strand in this activity will focus on the change in the structure of the labour market, including the impact of the COVID-19 pandemic and the war in Ukraine. It will identify growing and declining sectors, occupations and qualifications, based on ongoing updates and analyses of Eurofound’s established monitoring instruments, the European Jobs Monitor (EJM) and the European Restructuring Monitor (ERM), as well as Eurostat data. The EJM will continue to map job growth and decline across occupations and sectors and to identify shifts in the tasks profiles and some aspects of the quality of jobs, including educational attainment. Some focus will be placed on jobs employing a large number of workers or those growing or declining fastest. The cooperation

with the European Commission's JRC in this area is expected to continue. Work on restructuring could carry on with the ERM examination of large-scale restructuring events and legislative measures. This may be supplemented by more in-depth qualitative research on company practices at restructuring (including the role of social dialogue). Regional perspectives could also be considered, notably with a focus on those neighbouring countries and regions receiving a large number of refugees from Ukraine. Research on restructuring will continue to contribute to activities of the European Globalisation Adjustment Fund for Displaced Workers (EGF) as well as the European Social Fund Plus (ESF+). The results of the two instruments will be presented in an integrated way to provide an overview of structural changes in labour markets.

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

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

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

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

Objectives

Eurofound will monitor and analyse how the labour market structure is changing, including as a result of the COVID-19 crisis and the war in Ukraine, in terms of net job creation and job loss by sector and occupation, as well as key characteristics of the job structure (for example, employment polarisation and changing task composition in jobs). Furthermore, Eurofound will provide up-to-date information on restructuring, in terms of its employment effects, as well as on policies and

legislation. Finally, this research activity will address the key challenge of labour shortages in certain sectors and occupations by exploring the effectiveness of relevant policy responses.

Expected results

Analysis of labour market structural change and shifts in supply and demand will allow stakeholders to go beyond standard statistical data to better understand recent trends and developments and identify related opportunities and challenges. This can contribute to the EU objective of quality jobs in regions, as well as to the development of the forthcoming comprehensive and coordinated industrial policy. In addition to generally monitoring large-scale restructuring in a period of substantial economic and labour market shock as result of the COVID-19 crisis, the ERM can be a knowledge base for activities of the EGF, the Just Transition Fund and the ESF+, particularly in light of the broadened scope of the EGF post-2020 to cover all large-scale restructurings.

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

2023 Work programme: Activity 3 – Employment and labour markets

Overview

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

A new project will start to investigate regional employment shifts between metropolitan and rural areas resulting from the increased incidence of working from home during the COVID-19 pandemic and following the expected long-term trend towards more teleworking and hybrid working. In the wake of the spatial challenges caused by the COVID-19 pandemic, the war in Ukraine has also created asymmetric economic and social impacts across regions in Europe which have profound implications for regional development. The project will cover data between 2019 and 2022 when available and it will build upon existing expertise from the EJM regional analyses and the joint Eurofound/JRC research on 'teleworkable' jobs. If the available data allow, the project will also explore the relationship between working from home, regional labour market integration, sectoral specialisation and the related equalising dynamics, that is, convergence of regions within countries.

It will as far as possible provide comparisons between countries, including looking into the reasons for differences and covering both push and pull factors.

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

To complement the mapping of the incidence of labour shortages conducted in 2020–2021 and the assessment of policies addressing labour shortages in 2021–2022, in 2023 Eurofound will look into company/organisation practices tackling labour shortages related to the twin transition and in sectors in which shortages have been aggravated by COVID-19 (for example, health or ICT). A number of these case studies will focus on the integration of Ukrainian migrants into the labour market – in these cases, other sectors could also be targeted. Case studies will explore the implementation of measures at enterprise level and associated enterprise internal (such as, for example, the role of social dialogue) and external (including governmental policies) success factors and bottlenecks.

Projects and outputs

Project description	Outputs	Year
European Restructuring Monitor databases – maintenance and update (ongoing)	<ul style="list-style-type: none"> Update database 	2023
European Jobs Monitor database – maintenance and update (ongoing)	<ul style="list-style-type: none"> Update database 	2023
Report on structural change on the labour market (new)	<ul style="list-style-type: none"> Policy brief 	2024
Regional perspective of labour market change following the COVID-19 pandemic (new)	<ul style="list-style-type: none"> Report 	2024
COVID-19 support measures and their effects on mitigating the longer-term consequences for business, work and employment (new)	<ul style="list-style-type: none"> Report Database update 	2024
Company/organisation practices to tackle labour shortages related to the twin transition and in sectors in which shortages have been aggravated by COVID-19 (new)	<ul style="list-style-type: none"> Report Case studies 	2024
Resources €309,000 and 5.4 FTE		

2.4 Activity 4: Living conditions and quality of life

Multiannual perspective

Overview

The health and economic outfall from the COVID-19 pandemic and the implications of the war in Ukraine, including the increase of the price of energy and of the cost of living, are deeply affecting the lives of people living in Europe. For this reason, the study of living conditions and quality of life has acquired even more importance, and Eurofound will continue to monitor trends in this area in light of this new challenge.

As mentioned in the sections on Activities 1 and 7 in relation to the discussion on the longer-term approach to Eurofound surveys, in 2024 Eurofound will carry out the EWCS which will include some questions on working conditions and living conditions relevant to the aftermath of COVID-19. Respondents for this survey are recruited face-to-face. The majority of these respondents will also be interviewed face-to-face, to ensure that the findings of the survey can be compared with previous rounds of the EWCS. To prepare for the transition of Eurofound surveys to an online mode of data administration, a smaller random subsample of respondents would be recruited to complete the interview online. This will allow for a comparison of the answers between the two different modes of administration in the case of a selection of questions from the EWCS. It will further allow the impact of moving to a push-to-web approach on survey efficiency and data quality to be tested. As part of this 2024 survey, respondents will be asked to participate in a series of online follow-up questionnaires. These follow-up questionnaires will include questions from the EWCS that were not asked in the initial questionnaire – increasing the selection of variables for which trend breaks can be managed. This element also allows for the testing of the effectiveness of recruiting respondents for follow-up questionnaires and the impact of the initial refusals to participate in such follow-up questionnaires, as well as survey attrition at a later stage on the sample composition. The European Quality of Life Survey (EQLS) should be fielded in 2026–2027 using lessons learnt from the EWCS 2024 test survey.

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

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

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

Objectives

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

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

Expected results

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

2023 Work programme: Activity 4 – Living conditions and quality of life

Overview

In 2023, the project on intergenerational dynamics over time, that started in 2022, will be completed using the data collected via the e-survey on Living, working and COVID-19 during 2020–2022. Furthermore, the project on ‘affordable housing and adapting to a new reality: the use and delivery of public services in times of COVID-19’ will be completed and the findings published in 2023.

In light of the differences in terms of coverage and adequacy of social protection schemes in Europe and building on the work of the Social Protection Committee, a new project will map population groups which are not covered by social protection in each Member State, including those who receive particularly low social protection benefits. The project will focus on unemployment and minimum income benefits and will investigate whether and how these schemes include healthcare coverage. Given the dramatic changes in social protection systems brought about by the COVID-19 crisis, the project will map the policy changes in EU social protection systems, analyse their consequences in terms of coverage and adequacy, and discuss the implications for the institutional architecture of welfare systems in the post-COVID-19 era. Furthermore, it will investigate what changes became permanent reforms and to what extent the initiatives implemented during the pandemic have been successful in terms of coverage and adequacy to mitigate the impact of the crisis on the most vulnerable groups.

Eurofound will build on its previous work on young people with new research assessing the long-term impact of the pandemic on young people who are transitioning to adulthood. Particular emphasis will be placed on young people’s employment, education and opportunities to move towards adulthood, such as leaving the parental home, new household formation and entering into parenthood. The project will analyse changes in the quality of life and mental health of young people, a major concern post-Covid, in the context of the economic situation of different groups, with a particular focus on young women. The analysis will be complemented by an overview of the implementation of the Reinforced Youth Guarantee, and of the quality of its support, as well as of other EU support instruments such as the EU ALMA initiative (Aim, Learn, Master, Achieve) in supporting the employability of different groups of young people.

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

Projects and outputs

Project description	Outputs	Year
Affordable and adequate homes: the cost of access to housing in Europe (continuation)	<ul style="list-style-type: none"> Report 	2023
Intergenerational dynamics across time (continuation)	<ul style="list-style-type: none"> Policy brief 	2023
Adapting to a new reality: the use and delivery of public services in times of COVID19 (continuation)	<ul style="list-style-type: none"> Report 	2023
Social protection 2.0 (new)	<ul style="list-style-type: none"> Report 	2024
Becoming adults: youth life and work in a post-pandemic world (new)	<ul style="list-style-type: none"> Report Dataset 	2024
Paths towards independent living in Europe (new)	<ul style="list-style-type: none"> Report 	2024
Resources		
€238,000 and 3.5 FTE		

2.5 Activity 5: Anticipating and managing the impact of change

Multiannual perspective

Overview

The megatrends mentioned in Chapter 1 are driving a rapid change in the economy, society, and labour market. Digitalisation and the transition to a carbon-neutral economy are currently two of the most relevant drivers, together with the anticipated longer-lasting impact of the COVID-19 crisis and the implications of the war in Ukraine. Eurofound will focus on the impact of these drivers, sometimes associated with new business models and a different organisation of work, for employment creation and labour market integration, employment relations and working conditions, together with the implications for labour market institutions – particularly the regulatory framework, social dialogue and social protection. The roles, situations and challenges for specific types of organisations, such as SMEs and the public sector, could also be explored.

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

The impact of the transition to a carbon-neutral economy, in light of the target of a climate-neutral Europe, including the circular economy and NextGenerationEU, is less known. Eurofound will investigate the socioeconomic effects, such as on employment (shifts and transformation of jobs) and working conditions, as well as on society (for example, the distributional impacts of climate change policies). Some of this work can build on the results of the pilot project on the future of manufacturing (FOME) implemented by Eurofound. Cooperation will take place with the European Environmental Agency, including the European Climate and Health Observatory, as well as with Cedefop in relation to changing skill needs as appropriate.

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

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

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

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

Objectives

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

Expected results

By delivering on this objective, stakeholders will have the necessary evidence to inform decisions about where and how to intervene in order to manage change, optimise positive impacts and prevent the undesirable consequences of digitalisation and the transition to a carbon-neutral economy on society, work and employment in a labour market affected by the longer-term implications of the COVID-19 pandemic and the impact of the war in Ukraine. The focus on the impact of these drivers of change on the workplace level will provide insight into how best to support employers and workers to take advantage of the opportunities and mitigate the challenges related to these developments, which figure high on the policy agenda: for example, included in NextGenerationEU, the European Green Deal, REPowerEU, the EU Strategic Agenda 2019–2024 or related to the Digital Services Act, the Digital Education Action Plan, and the update of the European Skills Agenda, the EU Strategy for Data or the EU White Paper on Artificial Intelligence. The research could also feed into the new SME strategy and activities related to help businesses adapt to globalisation, and thereby contribute to the Commission priorities on ‘Europe fit for the digital age’ and ‘An Economy that works for people’.

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

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

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

2023 Work programme: Activity 5 – Anticipating and managing the impact of change

Overview

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

In 2023, Eurofound will continue its research on the impact of digitalisation on working life. The projects started in 2022 and 2021 respectively on the impact of new developments in human-machine interaction on work organisation and the human and ethical implications of digitisation at the workplace will be finalised.

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

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

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

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

Following the approach of the 2021 analysis of the impact of change on work and employment in the financial services sector, new research will explore the impact of change caused by the twin transition at sector level (specific sector yet to be decided). The focus will be on potential changes in the type of business activities, transformation of occupational and skill profiles, work organisation and working conditions as well as industrial relations and social dialogue. The project will draw on Eurofound’s information tools (EJM, ERM, EWCS), supplemented by qualitative research methods (literature review, case studies and stakeholder interviews).

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

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

Projects and outputs		
Project description	Outputs	Year
Impact of new developments in human-machine interaction on work organisation and working conditions (continuation)	<ul style="list-style-type: none"> Report 	2024
Human and ethical implications of digitisation at the workplace (continuation)	<ul style="list-style-type: none"> Report 	2023

Web repository of the platform economy – maintenance and update (ongoing)	<ul style="list-style-type: none"> • Database 	2023
Online resource digitalisation – maintenance and update (ongoing)	<ul style="list-style-type: none"> • HTML outputs 	2023
Socio-economic impact of the transition to a climate-neutral economy (continuation)	<ul style="list-style-type: none"> • Report 	2023
Impact of the transition to a climate-neutral economy on employment and its effect on overall job quality (continuation)	<ul style="list-style-type: none"> • Report 	2023
Scenarios on teleworking and hybrid working (continuation)	<ul style="list-style-type: none"> • Report • HTML output 	2023
Just transition: policy actors’ role, opportunities, and challenges (new)	<ul style="list-style-type: none"> • Policy brief • Working paper 	2024
Impact of change caused by the twin transition at sector level (new)	<ul style="list-style-type: none"> • Report • Working paper 	2025
Company restructuring practices related to the twin transition and to manage new trends in work practices (new)	<ul style="list-style-type: none"> • Report • Working paper • Database update 	2025
Resources		
€248,000 and 4.0 FTE		

2.6 Activity 6: Promoting social cohesion and convergence

Multiannual perspective

Overview

Coming in the wake of the improvements in economic growth and labour market participation recorded in recent years, the COVID-19 pandemic and the war in Ukraine with its implications for the rise in the cost of living constitute a new, extraordinary challenge for the European Union and its economic and social stability. The very severe financial consequences of the crisis could trigger new fragmentations among Member States’ performances, revealing the fragility of the progress in convergence patterns recently achieved. Furthermore, the socioeconomic effects of the pandemic and of the increase in the cost of energy could impact on inequalities among citizens, leaving many Europeans with a growing perception of economic and social insecurity and a sense of discontent, expressed at both national and European levels. The war in Ukraine and its economic implications for the cost of living may exacerbate these perceptions even more. Promoting upward convergence towards better working and living conditions and strengthening economic and social cohesion are of the utmost importance for the EU. With the aim of providing evidence for policymakers on how to mitigate the consequences of these crises and reduce economic and social fragmentations, Eurofound will continue to study the upward convergence theme of the previous work programme. It will more explicitly focus on the potential rise of new inequalities and how to explain and address the increased challenges to the social cohesion of the EU. In order to monitor the impact of the COVID-19 pandemic and of the war in Ukraine, Eurofound will continue to report regularly on trends

of upward convergence in the socioeconomic dimension, as well as in employment, working and living conditions in Europe at Member State and regional levels. The convergence web repository will be updated and further developed.

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

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

Objectives

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

This activity also aims to investigate the trends and determinants of social cohesion, with a special emphasis on the impact of rising levels of disparities among social groups as a result of COVID-19 and the increase in the cost of living following the war in Ukraine. The research will look into the main drivers of inequality and key policy levers to support the reduction of multidimensional

inequalities and initiatives to promote social cohesion. It will also provide options for policymakers regarding actions to reduce inequalities and strengthen social cohesion in Europe.

Expected results

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

In addition, the work on cohesion can contribute to understanding the impact of the COVID-19 crisis and the escalation in the cost of living on inequalities in order to better frame the EU priorities identified by the European Council on strengthening cohesion, reducing inequalities and the role of social protection. The research on trust and discontent can contribute to the overall initiatives following the Future of Europe debate. For these reasons, the results produced as part of this activity could contribute to the work of the different services of the European Commission and the Employment Committee (EMCO), the Social Protection Committee (SPC), the Economic and Financial Committee (EFC), the Council and the European Parliament, including in relation to the European Semester.

2023 Work programme: Activity 6 – Promoting social cohesion and convergence

Overview

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

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

Eurofound’s work on convergence and inequalities will be complemented by a new project focusing on the role of human capital in inequalities across the European Union, as well as within Member States, and in particular its role in ensuring social cohesion and convergence. Linking with Cedefop work, the project will carry out a comparative analysis of national trends in education and lifelong learning in the extent of differences between educational groups in terms of income, living conditions,

and health. It will also investigate the implications of education inequalities at individual and societal level, and will assess the role of education as a driver of convergence, with particular emphasis on future developments at macro level in light of intra-EU mobility and the twin transition.

While Eurofound will complete its work on labour market instabilities and on the role of economic and social inequalities on social cohesion, a new research project will be launched to explore the new challenges in the wake of the extraordinarily high inflow of refugees from Ukraine to the EU. The project will investigate the scale of the refugee inflows across countries and will focus on Member States' efforts to integrate the Ukrainian refugees as well as the impact on public services. It will study public attitudes towards Ukrainian refugees and the role of the EU in facilitating the Member States' integration efforts.

Projects and outputs

Project description	Outputs	Year
Rural-urban polarisation (continuation)	<ul style="list-style-type: none"> Report 	2023
Societal implications of labour market instabilities (continuation)	<ul style="list-style-type: none"> Report 	2023
Social cohesion and the role of economic and social discontent (continuation)	<ul style="list-style-type: none"> Report 	2024
Social impact of migration: Addressing challenges in receiving and integrating Ukrainian refugees (new)	<ul style="list-style-type: none"> Report 	2024
Income inequalities and the middle class (new)	<ul style="list-style-type: none"> Report 	2024
The role of human capital on cohesion and convergence (new)	<ul style="list-style-type: none"> Report 	2024
State of play: upward convergence in 2023 (new)	<ul style="list-style-type: none"> Policy brief 	2023
Resources		
€189,000 and 4.9 FTE		

2.7 Activity 7: Survey management and development

Multiannual perspective

Overview

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

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

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

It will continue to develop the long-term survey strategy, which includes an examination of the viability of different and more cost-effective data-collection modes, considering both overall survey quality and comparability over time. A further element is to reconsider how the surveys are managed and includes assessing different options for the way the surveys are organised in terms of contracting and opportunities for further collaboration with other EU agencies, as well as better synergy and options for enlarging sample sizes through more collaboration with Member States. Further developmental work will include the investigation of potential complementary sources of data, such as big data analysis and non-probabilistic, non-random online surveys (building on the experience of the COVID-19 e-survey).

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

In the context of the longer-term approach to Eurofound surveys, a feasibility study setting out various scenarios for future-proofing Eurofound surveys was drafted and discussed in a steering group. On the basis of the study and the discussion, it has been decided that in 2024 Eurofound will carry out the EWCS including some questions on working conditions and living conditions relevant to the aftermath of COVID-19. Respondents for this survey are recruited face-to-face. The majority of these respondents will also be interviewed face-to-face, to ensure that the findings of the survey can be compared with previous rounds of the EWCS. To test a possible transition of Eurofound surveys to an online mode of data administration, a smaller random subsample of respondents would be recruited to complete the interview online. This allows for a comparison of the answers between the two different modes of administration for a selection of questions from the EWCS. It further allows testing the impact of moving to a push-to-web approach on survey efficiency and data quality. As part of this 2024 survey, respondents will be asked to participate in a series of online follow-up questionnaires. These follow-up questionnaires will include questions from the EWCS that were not asked in the initial questionnaire – increasing the selection of variables for which trend breaks can

be managed. This element also allows testing the effectiveness of recruiting respondents for follow-up questionnaires, the impact of the initial refusals to participate in such follow-up questionnaires, as well as survey attrition at a later stage on the sample composition.

The **EQLS** should be fielded in 2026–2027 using lessons learnt from the 2024 EWCS test survey.

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

A new round of the **ECS** will take place in the next programming period. Appropriate cooperation partners will be sought. The 2019 survey covered the areas of work organisation, HR practices, workers' participation, social dialogue, skills strategies and digitalisation at workplace level.

Exploitation of the data of previous surveys, namely the EWCTS, will also continue during the multiannual cycle as indicated in Activity 1.

Activity 7 has three strands of work:

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

Objectives

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

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

Expected results

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

2023 Work programme: Activity 7 – Survey management and development

Overview

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

In 2023, Eurofound will finalise the EWCTS with technical work and the quality assessment. It will also continue working with the contractor on preparations for the EWCS24 test survey. It will analyse the pilot test results and implement any lessons learned in the design for the full data collection in spring 2024.

Preparations for the 2026–2027 EQLS will commence in 2023, with the development of a draft set of survey questions that are suitable for the transition to online on the basis of the Agency's mandate to analyse living conditions.

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

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

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

Projects and outputs

Project description	Outputs	Year
EWCS-CATI and 2020 follow-up (continuation)	<ul style="list-style-type: none"> Working papers Internal papers 	2023 2023
Preparation and implementation of the EWCS24 test survey (continuation)	<ul style="list-style-type: none"> Questionnaire Pilot dataset 	2023 2023
Preparing the 2026–2027 EQLS (new)	<ul style="list-style-type: none"> Internal paper 	2023
Methodological survey development (ongoing)	<ul style="list-style-type: none"> Dataset Working paper 	2023
Using the e-survey tool to implement a youth e-survey (new)	<ul style="list-style-type: none"> Dataset 	2023
Survey management (continuation)	<ul style="list-style-type: none"> Internal paper 	2024
Resources		
€1,738,000 and 6.1 FTE including resource allocated for conducting survey)		

2.8 Activity 8: Reacting to ad hoc information requests

Multiannual perspective

Overview

To be able to react to changing information needs that could not be foreseen at the time of programme development and to ad hoc requests from policymakers, Eurofound reserves the capacity to provide background papers, customised reports and short studies on request to its

stakeholders. The capacity reserved can also be used to research upcoming and unforeseen issues at the initiative of Eurofound. The Executive Board will be fully informed about requests received and the ad hoc research work.

Objectives

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

Expected results

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

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

2023 Work programme: Activity 8 – Reacting to ad hoc information requests

Outputs

Customised reports of existing findings
Studies in response to stakeholder enquiries
Background papers
Contributions to publications
Reports paid for by stakeholders

Resources

€330,000 and 2.2 FTE

1. Horizontal activities

3.1 Activity 9: Communication

Multiannual perspective

Overview

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

While still adapting to a revised Founding Regulation, Eurofound continues to work within a changing communication context with a constantly evolving policy setting, and an information and dissemination climate that has experienced intense disruption over recent years, not least with the impact of the pandemic and the war in Ukraine. Priorities have been adjusted continually in response and new tools and channels have evolved to adapt to the information needs of policymakers and other stakeholders.

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

Objectives

Four key objectives provide the framework for the corporate communication and dissemination plan during this period:

1. Implement a policy focus (in line with relevant EU top priorities) in all communication outputs, prioritising the production and promotion of policy-relevant products over others and highlighting expertise.
2. Implement a Digital First approach to content production and dissemination, prioritising online and mobile channels over traditional ones.
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.
4. Further develop national-level communication (while continuing to prioritise the EU level), integrating a national approach to analysis and data provision, strengthening communication with EU bodies of national representatives (for example, EU committees) and exploring strategic collaboration aimed at tripartite bodies, national governments and social partners and other relevant organisations.

Expected results

Communication activity will ensure policymakers and key stakeholders have timely and easy access to Eurofound’s most relevant information, findings and analysis in a manner and format that allows them to shape better policies for the improvement of social, employment and work-related issues. The Digital First approach will continue to enhance this further and the migration of the corporate website to Drupal 9 will, among other things, allow for improved data visualisation and interactivity online. Campaigns targeted at raising awareness of Eurofound findings, its areas of expertise and programme of work will ensure stakeholders know where and how to access the right information in the right way to facilitate their work. The results of this activity specifically – but not exclusively – will be to increase web download numbers and web user activity, increase the number of references to Eurofound’s work in EU policy documents, increase the number of Eurofound expert contributions and engagements relevant to key policy debates, expand the take-up of Eurofound’s work by media outlets, augment the number of Eurofound citations in academic journals and amplify uptake in the media. Successful partnerships with international organisations, institutions, EU agencies, EU Member States and Presidencies and national bodies will further leverage communication and engagement opportunities and increase outreach.

Other results will be to further increase awareness about the Agency and its work with new audiences and improve levels of satisfaction of existing groups. This will be reflected in continued positive user feedback, ongoing requests for targeted expertise from policymakers at EU and national levels, wider media reach and impact, higher levels of social media interaction and increased numbers of registered contacts. In the context of the new European Parliament elections and institutional transition due to take place in 2024, Eurofound will initiate preparations in 2023 to harness the arrival of new MEPs and a new College of Commissioners with a view to strengthening Eurofound’s partnerships and ensure continued collaboration on communication activities.

2023 Work programme: Activity 9 – Communication and dissemination plan

Overview

In 2023, Eurofound will continue to adapt its communication activities at corporate level to ensure optimal presentation and promotion of the work programme’s priorities and outputs. This will be enhanced by drawing on, and adapting to, the results from the 2022 user survey and the feedback from the personas development project, in addition to ongoing analytics and metrics.

The EU policy focus, and in particular the overarching priorities in the context of the triple transition of COVID-19 social and economic recovery, digitalisation and climate change, alongside the impact of the war in Ukraine, as well as rising costs of living, will dictate to a large degree the orientation and prioritisation of the communication activities and approach. Other key issues – including minimum wage, platform work, teleworking and the right to disconnect, the Child and Youth Guarantees, labour shortages, labour market transitions of older workers, the EU care strategy and the European Year of Skills – will be especially relevant. The results particularly of the EWCTS, which will have been published at the end of 2022, will be intensively promoted in early 2023. Equally, the follow-up of various aspects linked to the implementation of the Action Plan for the EPSR, such as

greater social cohesion and convergence towards better living and working conditions, will remain to the fore. Related priorities which will have emerged during the year-long Future of Europe conference in 2021 and 2022 will also shape the communication outreach programme and initiatives, drawing on existing and ongoing research in the relevant areas. There will be particular emphasis on European Commission initiatives and activities and European Parliament priorities, as well as the work of the EU Presidencies of Sweden and Spain in 2023. Preparatory work will take place in advance of the European Parliament elections and the establishment of a new Commission in 2024 with a view to raising awareness and providing access to information for incoming policymakers. Work will continue to further enhance multimedia and multilingual access to key messages and policy issues in these and other areas.

Implementation of the Agency's Digital First initiative will continue to play out across all aspects of the Agency's work, with several key communication dimensions: further work will be carried out on data management and visualisation capacity, further developing the upgraded Eurofound data explorer to provide better access to and use of all survey and other data resources and in particular the results from the 2021 EWCTS and the five rounds of the Living, working and COVID-19 survey as well as the European Jobs Monitor and the European Company Survey; work will continue on the development of a web-based app and web development will deliver a range of new or adapted online resources outlined in the programme of work; prioritising generic solutions over customised development and work towards full migration of the website to Drupal 9 will continue; the corporate webinar series will be expanded to adapt to emerging policy priorities; and the 'Ask the expert' initiative will be further implemented.

The use of the in-house studio will be expanded to upgrade the #EurofoundTalks podcast programme and video outputs while ensuring cost efficiencies in the delivery of Eurofound expertise to key stakeholders. In this context, the focus on making Eurofound's experts and expertise more accessible in different forms across different channels will continue across a wide range of platforms. Collaboration with key partners among the EU Institutions, social partners, tripartite bodies and governments will continue to be prioritised and formalised for all communication activities, particularly in the areas of targeted policy-oriented contributions and initiatives as well as social media campaigns. Consolidation of the outreach work to expand the reach to national audiences via a range of new digital and other channels, including a planned virtual visits programme, will build on existing activities and partnerships, including adapted cooperation with the Network of Eurofound Correspondents as well as other institutional networks which will be continued. In particular, Eurofound will strengthen collaboration with the EU Presidencies with input to the Swedish and Spanish Presidencies during 2023.

The *Living and working in Europe* yearbook will be produced and published as part of the annual Living and working in Europe campaign, which will include a range of activities and outputs as well as a high-level event around Europe Day.

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

Projects and outputs		
Project description	Outputs	Year
Corporate production and publication	<i>Corporate publications and outputs. Corporate signage and branding – PD 2021–2024. Corporate web content, databases and applications Data visualisation. Library and information service.</i>	2023
Corporate campaigns	<i>Engagements with stakeholders through events, meetings, webinars, podcasts, visits and partnerships. Exhibitions, hardware and logistics. Dissemination: print, digital and print on demand. Email marketing, social media communication, monitoring, and advertising, press relations, press releases, media partnerships, media monitoring, distribution and partnerships. Photo, video and audio. Motion graphics.</i>	2023
Resources		
€1,219,000 and 16.5 FTE		

3.2 Activity 10: Management and development

Multiannual perspective

Overview

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

Developing and engaging people and strengthening capabilities to implement a high-performing organisation

- Continuous investment in the training and development of staff in support of the proposed areas of intervention.
- Managing the engagement and commitment of the people to the organisation’s objectives aimed at increased performance in the organisation and retention of staff through a sense of ownership, responsibility and accountability.

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

- The programming cycle is supported by data and evidence on its achievement according to established evaluation criteria and performance monitoring information with a view to organisational improvement, learning and future sustainability.

- Further strengthening activity-based budgeting and activity-based management in support of the Agency’s outsourcing strategy and of optimising the allocation of internal resources.
- Efficient and effective working methods and delivery of tasks through the application of project and process management standards in the context of the Digital First strategy.

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

- Promoting ethical behaviour and conduct to avoid conflicts of interest and irregularities and ensuring zero tolerance for fraud, based on the Agency’s internal control framework.
- Further professionalising the Agency’s approach to quality management in line with established and emerging practices in comparable EU agencies and appropriate to Eurofound’s operations.

Objectives

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

- the implementation of development programmes with blended learning options
- support from effective professional project and process management tools
- access to data and analysis about programme implementation based on efficient digital solutions

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

Expected results

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

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

2023 Work programme: Activity 10 – Management and development

Overview

- The annual learning activities for staff development, based on the roll-out of the updated Learning and Development strategy.
- A dashboard of performance indicators and qualitative analysis of past performance and user feedback.
- Organisational performance analysis and process improvements in the context of the Digital First approach.
- Implementing requirements to strengthen information security and protect Eurofound’s digital assets in the context of the new cyber-security and information security regulations.
- Well-functioning internal control components and zero-tolerance for fraud through annual risks assessment, regular monitoring and the annual corporate ethics month.

Projects and outputs

Project description	Outputs	Year
Development and implementation of coaching tool to support informal learning and career development	<ul style="list-style-type: none"> • <i>Training for managers and staff</i> • <i>IT tool for monitoring, coaching and recording informal learning</i> 	2023
Evaluation and monitoring: organisational performance and learning	<ul style="list-style-type: none"> • <i>An evaluation report about programme development for the 2025–2028 programming document.</i> 	2023
Sustainability	<ul style="list-style-type: none"> • <i>Implementation of sustainability measures according to EMAS plan</i> • <i>Internal EMAS audits</i> • <i>External EMAS audit and re-certification</i> 	2023 2023 2023
Governance	<ul style="list-style-type: none"> • <i>Management and Executive Board meetings</i> • <i>Internal control annual assessment and risk review</i> • <i>Corporate annual activity report 2022, including sustainability report</i> 	2023 2023 2023
Resources		
€215,000 and 4.3 FTE		

4. Implementation approach

4.1 Methodologies and tools

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

- Analysis by Eurofound of other datasets, mainly those of Eurostat. This includes both the direct use of Eurostat and other data sources but also the matching of various datasets to create unique sources of information, for example, as is done with the European Jobs Monitor.
- Gathering national-level information and comparing regulations and practices. This is primarily conducted with the Network of Eurofound Correspondents based in all Member States. The representativeness studies are an example of this approach. The Network of Eurofound Correspondents contributes to all areas of Eurofound’s research (especially in areas where no harmonised data sources exist) and by describing and comparing institutional frameworks, policies and practices.
- The systematising of information publicly available, such as in the ERM. Eurofound will be exploring other options to use big data and user-generated information.
- The approach to policy evaluation is primarily based on an assessment of previously conducted evaluations. This entails a compilation and critical review of many studies and, when feasible, meta-evaluations. Another feasible approach is the use of expert interviews.
- With the increased focus on change in this programming period, some emphasis will be placed on future-oriented methodologies, such as scenario building, forecasting and backcasting. These will often be used together in discussion with stakeholder groups. Explorative methodologies can also include case studies of emerging, but as yet rather minor, phenomena.

- This programming period will make more use of research conducted by others, in the academic sphere, by other EU institutions and bodies, international organisations and think tanks, etc. Such research can be used for several issues in the two strategic areas ‘Anticipating and managing the impact of change’ and ‘Promoting social cohesion and convergence’. It can also be applied to provide policy-relevant inputs to key policy debates.
- The Agency will explore the use of national administrative registers and databases where appropriate, while being aware that access to and comparability of data are difficult.
- There will be an option for ad hoc studies, both those requested by the stakeholders or initiated by Eurofound in response to changing policy needs over the programming period.

Most of the resources will be devoted to surveys and the Network of Eurofound Correspondents. Other tools and approaches will be considered where appropriate. During the programming period, e-surveys have been implemented on several occasions and have become a part of the toolbox of Eurofound.

4.2 Collaboration and partnerships⁹

Eurofound seeks and maintains a close working relationship with other EU agencies. It will continue to build on the well-established collaboration with sister Agencies in the employment and social affairs policy field (Cedefop, ELA, ETF, and EU-OSHA), as well as other Agencies related to Eurofound’s work (EEA, EIGE, FRA). Memoranda of understanding and coordination of work programmes can lead to the selection of joint activities of shared interest. The Agencies organise annual meetings between the Directors and exchange work programmes to avoid overlaps and identify areas and subjects where enhanced collaboration should take place. Eurofound has recently signed a memorandum of understanding with ELA and will establish the first action plan that may include the possibility of joint actions on mobility, if considered appropriate for both agencies.

Surveys is an area where collaboration is well established, for example EU-OSHA is a member of the EWCS questionnaire development group as it supplies data to the OSH Barometer and ETF has joined forces with Eurofound to field the Living and Working and COVID-19 in neighbouring countries, thereby going beyond the EU27. Eurofound and ETF will field an e-survey on youth during 2023 in 22 neighbouring countries. Platform work is an area where the exchange of expertise and knowledge has increased, as each Agency provides a complementary angle to the subject. This also holds for the topic of youth. Furthermore, Eurofound will explore partnerships with Cedefop, ETF and other EU agencies and institutions for the next European Company Survey.

Collaboration in sharing methodologies and common approaches continues, notably in the area of risk management, cyber security, performance indicators and project management. As the leading party of 12 Agencies participating in the joint framework contract for Evaluation and Feedback services, Eurofound will continue to build the community of practice in the area of evaluation and knowledge management. More specifically, in 2023 together with Cedefop, ETF and EU-OSHA, the Agency will fully collaborate on the individual evaluation of each agency, and cross-cutting analysis as commissioned by DG EMPL. Eurofound has a service-level agreement (SLA) with ELA to share the services of Eurofound’s accounting officer.

⁹ [Stakeholders and partners](#) – Collaboration agreements/Memoranda of Understanding with sister Agencies.

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

Cooperation in the area of communication is covered more fully in the section 3.1 'Activity 9: Communication'. Eurofound will seek opportunities to cooperate with entities that can act as multipliers or provide synergies with the Agency's activity. This would include exploring cooperation with entities mentioned in the Founding Regulation, such as the national tripartite bodies.

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

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

The pilot project has the following independent project modules:

1. Enforcement of minimum wages and compliance (approaches to quantification, mapping institutions, policy analysis for selected sectors).
2. Database on minimum wage rates in collective agreements (concept, pilot and populating the database).
3. Regulating independent workers minimum pay rates or tariffs (comparative report).

4.3 Strategy for relations with third countries and international organisations

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

Eurofound is committed to continuing its work in candidate countries, building on the positive role of EU agencies in supporting the EU strategy for enlargement countries. In the context of the Instrument of Pre-Accession III, Eurofound expects to extend the analysis of some of its research and survey data once again to the Western Balkan countries and Turkey. This allows countries not only to compare themselves with others but also to monitor their own developments in living and working conditions over time.

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

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

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

5.1 Financial resources

In December 2020, the European Council adopted the multiannual financial framework (MFF) for the period 2021–2027, which is still the main basis for the development of Eurofound’s subsidy during the planning years. In principle, the MFF foresees a freeze in real terms (in 2018 prices) for all ‘cruising speed’ agencies which is the category Eurofound belongs to.

However, the development of the Irish country coefficient applied to staff salaries to ensure parity of purchasing powers with EU staff in other countries led to an annual increase of €1,780,000 compared to 2019. To compensate for this extraordinary change in the country coefficient (an increase from 119.2 in 2019 to 136.9 in 2022), an additional subsidy amount of €650,000 was requested from 2023 onwards to at least mitigate this increase and its effect on the operational budget. Furthermore, the European Commission decided in May 2022 to cover the additional cost of Agencies due to inflation-driven salary increases from 2023 on; for Eurofound, this translates into a subsidy increase of €453,000 from 2023 onwards. The planned subsidy for 2023 is, therefore, €23,595,000 resulting in a total budget for 2023 of €23,813,000.

Since the subsidy increase will not fully cover the rising cost sparked by higher inflation expectations, particularly noticeable in massive increases of energy costs, Eurofound needs to implement substantial savings in all areas of its operations: technical and process improvements, higher synergies and cooperation with other organisations and innovations.

The planned title 3 (operational expenditure) level for 2023 is about €6.1 million. Due to the nearly frozen subsidy in the past many years, this is still significantly lower than in 2010 when it was about €7.8 million. The expected subsidy increases scheduled in the MFF over the next years and the additional increase to at least partly mitigate the rise of the country coefficient and salaries will help to stabilise the budget and in the forecast years to mildly reverse the trend of a shrinking title 3 and to bring it back up to €6.3 million by 2025. Following the relatively steep increases in title 1 (staff and staff-related costs) during the years 2019–2023 (mainly due to the increase of the Irish country coefficient and salary increases in 2022), further rises are not reflected in the years ahead so that title 1 will grow only by a relatively modest 2% during the planning years. Any further increases of the country coefficient above the level of 2022 would seriously jeopardise Eurofound’s ability to deliver on its mandate, since the operational budget would need to decrease to a (long-term) unsustainable level.

Already in 2022, additional funding needs to be made available to title 2 (infrastructure and operating expenditure) in order to compensate for the extraordinary increase in energy costs and IT cost increases due to the further surge in requirements for digital solutions, including a heightened

focus on the prevention of cyber-related crime and attacks. Finally, a higher budget allocation is also required in title 2 in order to deliver on Eurofound’s sustainability programme, particularly environmental sustainability which will be required to move towards carbon neutrality by the end of the decade. In all other areas of title 2, very significant savings will be required to mitigate the aforementioned cost increase as much as possible.

<i>in thousand EUR</i>	2021	2022	2023	2024	2025
	Budget	mid- year forecast	PD2023	Forecast	Forecast
Revenue					
<i>Subsidy</i>	21600	22051	23595	24045	24503
<i>Other revenue</i>	220	219	218	215	217
<i>Total</i>	21820	22270	23813	24260	24720
Expenditure					
<i>Title 1</i>	14080	15586	16053	16360	16660
<i>Title 2</i>	1640	1739	1660	1720	1740
<i>Title 3</i>	6100	4945	6100	6180	6320
<i>Total</i>	21820	22270	23813	24260	24720

Details of the evolution of revenue and expenditure can be found in [Annex III](#) – Financial resources

5.2 Human Resources

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

Staff population	Staff population 2021	Staff population planned for 2022	Staff population planned for 2023	Staff population planned for 2024	Staff population planned for 2025
Total AD ¹⁰	51	51	51	51	51
Total AST ¹¹	40	40	40	40	40
Total CA ¹²	13	13	13	13	13
SNE ¹³	1	1	1	1	1
Structural service providers ¹⁴	7	7	7	7	7
TOTAL	112	112	112	112	112

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

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

5.3 Development of tasks and efficiency gains

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

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

In the context of a potential frozen budget in real terms for the next few years, only increased by an amount to partly compensate for the Irish country coefficient, efficiency gains are the only way to counter the likely effects of increased costs beyond inflation, for example ICT or utilities, the

¹⁰ Total administrators are officials and temporary agents.

¹¹ Total assistants are officials and temporary agents.

¹² Contact agents, in FTE.

¹³ Seconded national expert (SNE).

¹⁴ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature, for instance in the area of information technology. At the Commission, the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.); and 4) contributing to the value added of the Commission.

collection of reliable data. With more than 60% of its budget in the area of staff and staff-related costs (title 1), largely determined by the EU Staff Regulation, the possibilities for efficiency gains are in the number of staff employed and, to a much smaller extent, in areas such as missions, buildings and the procurement of services. Following on from experiences gained during the pandemic, the expenditure for missions, meetings and governance, as well as administrative overheads, is already cut back from previous levels in order to harness the operational core tasks despite significant cost increases, particularly in the area of data collection.

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

Similarly, the extent of shared services and joint procurements with the Commission has also increased consistently over the past few years. An example of this is the roll-out in Eurofound of the Commission's HR system, Sysper, which will be fully implemented during the period of this programming document.

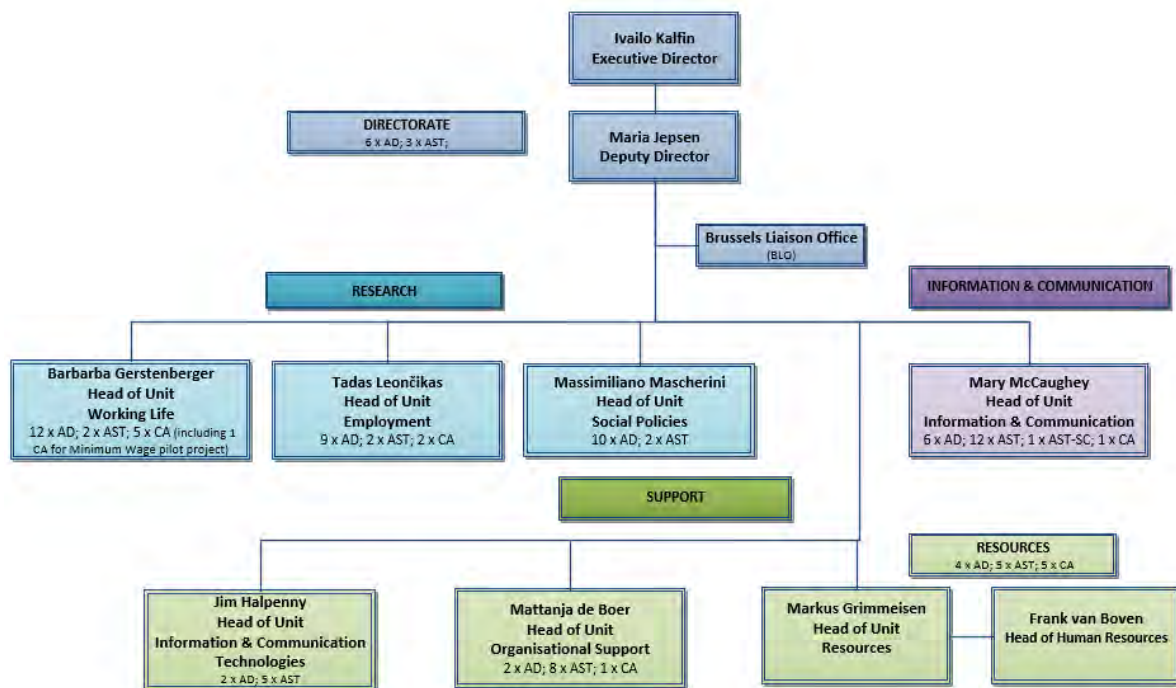
While these developments have certainly resulted in a higher quality of goods and services procured, as well as economies of scale, the reduction in administrative burden and cost is much less obvious. The procedures for participating in joint procurements and in shared services give rise to coordination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

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

Finally, lessons learned during the prolonged working from home during the COVID-19 pandemic in 2020 and 2021 will allow for higher efficiency. Electronic signatures, increased numbers of online meetings, the digital communication of research findings and many other smaller measures will help both with overall cost savings and increased environmental sustainability.

Annex I: Organisation chart

Eurofound overview as of 31 December 2022



Note: AD: Administrator post; AST: Assistant post; CA: Contract agent post. The HR Sector (Head of Human Resources) is part of the Resources Unit (Head of Resources).

The Brussels Liaison Office is part of and led by the Directorate.

Annex II: Resource allocation per activity

Activity	2022			2023			2024		
	Operational cost Title 3 (EUR)	Staff time in FTE	Total cost (EUR)	Operational cost Title 3 (EUR)	Staff time in FTE	Total cost (EUR)	Operational cost Title 3 (EUR)	Staff time in FTE	Total cost (EUR)
Working conditions and sustainable work	316,000	6.0	2,220,000	292,000	6.2	2,121,000	217,000	3.2	1,277,000
Industrial relations and social dialogue	1,205,000	7.5	3,523,000	1,322,000	7.9	3,645,000	1,386,000	7.2	3,754,000
Employment and labour markets	136,500	2.5	942,000	309,000	5.4	1,920,000	154,000	4.8	1,752,000
Living conditions and quality of life	101,500	2.9	1,030,000	238,000	3.5	1,267,000	250,000	3.6	1,441,000
Anticipating and managing the impact of change	153,000	4.7	1,628,000	248,000	4.0	1,420,000	344,000	5.1	2,032,000
Promoting social cohesion and convergence	124,000	5.8	1,949,000	189,000	4.9	1,642,000	146,000	3.5	1,291,000
Survey management and development	2,103,000	3.7	3,289,000	1,738,000	6.1	3,543,000	2,107,000	4.8	3,707,000

Activity	2022			2023			2024		
	Operational cost Title 3 (EUR)	Staff time in FTE	Total cost (EUR)	Operational cost Title 3 (EUR)	Staff time in FTE	Total cost (EUR)	Operational cost Title 3 (EUR)	Staff time in FTE	Total cost (EUR)
Ad hoc requests	200,000	2.2	904,000	330,000	2.2	985,000	325,000	2.0	988,000
Corporate communication infrastructure	1,406,000	16.3	5,479,000	1,219,000	16.5	5,883,000	985,000	16.4	6,144,000
Management and development	220,000	4.2	1,307,000	215,000	4.3	1,387,000	266,000	5.3	1,874,000
Grand total	5,965,000	55.7	22,270,000	6,100,000	60.8	23,813,000	6,180,000	55.9	24,260,000
Budget Title 3 (draft)				6,100,000¹⁵					

¹⁵ Of which 492,300 EUR has been established as the ‘global procurement envelope’ reserved for procurements funding operational activities under Title 3 of the annual budget 2023, in line with Article 72 of Eurofound’s Financial Regulation. Article 72 provides that a budgetary commitment shall be preceded by a financing decision, except for administrative expenditure. It further stipulates that Eurofound’s multi-annual and annual work programmes in the Single Programme Document shall be the equivalent to the financing decision for the activities it covers. The amount does not include existing framework contracts in use for 2023, e.g. for correspondents or surveys. Cumulated changes to the global budgetary envelope of the financing decision not exceeding 20% shall not be considered substantial in accordance with Decision No. 24 of the Management Board on the delegation of power to make non-substantial amendments to the work programme, adopted on 4 May 2020.

Annex III: Financial resources

Table A1: Revenue

General revenues

Revenues	2022 ¹⁶	2023
	Revenues estimated by the Agency	Budget forecast
EU contribution	22,051,380	23,595,000
Other revenue	386,620	218,000
Total revenues	22,438,000	23,813,000

Revenues	General revenues						
	Executed 2021	Estimated by the Agency 2022 ¹⁷	2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
1. Revenue from fees and charges						.	
2. EU contribution	21,600,000	22,051,380	23,595,000	23,595,000	7.0	24,045,000	24,503,000
<i>- of which assigned revenues deriving from previous years' surpluses</i>	pm	273,570	pm	pm	n/a	pm	pm

¹⁶ Aligned with the Amending Budget 2022 adopted by the Management Board on 21 December 2022.

¹⁷ As above.

3. Third countries contribution (incl. EEA/EFTA and candidate countries)	pm	pm	pm ¹⁸	pm ¹⁹		pm ²⁰	pm
- of which EEA/EFTA (excl. Switzerland)	pm	pm	pm	pm		pm	pm
- of which candidate countries	pm	pm	pm	pm		pm	pm
4. Other contributions	pm	pm	pm	pm		pm	pm
5. Administrative operations	3,468	0	18,000	18,000	n/a	15,000	17,000
- of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)		0	15,000	15,000	0	15,000	17,000
6. Revenues from services rendered against payment	84,892	386,620	200,000	200,000	-48.2	200,000	200,000
7. Correction of budgetary imbalances							
Total	21,688,360	22,438,000	23,813,000	23,813,000	6.1	24,260,000	24,720,000

¹⁸ Envisaged funding from third countries towards the European Working Conditions Survey 2024.

¹⁹ See above.

²⁰ See above.

Additional EU funding: Grants, contribution and service-level agreements

Revenues	2022	2023
	Revenues estimated by the Agency	Budget forecast
Total revenues	-	955,000

Revenues	Additional EU funding: Grants, contribution and service-level agreements						
	Executed 2021	Estimate by the Agency 2022	2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
Additional EU funding stemming from grants (FFR Art.7)						-	-
Additional EU funding stemming from contribution agreements (FFR Art.7)			955,000 ^{21, 22}	955,000	n/a	-	-
Additional EU funding stemming from service-level agreements (FFR Art. 43.2)	1,000,000						
Total	1,000,000		955,000	955,000	n/a	-	-

Table A2: Expenditure

Expenditure	2022 ²³		2023	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 – Staff expenditure	15,337,338	15,337,338	16,053,000	16,053,000
Title 2 – Infrastructure and operating expenditure	1,654,410	1,654,410	1, 660,000	1,660,000

²¹ Includes the final payment for the current grant contract under the Instrument for Pre-accession (IPAI).

²² Envisaged under the new Instrument for Pre-accession for funds (IPA III) subject to the approval of a multiannual proposal in 2022 and 100 % prefinancing. See also Annex XI.

²³ Aligned with the Amending Budget 2022 adopted by the Management Board on 21 December 2022.

Title 3 – Operational expenditure	5,446,252	5,446,252	6,100,000	6,100,000
Total expenditure	22,438,000	22,438,000	23,813,000	23,813,000

Expenditure	Commitment appropriations ²⁴						
	Executed Budget 2021	Budget 2022 ²⁵	Draft Budget 2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
Title 1 – Staff expenditure	14,391,905	15,337,338	16,053,000	16,053,000	4.7	16,360,000	16,660,000
Salaries and allowances	13,400,159	14,603,947	14,991,000 ²⁶	14,991,000	2.7	15,283,000	15,570,000
<i>- of which establishment plan posts</i>	12,872,209	14,049,950	14,451,000	14,451,000	2.9	14,733,000	15,013,000
Expenditure	Commitment appropriations ²⁷						
	Executed Budget 2021	Budget 2022 ²⁸	Draft Budget 2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
<i>- of which external personnel</i>	527,949	553,997	540,000	540,000	-2.5	550,000	557,000
Expenditure relating to staff recruitment	144,801	81,082	171,000	171,000	110.9	174,000	177,000
Employer's pension contributions							

²⁴ Includes all commitments made from C1, C4 and R0 appropriations in 2021.

²⁵ Aligned with the Amending Budget 2022 adopted by the Management Board on 21 December 2022.

²⁶ No certainty about movements in the Irish country co-efficient. Annual revision is announced in November 2022 for 2023. All movements will be reviewed and may change projections during the budget adoption.

²⁷ Includes all commitments made from C1, C4 and R0 appropriations in 2021.

²⁸ Aligned with the Amending Budget 2022 adopted by the Management Board on 21 December 2022.

Mission expenses	9,910	52,879	175,000	175,000	230.9	170,000	170,000
Socio-medical infrastructure	79,190	117,450	156,000	156,000	32.8	158,000	161,000
Training	91,518	96,029	115,000	115,000	19.8	120,000	120,000
External Services	666,327	385,951	445,000	445,000	15.3	455,000	462,000
Receptions, events and representation							
Social welfare							
Other staff-related expenditure							
Title 2 – Infrastructure and operating expenditure	1,724,322	1,654,410	1,660,000	1,660,000	0.4	1,720,000	1,740,000
Rental of buildings and associated costs	691,541	634,542	698,000	698,000	10.0	751,000	765,000
Expenditure	Commitment appropriations²⁹						
	Executed Budget 2021	Budget 2022³⁰	Draft Budget 2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
Information and communications, technology and data processing	882,511	910,000	800,000	800,000	-12.1	805,000	815,000
Movable property and associated costs	93,804	67,264	109,000	109,000	62.0	101,000	97,000
Current administrative expenditure	15,882	16,000	20,000	20,000	25.0	23,000	23,000
Postage and telecommunications	40,584	26,604	33,000	33,000	24.0	40,000	40,000

²⁹ Includes all commitments made from C1, C4 and R0 appropriations in 2021.

³⁰ Aligned with the Amending Budget 2022 adopted by the Management Board on 21 December 2022.

Meeting expenses							
Running costs in connection with operational activities							
Information and publications							
Studies							
Other infrastructure and operating expenditure							
Title 3 – Operational expenditure	6,833,684	5,446,252	6,100,000	6,100,000	12	6,180,000	6,320,000
Meetings	290,348	223,031	442,000	442,000	98.2	385,000	
Evaluations	74,450	60,924	50,000	50,000	-17.9	110,000	
Expenditure	Commitment appropriations³¹						
	Executed Budget 2021	Budget 2022³²	Draft Budget 2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
Translation expenses	505,683	220,835	363,000	363,000	64.4	328,000 ³³	
Studies and consultants	3994,007	4,142,046	4,121,000	4,121,000	-0.5	4,494,000	
Information and publications	1,969,376	799,416	1,124,000	1,124,000	40.6	863,000	
Other							
Total	22,949,911	22,438,000	23,813,000	23,813,000	6.1	24,260,000	24,720,000

³¹ Includes all commitments made from C1, C4 and R0 appropriations in 2021.

³² Aligned with the Amending Budget 2022 adopted by the Management Board on 21 December 2022.

³³ Includes appropriations directly planned for translation of activities 7 and 9, as well as 50 % of the appropriations allocated to communication costs in activities 1-6. The final estimate will be added to the final version of the Programming Document 2024.

Expenditure	Payment appropriations ³⁴						
	Executed Budget 2021	Budget 2022 ³⁵	Draft Budget 2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
Title 1 – Staff expenditure	14,198,747	15,337,338	16,053,000	16,053,000	4.7	16,360,000	16,660,000
Salaries and allowances	13,400,159	14,603,947	14,991,000	14,991,000	2.7	15,283,000	15,570,000
- of which establishment plan posts	12,872,209	14,049,950	14,451,000	14,451,000	2.9	14,733,000	15,013,000
- of which external personnel	527,949	553,997	540,000	540,000	-2.5	550,000	557,000
Expenditure relating to staff recruitment	144,801	81,082	171,000	171,000	110.9	174,000	177,000
Employer's pension contributions							
Mission expenses	5,350	52,879	175,000	175,000	230.9	170,000	170,000
Socio-medical infrastructure	27,579	117,450	156,000	156,000	32.8	158,000	161,000
Training	77,023	96,029	115,000	115,000	19.8	120,000	120,000
External Services	543,835	385,951	445,000	445,000	15.3	455,000	462,000
Receptions, events and representation							
Social welfare							
Other staff-related expenditure							
Title 2 – Infrastructure and operating expenditure	1,302,237	1,654,410	1,660,000	1,660,000	0.4	1,720,000	1,740,000
Rental of buildings and associated costs	500,370	634,542	698,000	698,000	10.0	751,000	765,000
Information and communications, technology and data processing	678,249	910,000	800,000	800,000	-12.1	805,000	815,000
Movable property and associated costs	76,608	67,264	109,000	109,000	62.0	101,000	97,000

³⁴ Includes all payments made from C1, C4 and R0 appropriations in 2021.

³⁵ Aligned with the Amending Budget 2022 adopted by the Management Board on 21 December 2022.

Expenditure	Payment appropriations ³⁶						
	Executed Budget 2021	Budget 2022 ³⁷	Draft Budget 2023		VAR 2023/2022 (%)	Envisaged 2024	Envisaged 2025
			Agency request	Budget forecast			
Current administrative expenditure	14,046	16,000	20,000	20,000	25.0	23,000	23,000
Postage and telecommunications	32,964	26,604	33,000	33,000	24.0	40,000	40,000
Meeting expenses							
Running costs in connection with operational activities							
Information and publications							
Studies							
Other infrastructure and operating expenditure							
Title 3 – Operational expenditure	3,385,773	5,446,252	6,100,000	6,100,000	12	6,180,000	6,320,000
Meetings	236,578	223,031	442,000	442,000	98.2	385,000	
Evaluations	46,625	60,924	50,000	50,000	-17.9	110,000	
Translation expenses	357,568	220,835	363,000	363,000	64.4	328,000 ³⁸	
Studies and consultants	1,784,022	4,142,046	4,121,000	4,121,000	-0.5	4,494,000	
Information and publications	960,980	799,416	1,124,000	1,124,000	40.6	863,000	
Other							
Total	18,886,756	22,438,000	23,813,000	23,813,000	6.1	24,260,000	24,720,000

³⁶ Includes all payments made from C1, C4 and R0 appropriations in 2021.

³⁷ Aligned with the Amending Budget 2022 adopted by the Management Board on 21 December 2022.

³⁸ Includes appropriations directly planned for translation of activities 7 and 9, as well as 50 % of the appropriations allocated to communication costs in activities 1-6. The final estimate will be added to the final version of the Programming Document 2024.

Table A3: Budget outturn and cancellation of appropriations 2019–2021

Budget outturn	2019	2020	2021
Revenue actually received (+)	21,921,536	21,702,380	22,688,360
Payments made (-)	17,173,293	17,505,223	-18,887,562
Carry-over of appropriations (-)	5,424,643	5,048,887	-4,700,465
Cancellation of appropriations carried over (+)	226,704	143,234	81,233
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	115,534	1 317, 618	836,351
Exchange rate differences (+/-)	-1,327	-63	-5
Balance of the outturn account for the financial year			
Adjustment for negative balance from previous year (-)		-335,489	17,912
Total	-335,489	273,570	17,912

Descriptive information and justification on:

- **budget outturn**

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

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

- **cancellation of commitment appropriations**

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

- **cancellation of payment appropriations for the year and payment appropriations carried over**

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

About one quarter of all cancellations related to the implementation of the seventh European Working Condition Survey during the pandemic. Some agreed interviews were not achieved by the contractor or had to be excluded due to quality issues. Therefore, Eurofound decided to impose

small deductions on final payments to the contractor. The rest of the cancellations mainly related to some orders which suppliers/contractors did not deliver.

Annex IV: Human resources quantitative

A. Statutory staff and seconded national experts

Table A4: Staff population and its evolution: Overview of all categories of staff

Staff	2021			2022	2023	2024	2025
Establishment plan posts	Authorised Budget	Actually filled on 31 December 2021	Occupancy rate (%)	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	51	44	86.3	51	51	51	51
Assistants (AST)	39	39	100	39	38	38	38
Assistants/ Secretaries (AST/SC)	1	0	0	1	2	2	2
Total	91	83	91.2	91	91	91	91
External staff	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2021	Execution rate (%)	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract agents (CA)	13	13	100	13	13	13	13
Seconded national experts (SNE)	1	0	0	1	1	1	1
Total	14	13	92.8	14	14	14	14
Total staff	105	96	91.4	105	105	105	105

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

Human Resources	2022	2023	2024	2025
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	1	2	1	1
Seconded national experts (SNE)	0	0	0	0
Total	1	2	1	1

C. Other Human Resources

Structural service providers ³⁹

	Actually in place on 31 December 2021
Security	2
IT	0
Other (specify) Canteen staff	1
Other (specify) Receptionist	1

Interim workers

	Total FTEs in 2021
Number	6

³⁹ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc); and 4) contributing to the added value of the Commission.

Table A5: Multiannual staff policy plan 2023–2025

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

AST 4	0	3	0	1	0	2	0	1	0	1	1	1
AST 3	0	1	0	4	0	2	0	0	0	0	0	1
AST 2	0	1	0	1	0	0	0	0	0	0	0	0
AST 1	0	0	1	0	0	0	0	0	0	0	0	0
Total AST	5	34	5	34	5	34	5	33	5	33	5	33
AST/SC 6	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	1	0	1	0	2	0	2
AST/SC 2	0	1	0	0	0	0	0	1	0	0	0	0
AST/SC 1	0	0	0	0	0	0	0	0	0	0	0	0
Total AST/SC	0	1	0	0	0	1	0	2	0	2	0	2
Total	9	82	9	74	9	82	9	82	9	82	9	82
Grand total	91		83		91		91		91		91	

External personnel

Contract agents

Contract agents	FTE corresponding to the authorised budget 2021	Executed FTE on 31 December 2021	Headcount on 31 December 2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025
Function Group IV	7	7	7	7	7	7	7
Function Group III	2	2	2	2	2	2	2
Function Group II	4	4	4	4	4	4	4

Function Group I	0	0	0	0	0	0	0
Total	13	13	13	13	13	13	13

Seconded national experts

Seconded national experts	FTE corresponding to the authorised budget 2021	Executed FTE on 31 December 2021	Headcount on 31 December 2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025
Total	1	0	0	1	1	1	1

Table A6: Recruitment forecasts 2023 following retirement/mobility or new requested posts (information on the entry level for each type of posts: indicative table)

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

Number of inter-agency mobility transfers to and from Eurofound in 2022: one (subrogation of contract from Eurofound to ELA).

Annex V: Human resources – qualitative

A. Recruitment policy

Officials

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

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

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

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

Temporary agents

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

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

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

The entry grades are in accordance with the requirement of the Staff Regulations and with the model decision for the agencies. For the most junior administrative assistant role (for example, secretary or finance assistant, the entry level was AST 1 and AST/SC 2. Eurofound has difficulties in allocating AST/SC positions in the organisation due to the absence of pure secretarial/administrative roles. Due to the size of the organisation, secretarial/administrative tasks are almost always combined with more complex assistant tasks and therefore requires an AST position.

For more complex administrative assistant roles (for example, HR generalist, editor or personal assistant), the entry level is AST 3 or AST 4. Almost all AD staff are recruited at AD 5, AD 6 or AD 7 levels. Eurofound is recruiting social researchers in the beginning of their career at AD5 and AD6 level. Researchers with extensive experience in managing research projects and programmes are recruited at AD7. The determining factor in deciding the appropriate entry point is the level of experience that the candidate needs in order to assume the responsibilities of the role. For instance, in the area of research, Research Managers recruited at AD 7 are normally more mature candidates, with a significant level of experience and expertise and are expected to assume a project managerial role immediately. Research Officers, on the other hand, who are recruited at AD 5, will generally be less experienced and are assigned to carry out work of a more technical/scientific nature initially, for example conducting research rather than managing it. In this role, the Research Officer will develop the skills of a Research Manager progressively and, in due course, at the time of promotion to AD 7 will be expected to assume all aspects of the role of Research Manager.

Contract agents

Contract agents are engaged by Eurofound to carry out different roles. Roles for which contract agents have been engaged are: Project Officer – HR; Project Officer – Research; Events Assistant; Contracts assistant; Project Officer – Data Protection and Internal Control; Receptionist; Facilities Assistant; and Operations Assistant. In deciding on the posts to be filled by contract agents, the following factors are considered.

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

Eurofound offers contracts of up to five years in duration. These contracts may be renewed if there is a need for the role to be continued and subject to budgetary constraints. On second renewal, a contract would become indefinite.⁴⁰

⁴⁰ In the case of FG IV staff, subject to confirmation that they have achieved a level of B2 in a third language.

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

There are two options available when recruiting contract agents on short- or medium-term employment. The first is to source candidates from the EPSO CAST Permanent database. The second option of recruiting through a selection procedure organised by the Agency is invariably the more effective solution.

CAST Permanent is a new contract agent selection procedure for a number of profiles comprising Function Groups II, III and IV which has been developed by EPSO.

Structural service providers

In Eurofound, there are three categories of resources falling within this heading.

Interim staff

Such staff are provided to meet shorter-term staffing needs, arising from inability to fill a vacancy immediately or to carry out work when the role holder is on long-term sick leave.

They have been engaged to carry out a range of functions:

- General Facilities Assistant/Officer
- Web Content Officer
- HR Assistant
- Finance/Procurement Assistant/Officer
- Research Officer
- ICT Helpdesk Assistant

Contracts for interim staff usually range between 2 and 11 months. In exceptional cases, interim staff may be engaged for a longer period, where they have key skills and the life of a project may exceed 11 months.

They are supplied by a recruitment agency with which Eurofound has a four-year framework contract, following an open tendering procedure. Their employment contracts are with the recruitment agency and not with Eurofound.

ICT contractors

They provide consultancy services and additional technical support to the staff of the ICT unit. This support relates to ICT projects for which specific technical expertise is not available internally within the ICT unit.

They are provided under the terms of a framework contract, awarded following an open tendering procedure carried out by Eurofound. Framework contracts have a duration of between one and four years. Their services are provided as required and relate to specific ICT projects approved in the annual Strategic ICT Plan. Support may also be provided during very busy periods or to cover for the absence of key ICT technical personnel (such as network administrator).

Service contractors

A number of contract staff are working intra-muros in the context of framework contracts for the supply of catering, cleaning and security services.

Appointment of heads of unit

To ensure the appointment of candidates of the highest calibre and competence to head of unit (middle management) positions, Eurofound adopted the Model decision on Middle Management Staff in 2018. Eurofound will invite one manager of another Agency (at least in the same grade as that of the function to be filled) to participate in the pre-selection procedure. Short-listed candidates shall participate in assessment centre tests to evaluate the candidate's managerial skills.

Mobility within the Agency

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

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

Redeployment

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

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

Implementing rules in place

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

B. Appraisal and reclassification/promotions

Eurofound has an annual appraisal and development cycle (HRDP). Following completion of the HRDP exercise, the promotion and reclassification exercise is launched.

Implementing rules in place

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

Table A7: Reclassification of TA/promotion of officials

Grades	Average seniority in the grade among reclassified staff						
	2018	2019	2020	2021	2022	Actual average over 5 years	Average over 5 years (according to Decision C(2015)9563)
AD05	3		3			3	2.8
AD06	3	4.5	5	3		3.9	2.8
AD07	2.6	4.2	3.2	2.8	3.3	3.2	2.8
AD08	4.7	2.8	2.7	5	3	3.6	3
AD09		4		4	3.5	3.8	4

AD10		4.5				4.5	4
AD11	5	12				8.5	4
AD12			8.5		8.2	8.4	6.7
AD13							6.7
AST1	3.8	3.7				3.7	3
AST2	4.3	4.3		3		3.9	3
AST3	3.6		3		3.5	3.4	3
AST4	3	3	6.5	3	2.3	3.6	3
AST5	5	4.8	5	4.2		4.7	4
AST6	5.8	6	4	3		4.7	4
AST7		6	5.5	3.5		5	4
AST8	6	4.3				3.4	4
AST9							N/A
AST10 (Senior assistant)			7.5			7.5	5
	Average seniority in the grade among reclassified staff						
Grades	2018	2019	2020	2021	2022	Actual average over 5 years	Average over 5 years (according to Decision C(2015)9563)
AST/SC1	n/a	n/a	n/a	n/a			4
AST/SC2	n/a		n/a	n/a			5
AST/SC3	n/a	n/a	n/a	n/a			5.9
AST/SC4	n/a	n/a	n/a	n/a			6.7
AST/SC5	n/a	n/a	n/a	n/a			8.3

Table A8: Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2020	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)9563)
CA IV	17				Between 6 and 10 years
	16	1	0		Between 5 and 7 years
	15				Between 4 and 6 years
	14	3	1	3	Between 3 and 5 years
	13	1	0		Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10	1	0		Between 5 and 7 years
	9				Between 4 and 6 years
	8	1	1	3.4	Between 3 and 5 years
CA II	6	1	0		Between 6 and 10 years
	5	1	0		Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

C. Gender representation

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

Table A9: Statutory staff (only officials, TA and CA) on 31 December 2021

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

Table A10: Gender evolution over five years of middle and senior management⁴¹

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

Only middle and senior managers are considered in this table. Head of Sectors are **not** accounted for as they do not fall in these categories. The figures are aligned with the Organisation chart in Annex I.

D. Geographical balance

There is a fairly balanced nationality distribution. It is notable that few candidates from Member States such as Cyprus, Estonia, Malta and Slovenia apply for positions in Eurofound. The relatively

⁴¹ Staff who are defined as middle manager by the applicable general implementing provisions on middle management.

high number of Irish staff is due mainly to historical reasons and may re-balance with time, although for geographical reasons, it will continue to be higher than other nationalities.

Table A11: Geographical balance of statutory staff only (officials, TA and CA) on 31 December 2021

	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	2	3.9	0	0	2	2.1
Belgium	1	1.9	4	9.1	5	5.2
Bulgaria	1	1.9	1	2.3	2	2.1
Denmark	1	1.9	0	0	1	1
Finland	2	3.9	0	0	2	2.1
France	3	5.8	5	11.3	8	8.3
Germany	5	9.6	2	4.5	7	7.3
Greece	1	1.9	0	0	1	1
Hungary	2	3.9	0	0	2	2.1
Ireland	8	15.4	20	45.4	28	29.2
Italy	7	13.4	1	2.3	8	8.3
Lithuania	1	1.9	0	0	1	1
Luxembourg	1	1.9	0	0	1	1
Netherlands	5	9.6	1	2.3	6	6.3
Poland	1	1.9	3	6.9	4	4.2
Portugal	2	3.9	0	0	2	2.1
Romania	3	5.8	0	0	3	3

Slovakia	1	1.9	1	2.3	2	2.1
Spain	4	7.7	5	11.3	9	9.4
Sweden	1	1.	1	2.3	2	2.1
United Kingdom	0	0	0	0	0	0
Total	52	100	44	100	96	100

Table A12: Evolution over five years of the most represented nationality in the Agency

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

E. Schooling

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

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

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

to create an understanding for the particular needs of Eurofound staff and their children.

Agreement in place with the European Schools				
Contribution agreements signed with the EC on type I European schools	Yes	<input type="checkbox"/>	No	X
Contribution agreements signed with the EC on type II European schools	Yes	<input type="checkbox"/>	No	X
Number of service contracts in place with international schools	0			
Description of any other solutions or actions in place	Issuing school allowance as per SR/CEOS			

Annex VI: Environment management

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

Eurofound considers environmental sustainability as one element towards greater corporate sustainability within the context of the UN's sustainability development goals (SDGs). While in the past, considerable efforts were put into individual improvement actions (such as upgrading of the lighting system, the introduction of high efficiency natural gas boilers, enhanced window insulation, the state-of-the art video conferencing system, reduction in the number of missions, reduction of paper consumption, the installation of charging points for electrical cars and many more), no long-term strategy was implemented.

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

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

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

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

Annex VII: Buildings policy

Current buildings

Information to be provided per building	Name, location and type of building	Other comments
	<i>Dublin: Main building and conference centre</i>	
Surface area (in square metres) – of which office space – of which non-office space	Approx. 2,500 sq. m. 2,000 sq. m. 500 sq. m., conference centre	
Annual rent (in €)	n/a	
Type and duration of rental contract	n/a	
Host country grant or support	n/a	
Present value of the building	EUR 620,965	As at 31 December 2021

	<i>Dublin: Loughlinstown House and grounds (historical, listed building)</i>	
Surface area (in square metres) – of which office space – of which non-office space	Approx. 500 sq. m. 350 sq. m. 150 sq. m. meeting rooms	
Annual rent (in €)	None; €250,000 was paid in 2000 for a 99-year lease (from 2001 on)	
Type and duration of rental contract	99-year lease	
Host country grant or support	n/a	
Present value of the building	n/a	

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

Building projects in perspective

No new buildings or significant building extensions are planned; nor is there any planned change of surface area.

Building projects submitted to the European Parliament and the Council

Eurofound is not planning any building projects likely to have significant financial implications that will be submitted to the European Parliament and the Council. Nor are there building projects submitted previously in accordance with Article 206 of the 2018 Financial Regulation.

Annex VIII: Privileges and immunities

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

Annex IX: Evaluations

Eurofound's performance monitoring system (EPMS) aims to foster a culture of continuous organisational improvement using a series of instruments such as key performance indicators and metrics, user feedback, qualitative assessment and analysis, evaluation and learning. This approach supports the periodic external evaluation organised by the European Commission.⁴²

Eurofound has long-standing expertise and experience in the area of performance monitoring and evaluation. This is also further enhanced through close involvement in the EU Agencies' sub-network Performance Development Network, and takes into account recent developments and requirements for monitoring and evaluation for EU agencies.

Eurofound's 2021–2024 evaluation policy and evaluation programme consists of a modular approach to replace the conventional ex-ante / interim / ex-post evaluation approach at programme level, focusing in particular on the activity level of the new programme cycle. The evaluation programme defines the high-level plans over the four-year period.

In 2023, the focus will be on continuing the support of the programme development for the forthcoming programming period 2025-2028. This will build on a preparatory phase, held during 2022, that supported internal reflections. In 2023, the programme content of activities will be presented to the Management Board by November, which will correspond to 'good programme' design criteria to meet ex-ante evaluation requirements.

During 2023, support will be provided, as required, to external evaluators conducting the supporting study commissioned by the European Commission with respect to the cross-agencies evaluation of EU agencies under the remit of DG EMPL.

Follow-up to evaluation findings

In April 2019, the Commission published its staff working document (SWD)⁴³ on the evaluation of the four agencies (EU-OSHA, Eurofound, ETF and Cedefop) in the policy field of DG EMPL. The action plan (final version, January 2020) was fully implemented by mid-2022.

Following the acceptance of the 2022 evaluation on Eurofound's learning and development approach and strategy, an action plan has been developed for implementation during 2023–2024.

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

⁴² For example, Article 28(2) of Regulation (EU) 2019/127.

⁴³ Commission staff working document, *Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: Eurofound, Cedefop, ETF and EU-OSHA*, SWD(2019)160 final.

Performance monitoring

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

Key performance indicators		Source
Budget implementation – target 98%		Budgetary outturn account
Efficient use of posts available in the establishment plan – target 97%		The establishment plan approved for the respective year, and records of recruitments resulting in posts filled by 31 December of that same year
Programme delivery – target 80%		Report from Eurofound project management system based on outputs listed in the Programming document of the respective year
Recognition of the scientific quality of Eurofound’s research (references in articles in peer-reviewed journals)		Academic journal citations based on Scopus data (under review in 2021/2022)
Uptake of and engagement with Eurofound’s knowledge through its website and other corporate platforms	HTML page views	Data from Europa analytics
	PDF downloads	
Uptake of Eurofound’s knowledge through the media		Eurofound’s Media Monitoring Sheet using the Europe Media Monitor ⁴⁴ complemented with media search engine components of Mention, MyNewsDesk, and PressReader
Eurofound’s engagement with stakeholders in meetings and events (out of contributions to events in total)		Eurofound’s events tracking database
Uptake of Eurofound’s expertise in key European-level policy documents (out of total European-level policy documents)		Eurofound EU impact tracking database (drawing on data through Overton – pilot phase)

⁴⁴ Developed by the Joint Research Centre (JRC).

Most of these KPIs are also used at activity level.

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

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

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

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

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

The internal control components are: the **control environment, risk assessment, control activities, information and communication** and **monitoring activities**. They are the building blocks that underpin the framework’s structure and support Eurofound in its efforts to achieve its objectives.

The implementation of internal controls is monitored and an assessment of the effectiveness of internal controls is carried out on an annual basis. Any weaknesses that identified are taken up in the annual work plan of the Coordinator internal control.

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

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

Risk management

Risk management is an ongoing activity of identifying and carefully assessing potential problems that could affect the execution of the organisation's activities and the achievement of its objectives.⁴⁵ The risks in the table below refer to the multiannual programme period of 2021–2024. It documents the most significant residual risks at corporate level following an annual assessment of likelihood and impact. The actions are in addition to the internal controls in place and are specific for the relevant annual period.

⁴⁵ Based on the Commission’s Implementation Guide on Risk management, November 2018.

Risk title and description	Risk type	Risk response	Action
<p>Political and economic uncertainties continue to require an appropriate response from the organisation by integrating emerging priorities and new demands within the framework of the multiannual programme. While this level of flexibility allows the Agency to exploit new opportunities for innovation and provide timely contributions to policy developments, this will only be possible if the Agency is in a position to free up resources tied to the existing work programme commitments and staff development.</p>	<p>External environment and organisational work processes</p>	<p>Accept</p>	<p>Continue to improve the organisational capacity to rapidly respond to changing priorities (modular implementation of activities, using the ad hoc request capacity, enhanced flexibility in administrative processes).</p>
<p>Transition to long-term hybrid working arrangements. As all dimensions of a hybrid work organisation are still evolving, there is a risk that some aspects of workplace engagement and productivity are negatively affected.</p>	<p>Strategic people and organisation</p>	<p>Reduce</p>	<p>Monitor and adjust the implementation of the hybrid work organisation to harness its full potential and accompany it with training for line managers and staff – as well as monitoring the performance of the organisation.</p> <p>Continue with an annual well-being programme for all staff, working closely with HR and Staff and the Social committee.</p>
<p>The budgetary consequences of inflation. Absorbing the consequences of higher inflation during 2020–2022 – while still delivering the annual work programme through increasing efficiency measures and adapting multi-annual activities – has seen the Agency’s capacity stretched beyond its limits. There is a risk that further inflation will impact operational priorities negatively.</p>	<p>Strategic external environment</p>	<p>Reduce</p>	<p>Continue to implement ongoing efficiency measures and those measures agreed for 2023.</p> <p>In the 2025–2028 programme, preparation processes include an assessment of the relevance and unique value proposition of all ongoing and new activities against their financial investment and required staff capacity, in close cooperation with the stakeholders in the Management Board and with DG Budget.</p>
<p>Uncertainty about the implications of the methodological challenges and related costs, in the context of</p>	<p>Strategic and financial</p>	<p>Reduce</p>	<p>Use the experience and lessons learnt with different survey modes in the planning for the 2025–2028</p>

Risk title and description	Risk type	Risk response	Action
<p>considerations on the overall budget and priorities of Eurofound, pose a risk to the medium-term sustainability and relevance of the Agency’s survey activity.</p>			<p>programme period together with the recommendations of the taskforce on data collection methods.</p>
<p>Overlap and lack of synergies with other organisations in areas of common interest and policy contribution leading to inefficiencies, lack of visibility and loss of opportunities for (costly) innovation.</p>	<p>Strategic and financial</p>	<p>Reduce</p>	<p>Implement the medium-/long-term roadmap for the Network of Eurofound Correspondents and seek opportunities for cooperation with Commission networks.</p> <p>Implement cooperation agreements with other EU agencies and other strategic partners based on a continuous commitment to benefit from expertise available in other agencies and other strategic partners, relevant to the activities in our annual and multiannual work programmes.</p> <p>Work towards integrating Eurofound in the implementation of the European Commission’s programme activities at an appropriate stage of the multiannual planning cycle.</p>
<p>Breach of Eurofound’s data security would lead to loss, leakage, or unavailability of data. This would cause business interruption, loss of reputation and/or regulatory non-compliance. The resource investment required from the new Cybersecurity and the Information Security Regulation (expected to both come into effect in mid-2023) will impact heavily on the (ICT) budget and staffing. Non-compliance will lead to an increase in the threat of data breaches.</p>	<p>IT, Financial</p>	<p>Reduce</p>	<p>Implementing the requirements detailed in the Cybersecurity Regulation, where possible jointly with other Agencies.</p>

The following table below outlines the various initiatives undertaken by Eurofound as part of its anti-fraud strategy 2021–2023.

Aim	Initiative	Period	Notes
To further strengthen the anti-fraud culture in Eurofound through awareness-raising activities	Ethics Month initiative	Annually 2021–2023	Attendance of at least 95% of staff
	Topical discussion sessions about risks and controls based on case examples	Annually 2021–2023	Data security
A strong connection between internal controls and anti-fraud prevention through mapping of controls	Mapping of controls assessing adequacy and where required improve – in areas such as procurement, financial circuit, recruitment, ICT security, data protection and implementing operational activities.	31 December 2021	Completed Findings of the 2022 action to strengthen fraud prevention controls will contribute to the 2024-2026 anti-fraud risk assessment and review of the strategy.

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

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

	General information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N = 2022	2023	2024	2025
Service-level agreement	Q4/2022	€900,000 (tbc)	36 months from date of signature	Directorate-General Neighbourhood and Enlargement Negotiations (NEAR) – European Commission	Provision of comparative statistics and analysis on quality of life and work, and of support in social dialogue. Establishing networks in preparation for future collaboration at governance and expert level.	Amount	tbc	tbc	tbc	tbc
						Number of CA/ SNE	--	1 FG IV	1 FGIV	1 FGIV
Service-level agreement	22 December 2020	€1,000,000	3 years	Directorate General Employment, Social Affairs and Inclusion – European Commission	Provision of data and research evidence, which will feed into the monitoring of the European Commission's initiative on fair minimum wages.	Amount			--	--
						Number of CA/ SNE	1 FG-IV	1 FG-IV		

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

Addressed in [Section 4.3](#): Strategy for relations with third countries and international organisations.

Annex XIII: Overview of 2023 projects taking into consideration the impact of the war in Ukraine (refugees and cost-of-living)

Activity	Projects	Output
Activity 1	Psychosocial risks	Include module on post-war trauma
Activity 2	EU PolicyWatch	Update of policy measures in database to include support measures for Ukrainian refugees and policies to offset impact of war in Ukraine
	Annual report on minimum wage	Consequence of increased inflation and cost of living due to the impact of the war in Ukraine
	National reporting on social dialogue	Consequences of increased inflation and cost of living due to the impact of the war in Ukraine.
Activity 3	European Restructuring Monitor databases – maintenance and update	Database will include cases linked to the war in Ukraine
	Regional perspective of labour market change following the COVID-19 pandemic	Report will include the regional development of the labour market, including the impact of the war in Ukraine
	Company policies to tackle labour shortages	Will include case studies focused on refugees from Ukraine
Activity 4	Affordable and adequate homes: The cost of access to housing in Europe	Report also has a focus on energy consumption
	Becoming adults: Youth life and work in a post-pandemic world	Exploring the possibility with ETF to collect data in Ukraine and include impact of war in Ukraine
Activity 5	Web repository on platform work	Monitoring of actions targeted at Ukrainian refugees
Activity 6	Social cohesion and the role of economic and social discontent	Explore link between support for Ukraine and discontent
	Social impact of migration: Addressing challenges in receiving and integrating Ukrainian refugees	Report on challenges related to receiving and integrating Ukrainian refugees
	Income inequalities and the middle class	Inclusion of the issue of increasing cost-of-living in the research

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