



DECISION NO 66 OF THE MANAGEMENT BOARD OF THE EUROPEAN FOUNDATION FOR THE IMPROVEMENT OF LIVING AND WORKING CONDITIONS (“EUROFOUND”) ADOPTING THE 2022 CONSOLIDATED ANNUAL ACTIVITY REPORT TOGETHER WITH AN ASSESSMENT OF EUROFOUND’S ACTIVITIES

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

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

HAS ADOPTED:

The Consolidated Annual Activity Report for the year 2022 together with an assessment of Eurofound’s activities, as well as its submission to the European Parliament, the Council, the Commission, and the Court of Auditors.

Done by a written procedure, on 26 June 2023

For the Management Board
The Chairperson [S. Rossi]

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Attachment: Consolidated Annual Activity Report 2022

¹. OJ L 30, 31.1.2019, p. 74.



Consolidated annual activity report 2022

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Management Board's assessment

The year 2022 opened with cautious optimism, as Europe was emerging from two years of the COVID-19 pandemic, with NextGenerationEU setting out a plan for a recovery that builds a strong and sustainable future. The Russian attack on Ukraine early in the year changed the situation dramatically, however, creating new turmoil across the continent.

The Management Board commends Eurofound for its agility in reporting about the impact of Russia's war of aggression against Ukraine on the EU Member States and citizens, and their reaction to it, using its own data sources such as the Network of Eurofound Correspondents and the *Living, working and COVID-19* e-survey, while adapting work that had only just started as part of its programme for 2021–2024. Already, by early summer, the Agency had published an overview of national measures to accommodate refugees from Ukraine and to counter inflation and supply problems. Furthermore, the e-survey documented the impact of the rising cost of living, and other developments resulting from the war, on the economic and psychological well-being of Europeans. A Stand with Ukraine online hub was created and continues to be updated, as these developments have the potential to deeply affect the living conditions of many European citizens and are likely to have a substantial effect on the world of work, quality of life and social cohesion in the EU in the years to come.

This was also the year when the results of the European Working Conditions Telephone Survey, carried out during the pandemic in 2021, were published. It is another example of the responsiveness of the Agency to adapt in the face of unexpected circumstances: when face-to-face interviews were no longer an option, it was decided to switch to a telephone-assisted data collection mode. While this does not allow for a comparison with the 2016 edition of the survey, the findings provide a unique and detailed picture of the variation in job quality and its impact on specific groups in the workforce during the pandemic. The survey includes findings from the Western Balkans thanks to funding from the Instrument for Pre-Accession Assistance (IPA III). Inclusion of these countries in selected work of the Agency will continue based on new funding from the IPA III.

Eurofound's Board saw the first results of Eurofound's research under the leadership of its new Executive Director, implementing the ambitions of the 2021–2024 programme to support EU policy development in the drive for a post-pandemic recovery and progress in the green and digital transition. Eurofound delivered over 30 publications and various other outputs, achieving an improved programme delivery (97%). It notes the high degree of uptake of findings, indicated by downloads from the website, references in media and the engagement of Eurofound experts in presentations and debates at many important events and in close collaboration with Member States and EU institutions. Eurofound contributed to a range of policy debates and legislative initiatives on topics such as platform work, care workers and care services, mental health, telework and the right to disconnect. The Agency also provided ongoing input in the area of social dialogue, in line with the priorities established by the social partners.

Eurofound is well positioned for the current reality of digital transformation in which engagement takes

place and continues to invest in tools for data management and cloud services while increasing cyber resilience. The Board appreciates new digital channels and outputs such as the EurofoundTalks podcast series, the #EurofoundLive and #AsktheExpert webinar series, and data visualisation tools, as these products allow for more flexibility and long-term sustainability in the uptake of research findings. A good example is the Agency's Foundation Forum, held in Dublin Castle in March as a hybrid event. With over 30 expert speakers, the event attracted over 10,000 viewers across all platforms during the day-long discussions on how Europe can ensure lasting equality, inclusion and social cohesion as it embarks on a path to rebuild a greener, more digital and more resilient Union.

Eurofound's research on working and living conditions continues to support its stakeholders with scientifically sound findings for social policymaking and, as such, meets its founding objective to provide the EU institutions and bodies, Member States and social partners with data and analytical support for shaping and implementing policies concerning the living and working conditions of Europeans, devising employment policies, and promoting dialogue between management and labour. The Board notes that Eurofound data and analyses were referenced in 198 EU-level policy documents from stakeholders such as the European Parliament, the European Commission and the social partners, of which 163 are considered key for either legislative initiatives or for monitoring their implementation. Examples are the *European care strategy*; the *Joint employment report 2022*; *Employment and social developments in Europe 2022 – Young Europeans: employment and social challenges ahead*; and the European Parliament report *European Semester for economic policy coordination: Employment and social aspects in the sustainable annual growth survey 2022*.

The Management Board at its meeting in November 2022 was pleased to formalise mutual observer status with six EU agencies in the context of the ongoing coordination of work programmes and joint projects: the European Centre for the Development of Vocational Training (Cedefop), the European Agency for Safety and Health at Work (EU-OSHA), the European Training Foundation (ETF), the European Labour Authority (ELA), the European Agency for Fundamental Rights (FRA) and the European Institute for Gender Equality (EIGE). The collaboration with the European Environment Agency (EEA) is very relevant in the context of the greening policies. The 'Youth first!' event in September, co-organised with Eurofound's four sister agencies under the remit of the Directorate-General for Employment, Social Affairs and Inclusion (DG-EMPL) – Cedefop, ELA, EU-OSHA and ETF – and held jointly with the Parliament's Employment and Social Affairs (EMPL) Committee, was a fine example of the added value that Eurofound with its sister agencies can bring to the EU. The Board also commends Eurofound for its collaboration with the International Labour Organization (ILO).

One major challenge confronted the Agency throughout 2022: high inflation and the cost of living for staff in Ireland, which required a substantial shift in resources from the operational budget to the staff-related title. Targeted savings allowed Eurofound to deliver on its 2022 work programme, while for 2023, in agreement with the Commission, partial compensation is expected. The Board remains concerned about the medium-term outlook for the resources available to Eurofound. It emphasises the importance of ensuring that adequate staff and financial resources are available for the Agency to meet the expectations of its stakeholders. 2022 demonstrated, once again, that access to its own data collection sources (through the four surveys and the Network of Eurofound Correspondents) allowed

Eurofound to be to the fore in documenting and analysing the implications of and responses to changes that profoundly impact on the life and work of EU citizens. The Management Board therefore encourages all stakeholders, based on this positive experience, to use Eurofound as a resource for data collection and policy advice in accordance with its Founding Regulation.

Much to the credit of the professional dedication of Eurofound's staff, the 2022 work programme was delivered with 100% budget implementation (same as 2021). While all the posts in the establishment plan were not fully occupied by 31 December, recruitment for all vacancies was ongoing and job offers made, in line with the target of 97%. Eurofound continued its commitment to greater efficiency and environmental sustainability in all its operations. It was successfully audited to become certified by the EU Eco-Management and Audit Scheme (EMAS).

The Management Board is satisfied that the information provided in the Consolidated Annual Activity Report gives reasonable assurance that the resources assigned to Eurofound in 2022 have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

Dublin, 26 June 2023

Stefania Rossi

Chair of the Management Board

Executive summary

Agency in brief

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

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

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

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

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

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

2022 was the second year of Eurofound's four-year programme, covering the period 2021–2024, entitled *Towards recovery and resilience*. This programming period has been shaped not only by a context of polycrisis but also by significant challenges and opportunities arising out of the demographic, digital and green transitions, which are having transformational impacts on working and living conditions in Europe. The programme's strategic objective is

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

The Agency has implemented the 2022 programme with a budget of €22,438,000 and an establishment plan of 91 posts.

Year in brief

2022 was a demanding and extraordinary year. As Europe moved out of the COVID-19 crisis, Eurofound's focus was firmly on a post-pandemic EU: the recovery and the twin transition to a green and digital economy. Russia's launch of a war of aggression against Ukraine on 24 February forced the EU to pivot its priorities and concentrate on the new, combined challenges of war, energy crisis, inflation, alongside the ongoing imperative to limit climate change. In responding to this new situation, Eurofound had to be agile, adjusting its existing work programme of research. Having demonstrated a

rapid and creative response to the COVID-19 crisis, Eurofound again reacted quickly to the invasion of Ukraine and was one of the first institutions to start providing up-to-date relevant information on topics related to its mandate. Data, analyses and [articles](#) were published on the impact of the invasion on employment, work and living conditions as well as the response to the mass migration of primarily women and children into the EU. The [Living, working and COVID-19 e-survey](#) was adapted to include questions on Ukraine and Europe's new reality of record high inflation and sharp rises in the cost of living. The [EU PolicyWatch](#) database was adjusted to capture Member States' responses to the new crisis, including measures and action to alleviate energy and food price hikes. Access to its own data through the Network of Eurofound Correspondents, databases and the e-survey was the backbone of the Agency's ability to adapt to the rapidly changing environment. A dedicated [Stand with Ukraine](#) online hub was created on the Agency's website.

The work programme for 2022, adopted by the Management Board in November 2021, reflected increased efforts in the area of the twin digital and green transition while maintaining the Agency's high profile in research on the structural impact of the pandemic.

As the year progressed, the climate of rising inflation and its impact on low-wage earners saw Eurofound's work on the minimum wage generate significant interest. Eurofound's [annual review of minimum wages in 2022](#) generated 1,395 downloads in a space of a few weeks. The publication of the report was timely, coming shortly after the political agreement on adequate minimum wages between the European Parliament and the Member States. In the context of the improvement of working conditions and job quality, Eurofound's much-anticipated [overview report of the European Working Conditions Telephone Survey \(EWCTS\)](#) was published in November. It revealed how, throughout the COVID-19 crisis, job quality was positively associated with work–life balance, workers' ability to make ends meet and greater trust within the workplace. Its findings continue to be presented and further promoted during 2023 aiming to further boost the 1,220 downloads of the report by year end 2022.

The views and experiences of EU citizens on the impact of the pandemic came alive through the findings from the e-survey in the fact sheet [Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty](#). In collaboration with ETF, the fifth survey round also captured the views of respondents in 10 neighbourhood countries. Several analyses of the e-survey data on the impact of the pandemic on different groups of workers, the gender divide, and trust in governments and institutions contributed to policy development, as evidenced by the number included in the list of key EU policy documents referencing Eurofound outputs (see Table 10). Overall, Eurofound recorded references to its research findings in 198 EU-level policy documents from stakeholders such as the European Parliament, the European Commission and the social partners, of which 163 are considered key for either legislative initiatives or for monitoring their implementation. Examples of these documents are the *European care strategy*; the *Joint employment report 2022*; *Employment and social developments in Europe 2022 – Young Europeans: Employment and social challenges ahead*; and the European Parliament's *Report on the European Semester for economic policy coordination: Employment and social aspects in the sustainable annual growth survey 2022*.

Throughout the year, Eurofound continued its planned research on collective bargaining, telework and restructuring trends in the financial sector, delivering fully on its programmed output and publication plan and contributing to a range of policy debates, meetings and events at EU and national levels. Eurofound was active across a range of policy debates and legislative activities such as platform work, care workers and care services, mental health, telework and the right to disconnect, and provided ongoing input in the area of social dialogue, in line with the priorities established by the social partners. This level of relevance and timeliness of Eurofound's work is reflected in the fact that in 2022 the Agency's expertise was again widely sought by the social partners and various EU institutions. High-level events involving stakeholders at EU and national levels continued to communicate and promote Eurofound's work. The French and Czech Presidencies of the Council of the European Union called on Eurofound's knowledge and support as input for ministerial and other meetings on various issues including [social dialogue in the context of the move towards the green and digital transition](#) and the [impact of rising energy prices on the social situation of EU Member States](#). Overall, Eurofound staff recorded 250 engagements at policy-relevant events and meetings throughout the year, with 109 of these (44%) at the request of EU-level priority stakeholders.

A particular highlight was the flagship [Foundation Forum 2022](#) in Dublin Castle in March. The event provided a day of thought-provoking discussions on the important theme of how Europe can ensure lasting equality, inclusion and social cohesion as it embarks on a path to rebuild a greener, more digital and more resilient Union. With over 30 [speakers](#), the hybrid event attracted over 10,000 viewers across all platforms and reached more than 75,000 people on Twitter alone, confirming Eurofound's role as a centre of knowledge and research excellence. Speakers included Ireland's Taoiseach (Prime Minister) Micheál Martin and Gita Gopinath, First Deputy Managing Director of the International Monetary Fund. Nicolas Schmit, EU Commissioner for Jobs and Social Rights, took the opportunity of his participation in the Forum to [visit Eurofound](#) and meet with staff. [Top takeaways](#) from the Forum and [highlights](#) are available online.

2022 saw a huge drive towards increased collaboration and partnerships. New partnerships were established with other EU agencies such as ECDC and EEA as well as with the European Commission Joint Research Centre (JRC), with which a number of joint projects are now underway. Institutional partnerships were also reinforced and a new dynamic with the ILO resulted in a Cooperation Framework signed with outgoing Director General Guy Ryder in September. In November, the Management Board decided to formalise mutual observer status with Cedefop, EU-OSHA, ETF, ELA, FRA and EIGE, as well as the ongoing coordination of respective work programmes and joint projects.

Responding to the fast-changing environment, Eurofound significantly increased its own innovative potential. A dedicated data collection task force was established to explore innovative options and best practice for data collection, including promoting creative staff-led initiatives, while a new innovation working group launched a comprehensive series of initiatives and Eurofound improved its foresight capacity, building on work with the JRC and the EU-ANSA network. At the same time, Eurofound's own digital transformation continued. New tools were developed for data management and cloud services, while cyber resilience was increased. New digital channels and outputs such as the EurofoundTalks podcast series, #EurofoundLive and #AsktheExpert webinar series, and data visualisation resulted in an increase in user activity. Downloads from and page views of Eurofound's website continued to be

strong. A cookie consent banner was introduced in May 2022, meaning that data for 2022 are not comparable with previous years. However, the data continue to signal the timeliness of Eurofound's research, with high download figures for all data from and analysis of the e-survey on the impact of the pandemic, as well as the findings on the right to disconnect, the topic of platform work and various topics related to hybrid working arrangements.

One major challenge confronted the Agency throughout 2022: high inflation and the cost of living for staff in Ireland, which required a substantial shift in resources from the operational budget to the staff-related title. Targeted savings allowed Eurofound to deliver its 2022 work programme, while for 2023, in agreement with the Commission, partial compensation is expected. Eurofound continued its commitment to environmental sustainability in all its operation. It was successfully audited to become certified by EMAS and is preparing further investment with support from staff and management.

Monitoring the Agency's performance is critical to achieving its objectives, despite serious budgetary and other challenges throughout 2022. Much to the credit of the professional dedication of Eurofound's staff, the delivery of the 2022 work programme was 97% (up from 2021) with 100% budget implementation. While not all posts in the establishment plan were occupied by the 31 December, recruitments for all vacancies were ongoing, with job offers made for uptake in the first half year of 2023.

Performance at a glance

163 – number of key EU policy documents in which Eurofound's expertise is referenced, out of 198 registered EU policy documents

109 – number of engagements at events and meetings relevant to policy development organised by Eurofound's priority organisations, out of a total of 250 events

572 – number of references of Eurofound's research data and analysis in priority media outlets

160,233 – number of downloads of publications in PDF format from Eurofound's website

2,651,489 – number of HTML page views on Eurofound's website

1,143 – number of articles mentioning Eurofound in peer-reviewed journals, recognising the scientific quality of Eurofound's research

100% – level of 2022 budget utilisation (target: 98%)

92.3% – percentage of positions filled in the establishment plan (target: 97%)

97% – percentage of outputs delivered during the reporting year (target: 80%)

1. Policy achievements of the year

1.1 General and institutional developments

There can be no doubt that the Russia invasion of Ukraine on 24 February 2022, starting a war that has displaced more than 14 million Ukrainians and created a humanitarian and refugee crisis in Europe unparalleled since the Second World War was the most consequential event of 2022. Energy and food prices rose steeply, and most EU citizens felt the purchasing power of their incomes substantially weakened. The EU responded rapidly to the Russian attack by immediately imposing sanctions and activating the Temporary Protection Directive on the 4 March, offering protection to those fleeing Russia's aggression and giving them a clear legal status and a residence permit in an EU Member State.

The year marked the beginning of the second half of the mandates of the European Council, Commission and Parliament, as well as 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. It also marked 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 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.

The Recovery and Resilience Facility, which entered into force in 2021 and lasts until the end of 2026, was in its first year of spending of the €723.8 billion made available to Member States (€385.8 billion in loans and €338 billion in grants).

In May 2021, the EU adopted its 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 with 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, and in June 2022, a Council Recommendation on ensuring a fair transition towards climate neutrality was adopted. Regarding the digital strategy, the Commission proposed the *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 the targets 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, was in its first half of implementation to reach the EU social decade objectives.

It 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 Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) agreed to include new headline indicators alongside the existing ones in the Social Scoreboard for use in the *Joint employment report*. The Action Plan is of central importance for Eurofound's work programme.

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

Several EU instruments were presented, adopted or entered into force. As a result, Eurofound's work covered the implications of the following:

- the entry into force since August 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 2020–2025; the Roma Strategic Framework for Equality, Inclusion and Participation; and the European Disability Strategy 2021–2030
- the European Commission presentation of an update to 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

In addition, the social partners' role in devising solutions that meet the needs of employers and workers is a crucial consideration for the work of Eurofound. In the newly adopted *European social dialogue work programme 2022–2024*, the EU social partners have chosen six priorities for their joint work: telework and the right to disconnect, the 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) and three seminars leading to a joint statement (youth employment), joint guidelines (work-related privacy and surveillance) and joint research project (the skills priority).

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

Section 1.2 of this chapter presents the main results of Eurofound's work as set out in the 2022

work programme and how this work contributed to the EU’s policymaking in priority areas. In its annual publication *Living and working in Europe*, Eurofound provides more in-depth findings of selected research completed in 2022.

Section 1.3 describes Eurofound’s progress against its objectives expressed in eight key performance indicators (KPIs).

1.2 Programme results

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

Eurofound’s work programme for 2021–2024 is designed to contribute to six policy-relevant themes, implemented through the following activities:

- Working conditions and sustainable work
- Industrial relations and social dialogue
- Employment and labour markets
- Living conditions and quality of life
- Anticipating and managing the impact of change
- Promoting social cohesion and convergence

Two additional activities cover Eurofound’s work on surveys and responding to stakeholders’ needs:

- Survey management and development
- Reacting to ad hoc information requests

The work programme also includes two horizontal activities:

- Corporate communication
- Management and development

This section gives an overview of the main results of each activity in 2022. It starts, however, by highlighting Eurofound’s reaction to the consequences of the Russian invasion of Ukraine.

Response to the war in Ukraine

One month after the beginning of the war, in March 2022, Eurofound held an internal discussion about the possible consequences within the domain of the Agency. Two strands of the impact were identified as being relevant: firstly, the massive wave of refugees and, secondly, the expected increase in the prices of oil, gas, food and fertilisers and the subsequent inflation hike.

Data collection

Eurofound compensated for the lack of information on the consequences of the war in its early stages by using its own sources.

- Round five of the *Living, working and COVID-19* e-survey, carried out in March–May 2022, included additional questions focusing on the engagement of citizens and their opinions of their governments' response to the crisis. First results were published on 7 July 2022.
- The European Restructuring Monitor recorded new restructuring cases as a result of the war in Ukraine. An article on the [first impacts of the war in Ukraine on employment in the EU](#) was published on 7 April 2022.
- In cooperation with ETF, Eurofound produced a [working life country profile of Ukraine](#). Drafted in the context of the newly acquired status of Ukraine as candidate country to the EU, it provides information on the legal and institutional framework concerning labour regulation, social dialogue, collective and individual employment relations, occupational health and safety, pay, working time, skills and training, and equality and non-discrimination at work.
- The Network of Eurofound Correspondents reported on national measures to accommodate refugees from Ukraine and to counter inflation and supply problems. The information was recorded in the EU PolicyWatch database. New categories have been created to classify measures such as direct support for refugees, companies, workers and citizens.

Analysis and use of the data in 2022

Eurofound created a dedicated web page, [Stand with Ukraine](#), to hold papers, reports, blog posts and articles based on the data it had collected, such as:

- [First impacts of the Ukrainian crisis on employment in the EU](#)
- [Eurofound survey reveals widespread support for Ukraine](#)
- [Shifting the focus from energy subsidies to reducing energy dependence](#)
- [Policies to support refugees from Ukraine](#)
- [Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty](#)
- [Policies to support EU companies affected by the war in Ukraine](#)
- [First responses to cushion the impact of inflation on citizens](#)
- [The cost-of-living crisis and energy poverty in the EU: Social impact and policy responses - Background paper](#)

The analyses and results were presented on different occasions at events held by the social partners, [the informal EPSCO meeting in October](#), the European Parliament and other stakeholders. Eurofound continues to monitor the situation as it evolves, and publications on the topic planned in the coming year can be found in Eurofound's [Communications calendar](#).

Working conditions and sustainable work

Eurofound staff concluded data analysis and drafting of the overview report of the EWCTS 2021, [Working conditions in the time of COVID-19: Implications for the future](#). For the first time – due to restrictions on face-to-face contact – the 70,000 survey interviews were carried out with computer-assisted telephone calls in the 36 participating European countries. The report provides a detailed picture of the working conditions and the quality of working life during the pandemic in 2021. It examines variation in job quality and identifies its positive association with well-being, health, work engagement and the financial sustainability of work, for example. It highlights the divergences in the experiences of workers depending on workers' own attributes and their place in the workforce. Worryingly, the survey shows that a high number of people in work in the EU continued to be in vulnerable situations. This highlights the importance of focusing policy efforts on making work pay and targeting specific groups such as single parents and workers in low-paid jobs, who are under greater financial pressure and were more severely affected by the pandemic restrictions than other groups.

The findings also show that new green jobs will potentially have better job quality. However, many existing jobs for which demand will increase in the green transition have poorer job quality, underlining the importance of also mainstreaming job quality in greening policies.

Eurofound also published an [EWCTS data explorer](#) on its website, based on the responses to over 100 questions from the questionnaire, which are grouped into 11 categories. Data can be explored by country and responses filtered by gender, age, employment status, occupation and sector.

The report [The rise in telework: Impact on working conditions and regulations](#) presents Eurofound's consolidated research on telework during the COVID-19 pandemic in 2020 and 2021. It explores recent trends in the prevalence of telework, as well as casting a light on the working conditions of teleworking employees and mapping telework regulations across the EU. The report found that the rise in telework since the pandemic may have further exacerbated the wage and employment gap between high- and low-skilled workers, as it was available mostly in better-paid, higher-level occupations, creating inequalities between workers who have access to telework and those who do not. Policymakers have an important role to play in ensuring a level playing field between those who can telework and those who cannot. The awareness of its implications for working conditions has placed a renewed focus on regulatory frameworks, with new telework regulations passed in several EU Member States.

Other research looked into the working conditions of essential workers and the right to disconnect, with findings becoming public during 2023.

Table 1: Uptake of publications from Working conditions and sustainable work, 2022

| Title | No. of downloads |
|---|------------------|
| Working conditions in the time of COVID-19: Implications for the future | 1,220 |
| The rise in telework: Impact on working conditions and regulations | 847 |

Key EU documents that quoted findings from research in this activity include:

- *Joint employment report 2022*
- *European Parliament resolution of 10 March 2022 on a new EU strategic framework on health and safety at work post 2020*
- *European Parliament resolution of 5 July 2022 on mental health in the digital world of work*
- *European Parliament resolution of 5 July 2022 towards a common European action on care*
- *Revaluation of working conditions and wages for essential workers*

Industrial relations and social dialogue

Much work in this activity focused on the EU PolicyWatch database, which was expanded to deal with support measures by governments, the social partners and other social actors to mitigate social and economic effects on businesses, workers and citizens in the context of the green and digital transitions. The first round of updates was dedicated to support measures introduced in Member States and at EU level in response to the fallout of the war in Ukraine, including responses to cushion the impact of inflation on businesses and citizens.

The impact of inflation on low-wage earners is an important aspect of Eurofound’s [Minimum wages in 2022: Annual review](#), published in June 2022 shortly after the political agreement on a directive on adequate minimum wages between the European Parliament and the Member States. While minimum wages increased substantially between 1 January 2021 and 1 January 2022 in nominal terms, these increases did not boost living standards when rising inflation is taken into account. In that period, minimum wage workers in 15 out of the 21 Member States with a statutory minimum wage saw a decline in their wages in real terms. Eurofound’s report shows that there were already signs that the proposed directive was having a positive impact, but indications of substantial debates among national actors on how to promote collective bargaining and increase bargaining coverage were apparent only in Denmark, Latvia and Norway.

The research exploring social dialogue and collective bargaining in the context of the pandemic continued.

The report [Involvement of social partners in the implementation of national recovery and resilience plans](#), published in March 2022, analyses national social partners’ involvement in carrying out the reforms and investments included in national recovery and resilience plans (RRPs). The findings point to a degree of unevenness across the Member States in terms of the quality of the social partners’ involvement in the preparation of the plans. Reasons cited include insufficient time allotted, inability to provide effective input, and lack of genuine consultation and discussion. The involvement of the social partners in policymaking and particularly in the implementation of the RRPs is an indicator of the quality

of social dialogue.

In December 2022, findings were published about the role of social dialogue and collective bargaining in addressing the challenges faced by the hospital sector during the COVID-19 pandemic. The report [Social dialogue and collective bargaining in the hospital sector during the COVID-19 pandemic](#) reveals that where social dialogue and collective bargaining played a prominent role in addressing the challenges – engaging in topics beyond their traditional role – the responses were better and more quickly developed. The findings also showed that the social partners in this sector are increasingly concerned about the impact that high levels of stress and workload may have on staff retention, as these are factors often associated with workers’ intentions to leave the sector. A similar analysis was done for the civil aviation sector.

With topics such as uncompensated working hours, structural overtime and monitoring of working hours some of the most discussed work-related issues across the EU, Eurofound published a timely comparative overview report, [Overtime in Europe: Regulation and practice](#), in March 2022. The report assesses the extent of the phenomenon using national-level data, delves into the factors that explain it and examines the potential consequences for workers and firms.

Analysis of the regulation of telework across the 27 Member States and Norway was concluded, identifying changes in regulations (legislation and collective agreements) since the beginning of the pandemic. The publication [Telework in the EU: Regulatory frameworks and recent updates](#), published in September 2022, highlights the variation in telework regulations across the Member States, as they are strongly connected to industrial relations systems and workplace practices and culture. The report points to the need for shared standards to protect teleworkers across the EU equally and support for initiatives aimed at the adaptation and development of telework regulations at sectoral and company levels through collective bargaining.

In the autumn, Eurofound piloted a tripartite exchange seminar aimed at building the capacity of the social partners and governments to engage effectively in social dialogue. It addressed national-level social partners and in particular early-career professionals in trade union and employer organisations as well as those in government departments and other relevant public bodies. It consisted of online sessions and a two-day face-to-face exchange at Eurofound’s premises.

Reporting by the Network of Eurofound Correspondents provided input across all activities. National working papers on the most significant policy developments of 2021 influencing working life, with a particular (but not exclusive) focus on the impact of the COVID-19 crisis were published individually under the title [Working life in the COVID-19 pandemic 2021](#) (May 2022). Various topical articles followed as well as updates of the working life country profiles (spring 2023). A new profile for Ukraine, prepared jointly with ETF, was published in October.

The series of representativeness studies are a priority. These are used by the Commission to identify which European social partner organisations to consult and engage in European social dialogue, and are used by the social partners themselves. Reports on the civil aviation industry, the textile and clothing sector, the electricity sector, the food and drinks sector, and the gas sector were published in 2022.

Table 2: Uptake of publications from Industrial relations and social dialogue, 2022

| Title | No. of downloads |
|--|------------------|
| Telework in the EU: Regulatory frameworks and recent updates | 1,395 |
| Minimum wages in 2022: Annual review | 1,223 |
| Working life in the COVID-19 pandemic 2021 | 728 |
| Overtime in Europe: Regulation and practice | 495 |
| Regulating minimum wage and other forms of pay for the self-employed | 315 |
| Involvement of social partners in the national recovery and resilience plans | 392 |

Key EU documents that quoted findings from research in this activity include:

- *Joint employment report 2022*
- *Employment and social developments in Europe 2022*
- *Labour market and wage developments in Europe: Annual review 2022*
- *Study to support the impact assessment of a possible EU initiative to the application of competition rules to collective bargaining by self-employed*
- *Unionisation and the twin transitions – Good practices in collective action and employee involvement*

Employment and labour markets

The European Restructuring Monitor (ERM) events database recorded 885 new large-scale restructuring cases during 2022. Cases of restructuring in the energy-intensive manufacturing sector and the accommodation sector logged in the second half of the year show the impact on employment of the energy crisis following Russia’s invasion of Ukraine. However, as indicated in an article by Eurofound, the ERM restructuring cases over 2022 showed that, despite the post-pandemic inflation pressures and the war, [total job gains in cases of job creation have outnumbered job losses in cases of job destruction](#), across all broad sectors. The [complete dataset](#) of the ERM (comprising 28,000+ restructurings, from 2002 to 2023) is publicly available upon request for non-commercial research purposes; the information about access was included on the website in 2022 for the first time and has generated an increased number of requests since the end of 2022.

Work on exploring the changes in the European labour market continued also with the report [Recovery from COVID-19: The changing structure of employment in the EU](#), published in October. The report highlights that while recovery from the pandemic was swift, it was uneven across sectors, occupations and labour market groups. Employment and working hours for categories of workers that were most affected by the pandemic – young workers, low-paid female workers and workers in contact-intensive sectors – remained at lower levels than before the pandemic. In contrast, the opportunity to telework in some sectors and occupations contributed to preserving jobs during the pandemic and to a rapid recovery of employment levels.

Eurofound together Cedefop concluded research that will serve as a useful input to the 2023 European Year of Skills. The report [Fostering skills use for sustained business performance](#) presents an analysis of how organisations can harness the skills of their employees to sustain their performance in terms of

profitability, volume of production or service delivery, and employment level. The analysis is based on the latest European Company Survey (2019) in combination with follow up interviews among those managers who agreed to be re-contacted to report on how establishments coped with the COVID-19 pandemic. The new findings underline the importance of creating a motivating workplace for employees and the crucial links between managerial practices and skills use in workplaces. People-centred managerial approaches that harness workplace well-being are key to making the best use of human capital as well as to achieving better business outcomes. This finding holds across different countries, sectors and organisations of different sizes: promoting workplace well-being is not just beneficial to employees but is an important factor in translating employee skills into positive business performance. Policymakers and social partners have a vital role to play in encouraging managers to adopt a people-centred approach and to create the conditions for this to happen.

Findings from the report [Measures to tackle labour shortages: Lessons for future policy](#) indicate that tackling labour shortages is not just about skills and should involve precise targeting of measures, addressing entry to certain careers, improving working conditions and broader support around pay as well as work–life balance and labour market transitions. Eurofound’s report reviews 40 (out of more than 100) policy interventions at national level to tackle labour shortages in the health, care, and information and communication technology sectors, as well as those arising from the green and digital transition. As drivers of these shortages vary by sector, occupation and region, measures to address them must respond in different ways, ranging from developing skills, making certain sectors and occupations more attractive, activating underutilised labour, and better matching supply and demand. The study shows that the most successful interventions share a set of commonalities including a clear assessment of the drivers of shortages, the targeting of beneficiaries, a high degree of adaptability and learning, and ongoing monitoring and assessments of outcomes through robust methodologies. It also shows that holistic policy interventions that target the multifaceted nature of shortages can lead to better outcomes at both individual and aggregate levels.

Table 3: Uptake of publications from Employment and labour markets, 2022

| Title | No. of downloads |
|--|------------------|
| Recovery from COVID-19: The changing structure of employment in the EU | 536 |

Key EU documents that quoted findings from research in this activity include:

- *Joint employment report 2022*
- *Employment and social developments in Europe 2022*
- *Labour market and wage developments in Europe: Annual review 2022*
- *Communication from the Commission: Attracting skills and talent to the EU*
- *A new era for Europe: How the European Union can make the most of its pandemic recovery, pursue sustainable growth, and promote global stability*

Living conditions and quality of life

The health and economic fallout following the COVID-19 pandemic has deeply affected the lives of

people living in Europe. In this activity, Eurofound focused on the impact of the crisis on the living conditions of various groups of citizens.

The report [COVID-19 and older people: Impact on their lives, support and care](#), published in January 2022, investigated the changes in older people's lives during the pandemic. The research showed how the pandemic affected the physical and mental well-being of older people and their social interactions, work, finances, and need for and use of support services and healthcare. The report presented policy measures that have been implemented in the Member States to support older people and included a wide range of policy pointers, ranging from addressing social isolation and income insecurity to improving care services and the working conditions of care workers.

A new European Disability Strategy, launched in 2021, aims to intensify progress on ensuring the full participation of people with disabilities in society. Using findings from the *Living, working and COVID-19* e-survey, Eurofound published a policy brief [People with disabilities and the COVID-19 pandemic: Findings from the Living, working and COVID-19 e-survey](#), which compared the situation of respondents with and without disabilities in four areas: access to healthcare, mental well-being, financial situation and optimism about the future. The analyses show that on all indicators the situation of people with disabilities was significantly worse. In particular, the data showed that the COVID-19 pandemic and the associated restrictions affected people with disabilities more than the population at large. Furthermore, people with disabilities reported more difficulty making ends meet and higher arrears than people without disabilities, which suggests that boosting their labour market participation is critical to address this large gap in financial security.

Analysis of Eurostat and Eurofound survey data on the pandemic's impacts on gender gaps in the labour market, unpaid work and well-being culminated in the publication of the report [COVID-19 pandemic and the gender divide at work and home](#) (October 2022). The findings show that during the COVID-19 crisis, job losses for women were most prevalent among the lowest-paid workers, while job losses for men were more evenly distributed. The pre-existing gender gaps in unpaid work persisted, leading to work-life conflicts, especially during lockdowns. Policymakers need to recognise that voluntary, flexible work arrangements – most likely to be adopted by women – can also mean increased unpaid workload and lower visibility in the workplace, with long-term consequences for career progression, pay and pensions. The COVID-19 crisis has highlighted the critical role of care services in supporting women's labour market participation, financial security and overall well-being.

In response to a request from the European Commission, Eurofound provided input on certain aspects of existing and planned measures in the Member States to improve access to essential services in reference to Principle 20 of the European Pillar of Social Rights. The scope included energy services, public transport and digital communications and focused on people at risk of poverty or social exclusion (in most cases, people on low incomes). The report [Access to essential services for people on low incomes: Energy, public transport and digital communications](#) (September 2022) describes measures across the EU, collected by the Network of Eurofound Correspondents, and provides information for understanding the diversity and similarities of the measures applied and suggests pointers on areas where policy action could be developed.

Work was concluded on an assessment of the impact of the COVID-19 pandemic on the use and delivery of public services and the changes driven by it. Input from the Network of Eurofound Correspondents, together with selected results from the e-survey, focused on mental health support services, workplace support (supported employment) and education (experiences with remote schooling and addressing learning gaps). The final publication scheduled for 2023 will also include the broader impact on personal social services, including new ways of service delivery, digital tools and users' experiences.

Table 4: Uptake of publications from Living conditions and quality of life, 2022

| Title | No. of downloads |
|---|------------------|
| COVID-19 and older people: Impact on their lives, support and care | 888 |
| COVID-19 pandemic and the gender divide at work and home | 409 |
| People with disabilities and the COVID-19 pandemic: Findings from the Living, working and COVID-19 e-survey | 291 |
| Access to essential services for people on low incomes: Energy, public transport and digital communications | 236 |

Key EU documents that quoted findings from research in this activity include:

- *Council Conclusions of 18 November 2022 on Gender equality in disrupted economies: Focus on the young generation*
- *Council Recommendation of 29 November 2022 on early childhood education and care: The Barcelona targets for 2030*
- *Communication of 7 September 2022 from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the European care strategy*
- *European Parliament resolution of 13 December 2022 towards equal rights for persons with disabilities*
- *European Parliament resolution of 13 September 2022 on the impact of COVID-19 closures of educational, cultural, youth and sports activities on children and young people in the EU*
- *European Parliament resolution of 5 July 2022 towards a common European action on care*
- *European Parliament resolution of 17 February 2022 on empowering European youth: Post-pandemic employment and social recovery*
- *Analysis of the Child Guarantee national action plans: Trends in Member States and support for refugees*

Anticipating and managing the impact of change

Two studies on the impact of digital change on work and employment were completed in 2022. Depending on their design and use in the workplace, digital technologies such as artificial intelligence, advanced robots and sensor technologies impact on many areas of working conditions, raising new ethical concerns about workers' fundamental rights. The report [Ethics in the digital workplace](#) (May 2022) maps relevant European and national policy and regulatory initiatives. It explores the positions

and views of the social partners in the policy debate on the implications of technological change for work and employment. The research also reviews a growing body of research on the topic, showing that ethical implications go well beyond legal and compliance questions, extending to issues related to quality of work. Ethical issues are more frequently raised in relation to the use of AI than other digital technologies and are most prominently debated in northern and continental Member States. Digital technologies evolve rapidly, so their use is extended beyond their original purpose. Provisions in national legislation tend to be a step behind technological change and are not always effective in cushioning the unintended effects of technologies. There is an urgent need to build on existing legislative frameworks to ensure that technologies are used ethically and responsibly in the workplace.

The retail banking sector is fertile ground for studying the impacts of digitalisation on work and employment. Financial services are increasingly provided online, without the intermediary of customer-facing institutions. Many banks in the sector have been undergoing serial restructuring since the global financial crisis, and it is one of the few service sectors with stagnant or declining employment. The case studies in the report [Going digital: Restructuring trends in retail banking](#) (published in September 2022) are examples of recent restructuring in the sector from the financial crisis, followed by digitalisation and the recent move to online retail banking. The report covers the increase in computer-facing jobs, the rise in share of specialised professionals and the high gender pay gap. The case studies also highlight how the restructuring affected employment, work organisation, and other business and employee outcomes. The case studies were added to the ERM case database.

Case studies were also used to explore the impact of new developments in human–machine interaction on work organisation and working conditions. Foresight workshops were held as part of the project, to examine scenarios on teleworking and hybrid working and a report will be published in 2023.

Eurofound’s [concept paper on the impact of climate change and climate policies](#) was published and develops a conceptual framework to outline the relevant drivers, relationships and outcomes of climate change and policies to ensure the transition to carbon neutrality. It focuses on four key domains: employment, working conditions, social dialogue and living conditions. Eurofound’s other work on the impact of climate change involved collaboration with EEA to explore the socioeconomic impact of transition to a climate-neutral economy. The results of the two-pronged backward- and forward-looking research were prepared for release in 2023 in two reports. In addition, the project on the impact on employment of the transition to a carbon-neutral economy and its effects on overall job quality, estimates the likely impact of the Fit-for-55 policy package; the findings will also be published in 2023.

Table 5: Uptake of publications from *Anticipating and managing change, 2022*

| Title | No. of downloads |
|---|------------------|
| Ethics in the digital workplace | 356 |
| Going digital: Restructuring trends in retail banking | 296 |

Key EU documents that quoted findings from research in this activity include:

- *Joint employment report 2022*

- *Demographic outlook for the European Union 2022*
- *AI and digital tools in workplace management and evaluation: An assessment of the EU's legal framework*

Promoting social cohesion and convergence

Work in this activity intensified during 2022 as social cohesion and convergence came under increasing pressure due to the ongoing crises across Europe. In the report [Economic and social inequalities in Europe in the aftermath of the COVID-19 pandemic](#), published in January 2023, Eurofound examined how inequality in the spheres of income, health, employment and education changed between 2010 and 2020. The findings reveal that the pandemic may have created inequalities between low- and high-income groups, where temporary workers, young people and those in precarious employment emerged as more vulnerable to crises. To ensure this does not continue in the increasingly flexible post-pandemic world of work, it is crucial for policymakers to tackle precarious work and increase the transparency and predictability of working conditions.

Separate research based on an extensive literature review, examined how citizens' trust in institutions – including national governments, the EU, science and the media – evolved during the COVID-19 pandemic. The report [Maintaining trust during the COVID-19 pandemic](#), published in November 2022, outlines the dynamics of trust and discontent in the context of the pandemic. Respondents who favoured social media as their main news source tended to have lower institutional trust and lower satisfaction with their governments' measures to contain COVID-19 than those who favoured traditional media. Tackling incorrect or misleading information as well as rebutting deliberately deceptive information on social media platforms must be a priority for both the EU and Member States. The research also found that low levels of trust in institutions was linked to low rates of vaccination uptake.

Eurofound continued to monitor upward convergence in Europe in 2022. The policy brief [Does Europe lead the way in institutional quality?](#), published in November 2022, presents the results of an investigation into upward convergence in the EU in respect of the six Worldwide Governance Indicators (WGIs) developed by the World Bank. Although the results show that the Member States are leaders in institutional quality globally, their performance deteriorated on all the WGIs after the 2008 crisis, especially the Mediterranean Member States. This trend is particularly worrying given the important role of institutions in strengthening the resilience of societies and in accessing EU funds that contribute to this process. The fitness for purpose of public institutions is particularly relevant at present with the implementation of the NextGenerationEU programme, as poor institutional quality could prevent access to funds and undermine the effectiveness of the programme itself.

Work on the geographical dimensions of convergence was finalised and published in the report [EU convergence: Geographical dimension, impact of COVID-19 and the role of policy](#) (March 2023). The study confirms overall upward convergence, driven by the central and eastern European Member States, which the pandemic appears to have slowed but not stopped. The analysis of trends is followed by an assessment of the potential impact of the Recovery and Resilience Facility (RRF) on convergence and a discussion of different policy scenarios to support upward convergence, based on the current experience with the RRF and the ongoing debate about the future of EU cohesion policy.

An exploration of the influence of industrial relations on convergence was completed with the publication of a working paper in April 2022. Based on a literature review, it maps and analyses the role played by industrial relations processes, in particular collective bargaining, in promoting convergence in working conditions.

Table 6: Uptake of publications from Promoting social cohesion and convergence, 2022

| Title | No. of downloads |
|--|------------------|
| Does Europe lead the way in institutional quality? | 107 |
| Maintaining trust during the COVID-19 pandemic | 98 |

Key EU documents that quoted findings from research in this activity include:

- *Employment and social developments in Europe 2022*
- *European Parliament resolution of 5 July 2022 on women’s poverty in Europe*
- *2022 report on gender equality in the EU*
- *Improving the quality of public spending in Europe: Social policy*
- *Support to mitigate Unemployment Risks in an Emergency (SURE), European Court of Auditors Special Report 28/2022*

Survey management and development

Preparations for the 2024 European Working Conditions Survey (EWCS) covered sampling, quality assurance and data protection and finalisation of the questionnaire in preparation for the pilot of the survey in 2023. External quality assessment was started for the EWCS 2021. The *Living, working and COVID-19* e-survey continued to be another highlight in this activity: the fifth round took place in spring 2022, with questions on the impact of the war in Ukraine, and generated 38,951 EU27 respondents. In collaboration with one of Eurofound’s sister agencies, ETF, the survey was piloted in 10 neighbouring countries. The results reveal at least one clear commonality across respondents from all countries: serious concerns about the rising cost of living. At the same time, the results point to a large divergence in living and working conditions between respondents in the two groups of countries, but also show large differences within the EU itself and amongst the selected EU neighbouring countries.

Continuing the investigation of potential complementary sources of data, expert advice was collected on general management and analysis of big data, its use for survey sampling, and on the use of social media data. With a view to ensuring ongoing sustainability of the surveys, the current procurement model used for the surveys was the topic for a workshop with colleagues from other data-collection agencies.

Table 7: Uptake of the fifth round of the Living, working and COVID-19 e-survey, 2022

| Title | No. of downloads |
|--|------------------|
| Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty | 2,334 |
| Living, working and COVID-19 in the European Union and 10 EU neighbouring countries | 539 |

Reacting to ad hoc information requests

To be in a position to react to changing information needs that could not be foreseen at the time of programme development as well as to ad hoc requests from policymakers, Eurofound reserved capacity to provide background papers, customised reports and short studies at the request of its stakeholders. The capacity reserved can also be used to research upcoming and unforeseen issues on the initiative of Eurofound. During this year, no ad hoc requests were initiated, but two publications in response to previous requests were published.

The report [Challenges and solutions: Case studies on European Works Councils](#) was produced at the request of BusinessEurope and published in October 2022.

An ad hoc report on essential services, begun in 2021 at the request of the European Commission in the context of a report it was producing on access to essential services, was published early September – see the section on the ‘Living conditions and quality of life’ activity above for details.

Pilot project on the minimum wage (for information only)

Work continued on the pilot project on the minimum wage. In Module 1, which looks at the enforcement of and compliance with minimum wages, the first two work packages were nearly completed, and sectoral case studies are under way. In Module 2, the database on minimum wages was tested in eight Member States, and a simplified version of the data collection tool was rolled out to the Network of Eurofound Correspondents in December. The report for Module 3, on minimum pay and tariffs for the self-employed, was published in November 2022.

Corporate communication

Key achievements for corporate communications relate to four main areas.

1. **Implement a policy focus** in all communication outputs. A total of 28 reports, 2 policy briefs, 26 policy-focused blogs and articles, and 1 fact sheet were produced and published. In addition, webinars are now a staple output, with staff providing excellent online expertise on a regular basis and contributing to online panel discussions. Seven #EurofoundLive and #AskTheExpert webinars, some produced jointly, took place on issues ranging from collective bargaining, care, youth and gender to platform work, with high levels of engagement with audiences. Also, 11 #EurofoundTalks podcasts were produced and focused on key policy issues such as gender in the context of International Women’s Day, minimum wages, platform work and care in the EU. On the Eurofound website, a new topic page [Stand with Ukraine](#) was created, while other topic pages highlighting the policy context of the research work were updated continuously in response to the changing agenda. The high level of requests for contributions to EU Presidency events and meetings also reflects the policy relevance of Eurofound’s outputs and work. Efforts to ensure user-centred communications continued, and the persona project to define the needs of policymakers and other stakeholders was completed. The results will feed into further shaping communication channels and outputs.

Implement a Digital First approach to content production and dissemination, prioritising online and mobile over traditional channels. The data story format was introduced in 2022 as a way of providing a deep dive into e-survey data; by allowing the narrative to be driven by bespoke data

visualisations rather than text, the user can better engage directly with the research and, therefore, may be more convinced of the findings. Drawing on Eurofound's e-survey, three data stories were published, highlighting concerns around mental health, democracy and trust, and energy poverty and the cost of living. The development of an effective data management strategy advanced with a review of current practices and an overview of possible pathways to an integrated data management solution that is fit for purpose. Using an agile, iterative approach to the development of a new survey data explorer, a functioning prototype was tested in November and launched in the first months of 2023. It provides stakeholders with access through a clean and basic interface to search and filter items from the EWCTS data. The rapid development method will give greater control in-house to refine and upgrade. Work on the migration of the website has been intense. A phased approach will see the complete migration by mid-2023.

Social media engagement increased most evidently in a significant increase in click-throughs to the website via social media posts on Facebook, LinkedIn and Twitter. These partnerships, which have been evaluated positively in terms of return on investment, will be continued in 2023.

The production process for the #EurofoundTalk podcasts was changed from external support to in-house, giving Eurofound more control over the content, production process timing, and final output and dissemination. A change of hosting provider resulted in wider dissemination of podcasts to more platforms, and greater insight into actual listening habits of our stakeholders and target audiences, contributing to the continuous improvement of our outputs.

3. **Exploit collaborative partnerships** for communication activities with EU Institutions (specifically the Commission and Parliament), other EU agencies, social partners, international organisations and multipliers. In 2022, Eurofound partnered specifically with the European Commission (#EYY2022 European Year of Youth and joint Europe Day event), European Parliament Office in Dublin (Europe Day), the ILO (webinar on collective bargaining), Cedefop (on the European Company Survey promotion), ETF (on dissemination of the e-survey), EIGE (on the 2022 Gender Equality Forum) and EEA (on Just Transitions and energy poverty). Also on the theme of the European Year of Youth, Eurofound teamed up with four other EU agencies and the European Parliament EMPL Committee to run a seminar exploring the challenges and opportunities facing young people. Throughout the year, input to high-level meetings and events of the French and Czech EU Presidencies was also significant, where Eurofound was frequently invited to provide not only speakers and presentations but also background papers and expertise to support the Presidencies on a range of topics. Paid media partnerships and placements were an important aspect of Eurofound's outreach activities in 2022, bringing additional visibility to the work of the organisation.
4. **Further develop national-level communication.** During 2022, there was increased emphasis on comparative national-level statistics in press and media outputs, including increased advanced media pitching to selected journalists. The visits programme continued to focus strongly on national-level engagement. The programme is now also promoted actively on social media and encourages all visitors to repost, linking in with national multipliers and influencers, such as Management Board members, NEC, and the institutions and organisations that the visitors EU represent. There was a total of

25 in-person group visits to Eurofound by a range of stakeholder organisations. Despite serious budget constraints, which saw a reduction in the translations of our outputs overall, priority was given to the highest profile items – the e-survey and the EWCTS.

Management and development

This activity has two strands: the provision of high-value support for the development of staff and the organisation as a whole; and achievement of efficiency gains by reducing the cost and administrative burden for the organisation (see Section 2.6 Strategy for efficiency gains).

- When the restrictions on working from the office were lifted during the first quarter of 2022, the office environment was well equipped with health and safety measures and technological tools to support a hybrid work organisation. Staff work a minimum of two days in the office. A support and well-being programme continued to be in place to sustain personal resilience and social interaction.
- Strengthening capabilities to ensure a high-performing organisation remains at the heart of Eurofound’s strategy for its 2021–2024 programme, with various initiatives under way to foster a culture of innovation and learning. A study was commissioned to evaluate the learning and development approach and strategy of Eurofound. The recommendations were taken up in a set of actions to achieve and maintain the highest quality and timeliness of the programme activities. See also Section 2.12 Implementation of evaluation programme.

1.3 Progress against key performance indicators 2022

1.3.1 Key performance indicators (KPIs)

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

Results indicators

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

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

Indicator of scientifically sound delivery

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

Input and output indicators

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

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

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

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

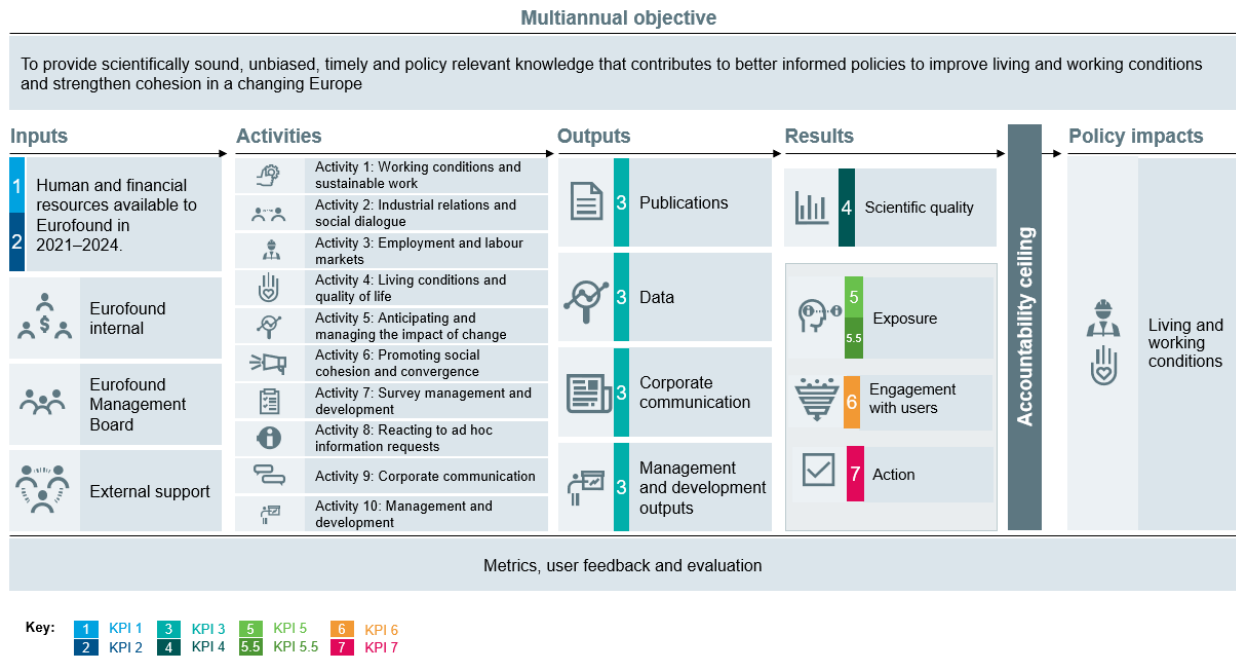
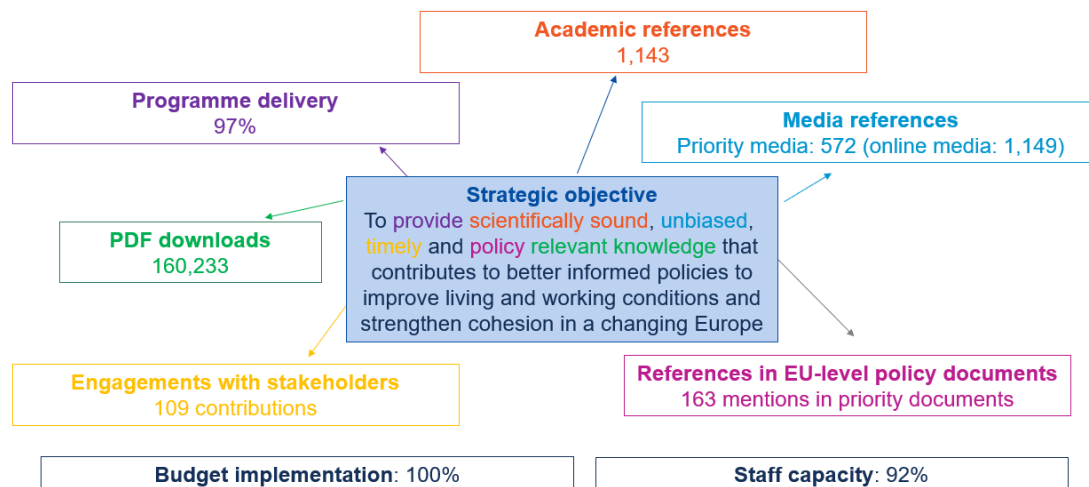


Figure 2: Eurofound’s KPI results in summary
Eurofound performance 2022



1.3.2 Results indicators

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

Table 8: Summary of performance, 2019–2022

| Indicator | 2022 | 2021 | 2020 | 2019 |
|--|------------------------|----------------------|-----------------------|---------------------|
| Uptake of Eurofound’s expertise in key European-level policy documents (out of total registered European-level policy documents) | 163 out of 198 (82.3%) | 152 out of 206 (74%) | 95 out of 274 (34.6%) | 52 out of 185 (28%) |

Eurofound contributed to 198 European-level policy documents in 2022, of which 163 were key European-level policy documents from the European Commission, the Council of the European Union, the European Parliament, the European Economic and Social Committee (EESC), the Committee of the Regions (CoR), the EU social partners, and advisory bodies to the EU (such as EMCO and the Social Protection Committee (SPC)). Key European-level policy documents are those that initiate policy processes, are of a consultative or advisory nature, or are reports with comprehensive uptake of Eurofound’s knowledge. The breakdown by organisation type is shown in Figure 3.

Figure 3: Number of key European-level policy documents citing Eurofound research, by source, 2022

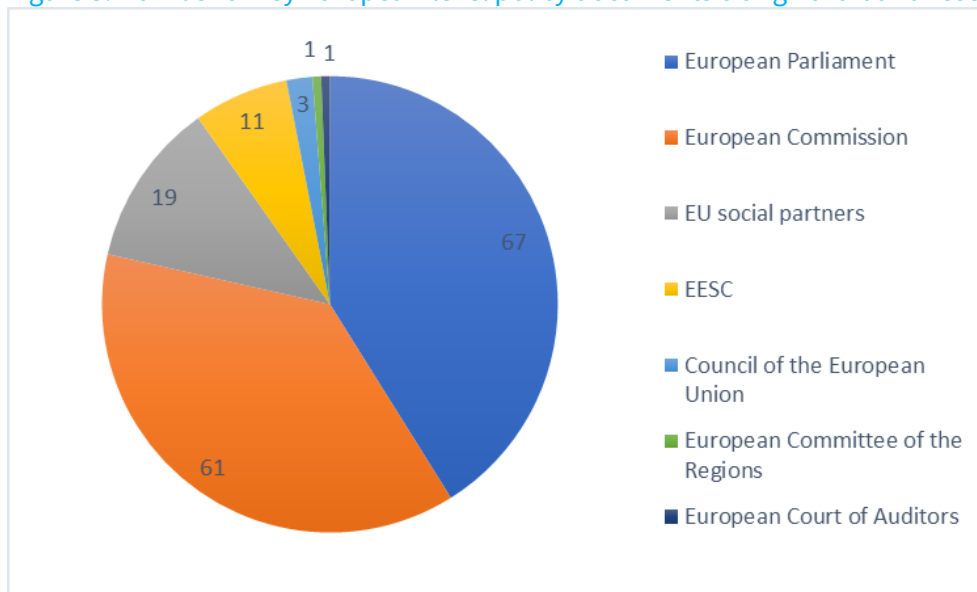


Table 9: Number of key European-level policy documents and total registered documents citing Eurofound research, by source, 2022

| | No. of key European-level policy documents | Total no. of registered documents |
|-------------------------------|--|-----------------------------------|
| European Parliament | 67 | 68 |
| European Commission | 61 | 88 |
| EU social partners | 19 | 25 |
| EESC | 11 | 11 |
| Council of the European Union | 3 | 3 |
| CoR | 1 | 2 |
| European Court of Auditors | 1 | 1 |

Highlights of European-level policy documents that took up Eurofound's research

- 11 legislative and non-legislative procedures
- 3 Council conclusions and recommendations
- 9 European Parliament resolutions
- 3 European Commission communications
- 15 reports of the European Commission with significant uptake
- 9 EESC resolutions and opinions
- 5 EU social partner resolutions and positions

Table 10: Top outputs cited in key EU policy documents, 2022

| Title | No. of citations |
|--|------------------|
| 1. Living, working and COVID-19 (23) + First findings (3) + data (7) | 33 |
| 2. Tackling labour shortages in EU Member States | 23 |
| 3. Sixth European Working Conditions Survey – Overview report (12) + data (7) | 19 |
| 4. Long-term care workforce: Employment and working conditions | 16 |
| 5. EU PolicyWatch | 12 |
| 6. COVID-19: Implications for employment and working life | 11 |
| 7. Impact of COVID-19 on young people in the EU | |
| 8. Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year | 9 |
| 9. Education, healthcare and housing: How access changed for children and families in 2020 | 7 |
| 10. Minimum wages in 2021: Annual review | |
| 11. European Industrial Relations Dictionary | 6 |
| 12. New forms of employment (2) + 2020 update (4) | |
| 13. Teleworkability and the COVID-19 crisis: A new digital divide? | |
| 14. Working conditions and sustainable work: An analysis using the job quality framework | |
| 15. COVID-19: Policy responses across Europe | 5 |
| 16. European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society (2) + data (3) | |
| 17. Involvement of social partners in the national recovery and resilience plans | |
| 18. The digital age: Implications of automation, digitisation and platforms for work and employment | |
| 19. Upward convergence in gender equality: How close is the Union of equality? | |
| 20. Wages in long-term care and other social services 21% below average | |
| 21. What just happened? COVID-19 lockdowns and change in the labour market | |
| 22. Women and labour market equality: Has COVID-19 rolled back recent gains? | |
| 23. Working anytime, anywhere: The effects on the world of work | |

See Annex 1 for the full listing.

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

Table 11: Summary of performance, 2019–2022

| Indicator | 2022 | 2021 | 2020 | 2019 |
|---|----------------------|----------------------|----------------------|---------------------|
| Eurofound’s engagement with stakeholders in meetings and events (out of contributions to events in total) | 109 out of 250 (44%) | 172 out of 360 (48%) | 109 out of 202 (54%) | 97 out of 212 (45%) |

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

is a sign of trust in the quality of our research and in the relationships that are built and maintained over time. Against the background of severe limitations in opportunities for meetings in person and the rapid adaptation to other platforms during the COVID-19 pandemic lockdowns and restrictions, Eurofound continued to make a strong contribution to high-level policy debate. Overall, Eurofound staff recorded 250 engagements at policy-relevant events and meetings in 2022, with 109 of these (44%) at the request of stakeholders in the organisations mentioned in Figure 4, which marks a return to pre-pandemic levels.

Figure 4: Number of engagements with stakeholders, by EU institution and social partners, 2022

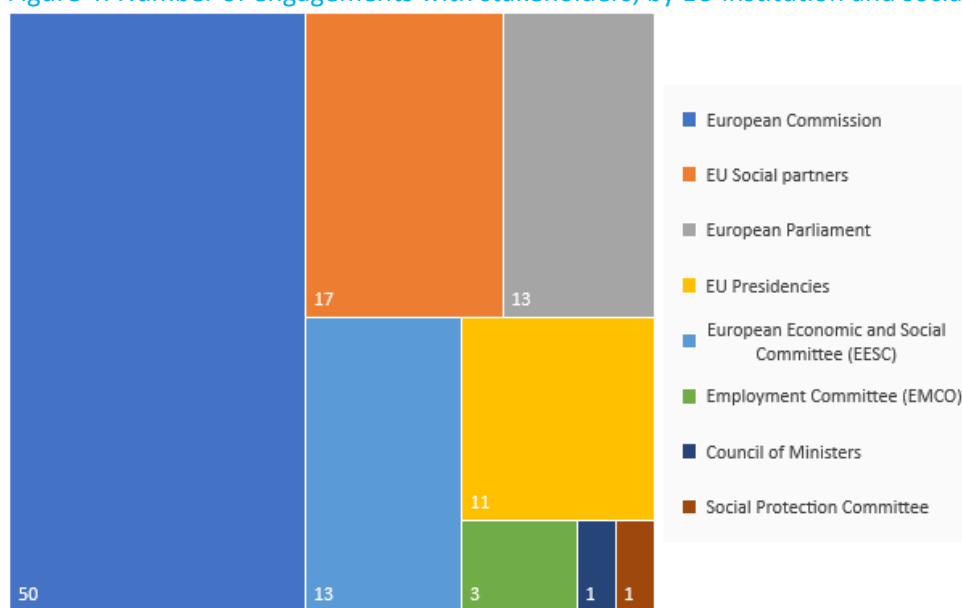


Table 12: Stakeholder engagement highlights, by activity, 2022

| Date | Event | Organiser |
|---|--|---------------------|
| Working conditions and sustainable work | | |
| 1 June | Virtual – High-level event: <i>Improving access to social protection for the self-employed in the EU</i> | European Commission |
| 18 October | Virtual – EESC public hearing: <i>Supporting labour market developments how to maintain employability, boost productivity and develop skills, especially in SMEs</i> | EESC |
| 24 September | Background paper at the request of the Czech EU Presidency for the high-level conference: <i>Tackling energy poverty: EU approach and sharing best practices</i> | EU Presidencies |
| Industrial relations and social dialogue | | |
| 15 February | Informal meeting of EPSCO hosted by the French Presidency | EU Presidencies |
| 23 February | Virtual – Eurofound input to European Commission proposal on platform work | European Parliament |
| 10 May | Virtual – DG EMPL seminar: <i>Adequate minimum wages in the EU: The way forward</i> | European Commission |
| Employment and labour markets | | |
| 28 March | Virtual – EESC Labour Market Observatory remote public hearing: <i>Youth in the EU labour market</i> | EESC |

| | | |
|---|---|--|
| 19 May | Informal meeting of EMCO hosted by the French Presidency | EU Presidencies; EMCO |
| 29 June | Virtual – EESC public hearing: <i>The work of the future: ensuring lifelong learning and training of employees</i> | EESC |
| 24 October | EPSU Health and Social Care Pan European Conference 2022: <i>Better working conditions means high quality health care</i> | EU social partners |
| Living conditions and quality of life | | |
| 7 July | Czech Presidency High-Level Conference on Child Support in the Context of the Child Guarantee | EU Presidencies |
| 20 September | Czech Presidency Conference on the Integration of People with Disabilities into the Labour Market | EU Presidencies; national governments |
| 7 November | EMPL Committee hearing on the European Child Guarantee | European Parliament |
| 17 November | European Employment and Social Rights Forum | European Commission |
| Anticipating and managing the impact of change | | |
| 5 January | Nomination to the Expert Group on Revision of the Barcelona Targets on Childcare | European Commission |
| 14 February | Public Employment Services Network Stakeholder event | European Commission |
| 2 November | ILO Future of Work podcast: <i>Global shifts in employment structures: A new geography of jobs?</i> | European Commission; ILO |
| Promoting social cohesion and convergence | | |
| 20 September | JRC and DG ECFIN Annual Research Conference 2022: <i>How to turn green in the European way</i> | European Commission |
| 14 November | Virtual – Informal meeting of EURES Coordinators hosted by the Czech Presidency | EU Presidencies |
| 1 December | Virtual – Seminar: <i>Impact of the new active labour market policy in Europe</i> | EU social partners |
| Survey management and development | | |
| 22 June | European Council Youth Working Party meeting | European Commission |
| 13 December | Virtual – Interview in the context of a study for the European Parliament on the impact of COVID-19 on different groups | European Parliament; private sector consulting company |
| Corporate communication | | |
| 1 February | Annual presentation of work programme to the EMPL Committee | European Parliament |
| 25 February | Conference on the Future of Europe | European Commission; European Parliament; Council of Ministers |
| 8 September | <i>Youth first! Employment, skills and social policies that work for young Europeans in times of uncertainty</i> | European Parliament; EU agencies |

Uptake of Eurofound knowledge in the media (KPI 5.5)

Table 13: Summary of performance, 2021–2022

| Indicator | 2022 | 2021 | 2020 |
|--|------|-------|-------|
| Uptake of Eurofound knowledge in the media | 572 | 1,083 | (703) |

Facilitating the uptake of Eurofound expertise through the media is an important way to reach stakeholders at EU and national levels. Including Eurofound’s media performance as a corporate KPI helps to provide a more coherent picture of the ways in which Eurofound can most effectively contribute its expertise across the EU and the Member States. The KPI measures the uptake of Eurofound expertise in articles referring to Eurofound’s research data and analysis in recognised local, national and international media, distributed through print and online sources defined as priority media outlets.

Eurofound experienced exceptional growth in its media references in 2021, up significantly from its baseline in 2020, on the back of timely and relevant information related to the COVID-19 pandemic. During the same time, it grew its contact base with journalists who report on socioeconomic issues from around 6,000 to just below 10,000. In 2022, the recorded number of references in priority media outlets fell to 572, which is on par with pre-pandemic levels.

Media uptake should be seen in light of the significant growth in views of press material in Eurofound’s online newsroom, with 78,181 views in 2022 (taking as a baseline 54,628 views in 2020, and 74,487 in 2021). Overall for 2022, the most read stories were on telework, platform work, the cost-of-living crisis, work–life balance and working hours, the effects of the COVID-19 crisis on gender equality and mental health, and minimum wages.

Figure 5: Top 10 topics in media articles referring to Eurofound’s research, 2022



Furthermore, reaching out and engaging with its stakeholders and target audiences via social media remains central to Eurofound’s communication strategy and media mix. While social media communication is not a KPI, it is a significant driver of KPI 5, 5.5 and 6, together with targeted and timely email marketing, press work and media partnerships and placements. By dedicating a resource in 2022 to produce relevant social media editorial content comprehensively covering all aspects of Eurofound’s

work, the numbers of followers on Twitter, LinkedIn and Facebook have increased dramatically during the year, as have the metrics on reach, engagement and click-through to the Eurofound website.

Uptake of and engagement with Eurofound’s knowledge through its website and other corporate platforms (KPI5)

Table 14: Summary of performance, 2019–2022

| Indicator | | 2022 | 2021 | 2020 | 2019 |
|---|-----------------|---|-----------|-----------|-----------|
| Uptake of and engagement with Eurofound’s knowledge through its website and other corporate platforms | HTML page views | Measured: 2,190,593 Corrected: 2,651,489 | 2,998,125 | 3,174,382 | 2,548,102 |
| | PDF downloads | Measured: 133,868 Corrected: 160,233 | 174,878 | 188,556 | 175,761 |

Note: Due to data protection legal requirements, users of Eurofound’s website must now give their consent to be tracked by cookies. This change decreases the measurable number of page views and downloads. Cookie consent statistics indicate that the share of users who decline to be tracked is 30%, indicating that the measured numbers likely only reflect 70% of the entire population of website users. As the cookie consent banner was introduced in May 2022, data for 2022 are not comparable to previous years. To provide meaningful comparison, the ‘corrected’ figures add the missing 30% of users for June–December 2022, under the assumption that users who did not consent to cookies have the same user behaviour as users who accepted cookies.

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

Table 15: Top 10 PDF downloads, 2022

| No. | Title | No. of downloads |
|-----|---|------------------|
| 1 | Living, working and COVID-19 | 3,660 |
| 2 | Sixth European Working Conditions Survey – Overview report | 3,639 |
| 3 | Working anytime, anywhere: The effects on the world of work | 2,356 |
| 4 | Fifth round of the <i>Living, working and COVID-19</i> e-survey: Living in a new era of uncertainty | 2,334 |
| 5 | Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year | 2,152 |
| 6 | Living and working in Europe 2021 | 1,601 |
| 7 | Impact of COVID-19 on young people in the EU | 1,467 |
| 8 | Right to disconnect: Exploring company practices | 1,454 |
| 9 | The digital age: Implications of automation, digitisation and platforms for work and | 1,402 |

| | | |
|----|--|-------|
| | employment | |
| 10 | Telework in the EU: Regulatory frameworks and recent updates | 1,395 |

1.3.3 Indicator of scientifically sound delivery

Recognition of the scientific quality of Eurofound’s research

Table 16: Summary of performance, 2019–2022

| Indicator | 2022 | 2021 | 2020 | 2019 |
|--|-------|-------|-------|------|
| Recognition of the scientific quality of Eurofound’s research (number of articles mentioning Eurofound in academic journals) | 1,143 | 1,220 | 1,034 | 880 |

This KPI measures by proxy the recognition of the scientific quality and credibility of Eurofound’s work in the academic community. At least 1,143 articles published in peer-reviewed academic journals during 2022 mentioned Eurofound.

The most cited publications are: *Sixth European Working Conditions Survey – Overview report*; *Living, working and COVID-19*; and *Working anytime, anywhere: The effects on the world of work*.

Table 17: Reports that have been cited at least 12 times since publication

| No. | Title | No. of citations |
|-----|---|------------------|
| 1 | Living, working and COVID-19 | 124 |
| 2 | Sixth European Working Conditions Survey – Overview report | 85 |
| 3 | Working anytime, anywhere: The effects on the world of work | 73 |
| 4 | European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society | 28 |
| 5 | Telework and ICT-based mobile work: Flexible working in the digital age | 26 |
| 6 | Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year | 24 |
| 7 | Working conditions in a global perspective | 19 |
| 8 | Working conditions and workers’ health | 18 |
| 9 | Exploring self-employment in the European Union | 17 |
| 10 | COVID-19: Implications for employment and working life | 17 |
| 11 | Burnout in the workplace: A review of data and policy responses in the EU | 13 |
| 12 | Employment and working conditions of selected types of platform work | 12 |
| 13 | Long-term care workforce: Employment and working conditions | 12 |

1.3.4 Input and output indicators

Programme delivery (KPI 3)

Table 18 : Summary of performance, 2019–2022

| Indicator | 2022 | 2021 | 2020 | 2019 |
|--|------|------|------|------|
| Programme delivery (percentage of key outputs delivered within the programming year) | 97% | 93% | 98% | 91% |

Eurofound’s effectiveness in delivering its work programme is measured by the number of outputs delivered in 2022 as per the plan. A total of 30 outputs out of the 31 in scope were delivered in 2022, hence the achievement for the year is 97%, which is above the target of 80%. Outputs are defined as final deliverables from a project in any of the activities listed in the annual work programme. These outputs – planned for delivery in the work programme year – constitute the measurement baseline and count positively against the target when delivered within the year. In 2022, only 8 KPI 3 publications were handed over in Q1 and Q2, then 12 in Q3 and 11 in Q4, creating a high risk of an unsustainable workload by year end and reducing the time and attention available to share the findings with stakeholders.

For future work programmes (starting with 2023), a better spread of handover/publication dates over all quarters of the year has been planned.



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

Other input and output indicators

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

2. Management

2.1 Management Board

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

Three Executive Board meetings were held in 2022. The summer Group meetings were held online on 30 June. The 6th Management Board meeting took place on 18 November in Dublin, with a reasonably high level of in-person attendance of the members, although online participation was also possible. During the meeting, Ms Rossi (Employers) was elected as Chair for one year. Three Deputy Chairs were elected as follows: Mr Ciechański (Governments), Mr Kouwenberg (Workers) and Ms Kauffmann (Commission); see Decision 60. A new coordinator for the Employers Group, Anna Kwiatkiewicz (BusinessEurope), was appointed in June. See Annex 9 for a full list of Management Board members and Advisory Committees as of 31 December 2022.

Following a formal decision by the Management Board (see Decision 55), the Executive Directors of ETF, FRA and EIGE participated in person or were represented at the Management Board meeting for the first time, joining colleagues from EU-OSHA and Cedefop, who already joined the meetings in the past. Such participation is in line with the reinforced cooperation foreseen in the Commission's 2019 staff working document on the evaluation of the EU agencies working in the employment and social affairs policy field.

Social partners representing the EFTA/EEA countries also participate as observers.

In 2022, the Management Board Committee on Staff Matters adopted three decisions: to opt out of the Commission Decision (C)2022 1788 on working time and hybrid working; on the conduct of administrative inquiries and disciplinary procedures; and in relation to a complaint by a staff member under Article 90(2) of the Staff Regulations.

Table 19: Overview of decisions taken by the Management Board in 2022

| Decision no. | Description | Date of decision |
|--------------|--|------------------|
| 51. | Adopting <i>Programming document 2023</i> | 31 January |
| 52. | Adopting carryovers | 31 January |
| 53. | Adopting the procurement plan 2022 | 31 January |
| 54. | Amendment 2 to budget 2021 | 29 April |
| 55. | Observers at Management Board meeting | 29 April |
| 56. | Adopting the <i>Consolidated annual activity report (CAAR) 2021</i> | 24 June |
| 57. | Adopting the final accounts 2021 | 24 June |
| 58. | Adopting final minutes of the fifth Management Board meeting, 19 November 2021 | 24 June |
| 59. | Adopting <i>Programming document 2023</i> with minor revisions | 18 November |

| | | |
|-----|--|-------------|
| 60. | Electing Chair and Deputy Chairs of the Management Board | 18 November |
| 61. | Appointing alternate member of the Management Board Committee on Staff Matters | 18 November |
| 62. | Adopting dates of meetings of the Management Board, Executive Board and Groups in 2023 | 18 November |
| 63. | Adopting amending budget 2022 | 21 December |
| 64. | Adopting final budget 2023 | 21 December |

2.2 Major developments

During 2022, Eurofound’s Executive Director continued to represent the Agency in a wide range of meetings and presentations with key stakeholders at EU and national levels. For the first time in the Agency’s history, Ireland’s President Michael D. Higgins received Eurofound’s Executive Director for an in-depth dialogue on issues of mutual interest. Other presentations and visits have been mentioned in Chapter 1 of this report.

The hybrid working arrangements whereby staff work a minimum of two days in the office and telework for the remaining days became well established. At regular intervals, management together with the Staff Committee reflected on this new way of working and the impact on mental health, workload, and the collaborative and innovative capabilities of the Agency. The organisation was strengthened with the appointment of two new Heads of Unit in the research area. A successful call for internal mobility provided professional growth opportunities for individual staff and the ongoing benefit of their experience for the organisation.

The innovation strategy focused in 2022 on three priorities: (1) Space for creative thinking; (2) Innovation in daily life and (3) Learning: a knowledge organisation. New staff-led initiatives started, such as a series of research talks on methodological topics and a series of ‘think-ins’ to broaden the staff toolkit for problem solving. An internal team was set up to raise awareness on foresight, a methodology that is gaining momentum across the EU. A task force on data collection was launched to examine alternative and innovative ways of collecting data so that Eurofound is prepared to meet its future data needs.

Improvements in efficiency were a priority in light of the ongoing resource constraints on meeting stakeholder expectations and staff ambitions. These constraints were aggravated by rising inflation and energy costs. Early in the year, a review of the cost of all outsourced tasks and activities was carried out, with a focus on ensuring their continued added value. The 2022 priorities related to the EMAS certification combined efficiency gains with the commitment to environmental sustainability.

2.2.1 Collaboration

Reinforced cooperation with other EU agencies: A strategic component of Eurofound’s work

Eurofound seeks and maintains a close working relationship with other EU agencies, and its *Programming document 2021–2024* refers to collaborations and partnerships as a specific strategic component of implementing this principle. Eurofound commits to continued cooperation by building on

well-established collaboration with its sister agencies in the employment and social affairs policy field (Cedefop, ELA, EU-OSHA and ETF) as well as other agencies whose work relates to Eurofound's own (EIGE, FRA, EEA and ECDC). The joint event organised by the five EU agencies under DG EMPL and the EMPL Committee of the European Parliament on 8 September 2022 to explore the challenges and opportunities facing young people is a clear example of such commitment.¹

Memoranda of understanding (MoUs) or collaboration agreements are in place with Cedefop, EU-OSHA, ETF, EIGE, FRA and, since June 2022, ELA. They set out to identify areas of close cooperation, with a view to maximise synergies, avoid duplication of activities and learn from each other. The exchange and coordination of work programmes leads to the selection of joint activities of shared interest, which result in annual action plans that are discussed and mutually agreed by the Directors.

Collaboration on surveys is well established. Since jointly conducting in the European Company Survey (ECS) 2019 and the ECS COVID-19 follow-up online survey (fielded in November 2020), Eurofound and Cedefop have worked together on ECS secondary analyses resulting in some joint publications, for instance on innovation and workplace practices.² Work continues on finalising a joint analysis of skills use and skills strategies in Europe,³ which will now serve as an input to the European Year of Skills 2023.

Another exemplary and more recent case of joint work on surveys is the collaboration with ETF to field Round 5 (March–May 2022) of Eurofound's *Living, working and COVID-19* e-survey in 10 neighbouring countries, thereby going beyond the EU27, using an adapted questionnaire. First findings were presented by ETF and Eurofound at the webinar *People, work, education: Making sense of the impact of the global pandemic* on 19 October 2022. Following this positive experience, Eurofound and ETF are considering fielding another joint survey wave in 2023 with a focus on youth, possibly including Ukraine. (The two agencies worked together on a country profile of Ukraine, published in November 2022).

Regular exchange of information on surveys and their development is also an important element of the collaboration with EIGE, FRA and EU-OSHA. In the context of Eurofound's work on the EWCS 2024 questionnaire development, representatives of these agencies took part in the expert group meeting in March 2022. Collaboration continues also within the framework of the EU Agencies Network on Scientific Advice (EU-ANSA). Eurofound presented its experiences with the *Living, working and COVID-19* e-survey in an EU-ANSA seminar on the use of online surveys in November 2022.

Several other important collaboration activities are taking place in thematic areas of relevance to Eurofound's work. For instance, there is close coordination with EIGE on the analysis of gender gaps in labour markets, working and living conditions. In 2021, Eurofound and EIGE published a joint policy brief investigating patterns of convergence in the Gender Equality Index⁴ among the Member States, combining the complementary methodological expertise of both agencies. The two agencies joined forces again in 2022 to research the socioeconomic impact of the COVID-19 pandemic on women and men and the issue of unpaid care. To mark International Women's Day, 8 March 2022, Eurofound and

¹ Further information on the event and the programme can be found at [Youth first! Employment, skills and social policies that work for young Europeans in times of uncertainty](#)

² Eurofound and Cedefop (2021): [Innovation in EU companies: Do workplace practices matter?](#)

³ [Forthcoming report](#), planned for publication in December 2022

⁴ Eurofound and EIGE (2021): [Upward convergence in gender equality: How close is the Union of equality?](#)

EIGE organised a webinar⁵ and a podcast⁶ on the topic of gender equality, with contributions from EIGE's Director and Eurofound's Deputy Director. More recently, on 24 October 2022, Eurofound contributed to EIGE's first-ever Gender Equality Forum with a dedicated workshop entitled *Living and working in Europe in an era of disruption: Gendered impacts, challenges and opportunities*.⁷

Platform work and telework and hybrid work are also areas where exchange of expertise and knowledge have increased, as each agency provides a complementary angle on the subject. Joint work on platform work is being carried out between Eurofound and EIGE, with a focus on gender. Eurofound continues to produce valuable research on regulatory frameworks and working conditions of telework and is coordinating with EU-OSHA on this work. Platform work and telework, and their cross-border aspects, are also among the topics of common interest with ELA and were discussed at ELA's visit to Eurofound on 13 October 2022. The visit offered the opportunity to explore areas of cooperation and build on synergies for a joint action plan for 2022–2023.

Cooperation with EEA in the area of anticipating and managing the impact of the transition to a carbon-neutral economy has also been established. A joint publication combining the findings of Eurofound's and EEA's research on the socioeconomic impacts of climate policies, including their distributional effects, was published in autumn 2021.⁸ The two agencies also worked together on the topics of convergence, inequalities and Just Transition, which will result in a joint publication in 2023. Eurofound actively contributes to the EU-ANSA cluster activity 'Sustainable development: Towards a just transition to a green, carbon-neutral economy'. This collaboration resulted in a joint publication with Cedefop, EEA, EU-OSHA, EIGE and FRA on the socioeconomic aspects of sustainable development in January 2022.⁹ In the context of the EU-ANSA socioeconomic cluster, Eurofound and Cedefop also organised a seminar on skills and job quality for a Just Transition on 12 December 2022. The seminar aimed to promote the sharing and exchange of existing knowledge and expertise between the agencies, while encouraging the discovery of common areas of interest and potential collaboration.

Collaboration has also been strengthened with ECDC, given their interest on the profound implications of the COVID-19 pandemic not only for health but also for societal well-being. Joint analysis of ECDC data (database on non-pharmaceutical interventions (NPIs)) and Eurofound data (e-survey) is currently being performed to investigate the societal impact of NPIs in response to the COVID-19 pandemic in the EU.

Besides research and communication activities, other key areas of inter-agency cooperation include administration, shared services, internal control and risk assessment, where exchanges between agencies in partnership with DG EMPL have been increasing since 2018, following the cross-agencies evaluation. In the context of the EU agencies' Performance Development Network (PDN), Eurofound is taking leading role in joint conceptual work on the monitoring and measurement of the agencies' impact

⁵ [#AskTheExpert: Reassessing gender inequalities in the labour market: impact of COVID-19 pandemic](#)

⁶ Eurofound Talks, [Episode 4 – Gender equality](#)

⁷ Further details on Eurofound workshop programme can be at [Living and working in Europe in an era of disruption: Gendered impacts, challenges and opportunities](#)

⁸ Eurofound and the European Environment Agency (2021): [Exploring the social challenges of low-carbon energy policies in Europe](#)

⁹ Eurofound, Cedefop, EEA, EU-OSHA, EIGE and FRA (2022): [EU-ANSA mapping report: Socioeconomic aspects of sustainable development](#).

and their contribution to the EU policy agenda. In 2021, Eurofound and 14 other agencies launched a joint tender on the provision of evaluation and feedback services.¹⁰ A Service Level Agreement (SLA) is currently in place with ELA sharing the service of Eurofound's accounting officer. Sharing ICT systems is another area where efficiency gains overall have been achieved. Eurofound has a SLA with EUIPO for ICT backup location.

In addition to the above cooperation activities with other agencies, Eurofound is building on its relationship with the JRC. We are collaborating closely with JRC Seville Unit B4 on digitalisation, new forms of work and monitoring structural change in the labour market. Several joint publications have been produced so far, including reports on the impact of the COVID-19 pandemic on employment and the 'teleworkability' of jobs. The two agencies together with EU-OSHA published a report on data-driven forms of management in 2022. In 2021, the update of the European database of tasks indices was also jointly performed. Ongoing collaboration is also taking place in the area of platform work, with a joint analysis of the third wave of data from the Collaborative Economy and Employment (COLLEEM) survey. Eurofound was also closely involved in the joint ILO/JRC initiative entitled 'Global shifts in the employment structure', which resulted in a written contribution to and participation in the final conference in May 2023. In 2023, JRC Seville is contributing to Eurofound's project on regional change in employment structure following the COVID-19 pandemic.

Eurofound also maintains close working relationships with international organisations such as the International Labour Organization (ILO) and the Organisation for Cooperation and Development (OECD), which provides a global perspective in the analysis of EU policy issues. On 22 and 23 September Eurofound welcomed senior representatives from the ILO, during which a new framework agreement for cooperation was signed. During the visit, activities and projects on which to collaborate over 2022–2025 were identified. Earlier, in June, Eurofound and the ILO jointly organised a webinar on collective bargaining and social dialogue. Eurofound is also closely involved in the joint ILO/JRC initiative on global shifts in the employment structure, which will result in a written contribution and participation in a conference in 2023. The OECD and Eurofound continue to collaborate successfully on an ad hoc basis in several research areas, including job quality, well-being, minimum and living wages and collective bargaining, to name a few.

2.2.2 EU Agencies Network

Cooperation with other agencies creates additional value and unlocks synergies, but requires appropriate resources. Eurofound chaired the subnetwork EU-ANSA (Agencies Network on Scientific Advice) during the first half of 2021. The biannual plenary was held in May and focused on how EU agencies could better coordinate and collaborate on scientific advice in times of crisis.

¹⁰ The [contract notice](#) has been published in the EU public procurement website, TED.

2.3 Budgetary and financial management

2.3.1. Report on budgetary and financial management

Budget implementation

Eurofound continued its activities and was able to deliver its work programme without any significant changes either on the operational or the financial sides. The return to the ‘new normal’ after the COVID-19 pandemic went smoothly; missions and in-person onsite meetings and events as well as full canteen services resumed during the second half of 2022.

The main budgetary pressure was caused by further increases in the Irish country coefficient and basic salaries in 2022. In addition, the global energy crisis and high inflation rates in Ireland resulted in soaring utility bills and unforeseen rises in building maintenance costs, which had to be covered by savings in other areas of Eurofound’s budget.

The original budget of €22,270,000 was adopted on 21 December 2021 by the Management Board. During 2022, Eurofound conducted three formal forecast reviews during which all project plans and changes in the operating context were discussed. As a result of each exercise, Eurofound drew up a new budget scenario. The first amending budget was prepared in the beginning of December 2022. All revenue and expenditure budget lines were adjusted according to the latest forecast as at the end of November 2022 to give a clear and transparent view of the forecasted budget execution. The changes and transfers of funds between the different budget lines made it possible to achieve a high budget execution. In the amending budget, the significantly increased figures for Title 1 reflected adjustments announced in the Eurostat reports on the 2022 intermediate and annual updates of remuneration and pensions of EU officials. These adjustments were:

- an interim salary increase announced in May 2022, effective from 1 January 2022, which increased salaries by 2.4% for the full year
- an additional annual salary update, effective from 1 July 2022 of 2%
- retroactive salary indexation of 2.5%, effective from 1 July 2022, due to the released part of a suspended update in 2020 (which at the time was suspended because of the COVID-19-related economic downturn)
- an increase of the country coefficient for Ireland from 133.6 to 136.9, effective from 1 January 2022, for the first half of the year and a very slight decrease to 136.3, effective from 1 July 2022 for the second half of 2022

Throughout the year, Eurofound actively looked for savings to ensure sufficient funds for the salary adjustments. Missions and in-person meetings did not resume until the second half of 2022, and, therefore, significant savings were made in these areas. Further savings were made in the migration of Eurofound’s website to a new software version, as the majority of the funding required in 2022 had been committed already in 2021. In studies and research, there was no spending on projects under the

‘Reacting to ad hoc information requests’ activity. Further savings in other research projects were realised as a result of changes in some project plans. Most savings in studies and research were reallocated to top up existing research project budgets or to frontload the multiannual EWCS included in the 2023 programming period. Although Title 3 had to be reduced, the final amending budget figure is considerably higher than expected at mid-year.

Eurofound carried out an efficiency exercise during the first quarter of 2022. The purpose of this exercise was to assess all ongoing outsourced work, services and procurement contracts to find out if any savings could be made or efficiencies gained by doing some work in-house or sharing services. The evolution of the Irish country coefficient in previous years was expected to hit Eurofound’s budget fairly harshly in 2022. Therefore, savings were sought in all areas of the budget in order to fund the increases in Title 1, while the EU subsidy, the main source of Eurofound’s income, was unchanged in 2022.

The final amending budget of €22,438,000 was adopted by the Management Board on 21 December 2022. This amount included appropriations from C1, C4 and new R0 funds of the current year. General C1 budget appropriations available for activities authorised in the *Programming document 2022* amounted to €22,200,060. Final commitments made from C1 appropriations were €22,199,624. Therefore, the final budget implementation rate measured by commitments made from C1 budget appropriations is 100% (in 2021, it was also 100%).

Budget outturn

The provisional budget outturn account for 2022 was sent to the Commission in early January 2023. The balance of this account shows a budget surplus of €14,028.31

Table 20: Summary of performance, 2019–2022

| Indicator | Target | 2022 | 2021 | 2020 | 2019 |
|-----------------------|--------|---|---|--|--|
| Budget implementation | 98% | 100.0% Amending budget: €22,438,000 | 100.0% Amending budget: €22,757,000 | 99.9% Amending budget: €21,741,655 | 99.9% Amending budget: €22,024,000 |

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

Overall, in respect of C1 appropriations, i.e. the subsidy granted within the EU general budget and other general revenue, Eurofound achieved a very high budget implementation rate of 100%. Only €435.67 (or 0.002%) of C1 appropriations were cancelled.

Transfers and amending budgets

65 credit transfers were executed in order to enable high budget execution and to meet the requirements for the final budget forecast (in 2021, 69 credit transfers were made). Most of the budget transfers were carried out in the context of the salary adjustments and the increase of the Irish country coefficient from 133.6 to 136.3 applicable to staff salaries and salary-related expenditure.

The Management Board was regularly informed of credit transfers in the Executive Director’s progress reports. On 21 December 2022, the Management Board adopted a first amending budget in which revenue and expenditure budget lines were adjusted according to the latest forecast in November.

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

The actual payment appropriations carried forward to 2023 amounted to €4,455,441 (or 21.1%) for final C1 appropriation. They were €1,411,027 higher than the original expectation of €3,044,414 established during Q2 of 2022 by basing them on initial project, contract and procurement plans (in 2021, €3,571,195, or 16.3%, of C1 appropriations were carried forward). For the most part, these related to multiannual projects and the Network of Eurofound Correspondents, which were implemented, by and large, in accordance with the 2022 work programme.

Actual cumulative total carry-forward appropriations were about €1,411,027 higher than originally planned. The main increases in carry-forward appropriations are explained by commitments that were made during the last quarter as a result of reallocation of final savings realised and surplus available in other areas of Eurofound’s budget. Around €400,000 was reallocated to top up existing research project budgets or to frontload some research projects from the 2023 programming period. €120,000 was reassigned to continue the web migration project to the new software version Drupal 9. Furthermore, an €80,000 reallocation was made for essential IT infrastructure upgrades and cloud services. In addition to the aforementioned reallocation decisions, there was also a change in the payment plan related to the contract for the EWCS. Due to a mutual agreement with the contractor, it was decided to postpone the submission of some planned deliverables and focus instead on the finalisation of the survey questionnaire. This agreement led to an increase of carry-forward appropriations by €600,000. Another remaining variance of €200,000 related to the implementation of several projects and service/order deliveries, which resulted in postponing payments to 2023.

The payment appropriations of €3,571,195 carried forward from 2021 to 2022 were largely consumed as planned; €102,527.55 or 2.9% of all commitments carried forward were cancelled (at the end of 2021, the figure was €81,233 or 1.9%).

Overview of procurement procedures for contracts above €15,000

Table 21: Summary of procurement procedures

| Type of procedure applied | No. of procedures resulting in contracts | Value | Proportion of the value (%) |
|--|--|--------------|-----------------------------|
| Open procedure (Article 164(5)(a) FR) | 2 | 3,286,363.98 | 25 |
| Competitive procedure with negotiation (Article 164(1)(f) FR Point 12.1.b.iii Annex I) | 1 | 7,227,065.00 | 54 |
| Competitive procedure with negotiation (Article 164(1)(f) FR Point 12.1.a Annex I) | 10 | 2,011,481.53 | 15 |
| Negotiated – medium value (Point 14.2 Annex 1 FR) | 1 | 77,474.00 | 1 |

| | | | |
|---|-----------|----------------------|------------|
| Negotiated – low value (Point 14.3 Annex 1 FR) | 6 | 275,230.00 | 2 |
| Negotiated without notice (Point 11(h)(i-iii) Annex 1 FR) | 0 | 0 | 0 |
| Negotiated without prior publication of a contract notice (Article 164(1)(d) FR Point 11.1.a Annex I) | 1 | 250,040.00 | 2 |
| Negotiated without prior publication of a contract notice (Article 164(1)(d) FR Point 11.1.c Annex I) | 1 | 160,000.00 | 1 |
| Total | 22 | 13,287,655.51 | 100 |

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

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

This did not occur during 2022.

Activity-based budget – 2022 implementation

Activity-based management allows the planning, management and monitoring of budget allocation to Eurofound’s main activities. In the programme period 2021–2024, eight operational activities and two horizontal activities (please see annex 5 for a comprehensive list) contributed to six areas of intervention. The consumption of all planned resources (human and financial) amounted to 100% in 2022, demonstrating the organisational capacity to adapt and redirect resources in line with the necessary changes in the work programme in response to information needs emerging throughout the year as well as anticipating and managing change in Europe.

By far the most resource-consuming research activity was ‘Industrial relations and social dialogue,’ which accounted for 16% of all resources consumed (operational and staff cost including corresponding overhead). All other operational activities had a resource share of 10% or less of the total consumed budget. Overall, 70% of all resources were consumed by operational activities; 69% had been planned in the original budget (please see annex 5 for further details).

The activity ‘Corporate communication’ consumed a further 26% of all resources, compared with 25% in the original budget.

The last activity, ‘Management and development,’ consumed 4% of all resources; 6% was originally budgeted. This activity contains operational budgets for meetings of the Management Board and the Advisory Committees and the annual meeting with the Network of Eurofound Correspondents. Many of these meetings were still organised online only, resulting in lower-than-planned expenses in 2022.

In respect of Title 3, 88% (93% in 2021) of the originally budgeted resources were consumed in 2022. When looking at the actual days recorded against the planned days on work programme activities, the ratio was 85% in 2022 (81% in 2021).

While considerable savings were realised in Title 3, the costs for human resources increased by 4%, mainly due to the adjustments in the Irish country coefficient, salaries and related allowances.

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

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

2.3.2. Contribution agreements¹¹ and service-level agreements

The grant agreement (IPA/2018/402-940) with the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) under IPA II concluded in mid-2022 after an extension to allow for completion of its main activity, the fieldwork for a new edition of the EWCS, following the need to change survey mode from face-to-face to telephone-assisted mode during the pandemic. For budgetary reasons, the survey was extended to the Western Balkan countries only. The results of the survey were published late 2022, together with the findings in the EU27. In the autumn, preparations started on project proposals for new activities supporting the Western Balkans and Turkey and covering a period of 36 months starting in 2023.

The service-level agreement to implement a pilot project on the minimum wage has a time frame of three years, and a budget of €1,000,000 was received in April 2021.

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

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

The budget implementation as reported on in Section 2.3.1. reflects the activities and tasks outlined in the annual work programme 2022, which served as the financing decision.

Sound financial management

Ex ante control systems are in place based on a documented validation path for each commitment, payment, decommitment and recovery.

- Procurements reported in Section 2.3.1. follow the rules based on the Financial Regulation. Much effort goes into the provision of templates, guidance and regular information sessions to ensure procurement procedures are followed correctly. A centralised procurement team guides and advises on all tenders and contract award decisions over €15,000. During 2022, a central information system for expenditure up to €15,000 was expanded, and new alert and reporting features led to improved monitoring of due dates for deliverables to ensure signoff and payment within the time frame of the legal commitment.

2022 was the first year of implementing a series of metrics on the performance of procurement based on historical data covering the period of 2017–2022. While the overall picture emerging from the data gathered is acceptable, the relatively low level of competition remains an area of concern. Despite ongoing efforts to widely publicise upcoming tenders, the number of tenders per procedure tends to be relatively low, with submission of only one tender in 65% of the procedures in 2022 (up from 40% in 2021). This and an increase in the number of tenders that do not meet the

¹¹ Articles 7.2 and 7.5 of the Financial Regulation.

quality threshold are subjects of further analysis.

- Legal entities are flagged in the Early Detection and Exclusion System, which is checked in advance of an award decision and at commitment and payment stages. No red flags were raised.
- For each financial transaction, verifying agents apply ex ante controls at operational and financial levels. A total of 154 commitments (excluding top-ups and decommitments) and 923 payments went through these checks. There are regular meetings between these members of staff to discuss any observations. No errors were detected during 2022. Efforts to improve the efficiency of the verification process are slowly paying off following the recording of information sessions on procedural changes so that staff can refer to these if they need a refresher.

Timely payment

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

- a. 90 calendar days for contribution agreements, contracts and grant agreements involving technical services or actions which are particularly complex to evaluate and for which payment depends on the approval of a report or a certificate
- b. 60 calendar days for all other contribution agreements, contracts and grant agreements for which payment depends on the approval of a report or a certificate
- c. 30 calendar days for all other contribution agreements, contracts and grant agreements.

Eurofound processed 911 budgetary payments in 2022 (commercial invoices or internal documents such as debit notes). Most Eurofound payments were processed and paid within 30 days. The average turnround time for a payment was 13 calendar days. Only a small number of payments processed (40 or 4.3%) were slightly delayed. The average time for a payment delay was nine days. Eurofound monitors and reports on payment times regularly via ABAC Workflow. Actions such as application of payment time suspension is frequently used to prevent delayed payments. It is used in cases where the amount of the payment is not due (deliverables or service not completed) or the appropriate supporting documents have not been produced by the contractor or service provider, for example.

Ex post verification

Eurofound uses a light financial circuit for payments relating to salaries, missions, meetings and transactions with the Network of Eurofound Correspondents. In these cases, there is no ex ante verification in ABAC, only initiation and validation/authorisation. A sample of these transactions is verified ex post. In compliance with Article 45(5) and (6) of Eurofound's Financial Regulation, an ex post verification covered a sample of the 2022 transactions that had gone through the light verification workflow. Out of 415 transactions in 2022, 31 were randomly selected and verified. No errors were discovered. A recommendation was made to reduce the sample of mission expenses from 10% to 5%. With the rollout of MiPS, the mission-processing system from the Commission, the mandatory workflow steps allow for better adherence to submission of supporting documentation at

the stages of planning and request for reimbursement. The process is deemed to be less prone to mistake.

Table 22: Ex post verification of transactions, 1 January–31 December 2022

| | No. of transactions | Total verified | % verified | Result |
|---|---------------------|----------------|------------|-----------|
| Reimbursements for interviewees (BL 1180) | 1 | 1 | 100 | No errors |
| Missions (BL 1300) | 85 | 10 | 11.8 | No errors |
| Participants' expenses (BL 3040 and 3042) | 59 | 5 | 8.5 | No errors |
| Network contracts commitments (BL 3030) | 53 | 4 | 7.5 | No errors |
| Network contract payments (BL 3030) | 217 | 11 | 5.1 | No errors |

Prevention and detection

Exceptions register

Article 45.2 of the Financial Regulation requires the Authorising Officer to put in place internal management and control systems and procedures suited to the performance of their duties. An essential building block of the internal control system is to have appropriate arrangements in place to ensure that all instances of overriding of controls or deviations from established policies and procedures under exceptional circumstances are documented, justified and approved at an appropriate level before action is taken. Seven cases were registered during 2022, of which two related to securing a contract for electricity as the procurement procedure for a medium- to long-term stable contractual arrangement failed. A similar situation happened in 2021, as reported at the time. The exception concerned the arrangement of a short-term renewal of the existing contract while screening the market to secure a medium-term contract as soon as the market conditions allows for it. The remaining five exceptions had no material impact. They related to payments (all below €15,000) of deliverables without the legal commitments in place yet (one case) or not in place any longer (expiry in four cases). Measures to avoid these situations continue to be strengthened.

Anti-fraud strategy and action plan

Awareness-raising activities continued, notably within the context of the Ethics Month. There was no suspicion nor detection of fraud during 2022.

Risk assessment

The 2022 risk action plan was implemented, ensuring that none of the risks materialised in a way that had a negative impact on the Agency's reputation or achievement of strategic or operational objectives.

Reliability of reporting

The project management application is a central system for information about the planning and progress in implementing the Agency's annual work programme captured in a wide range of management reports. Some data were no longer fit for purpose as different requirements or systems had emerged over time. To ensure the system continues to be a reliable source of management

information, a review of a leaner and relevant information system took place during 2022 and will be implemented during 2023.

Safeguarding of assets and information

- Eurofound uses ABAC Assets for the registration and control of all its fixed assets and inventory. All items are subject to an annual stock take. For the 2022 stock take, only 1 item out of 2,698 items could not be accounted for. This item was a non-asset, and there was no residual value to be written off. No other areas of concern were highlighted during the stock take.
- Information is a vital asset for the Agency to fulfil its mission. Work is ongoing to ensure a digital solution for storing and retrieving different data sources (such as raw statistics and relational databases) with an appropriate governance structure. Similarly, this is under investigation for the management information of the Agency to ensure efficient and effective use, with the appropriate safety measures to govern access.

2.3.4. Cost of controls

Eurofound's risk-based approach to the design and implementation of its controls is proportionate to their effectiveness. Using the same methodology and calculation as was used in 2021 for the first time, Eurofound carried out an exercise to quantify the cost of control around budget implementation. Time spent by actors in the financial circuit, in preparing at planning the financing decision, preparing external audits and coordinating the internal control work plan added up to a total of 7.5 full-time equivalent (FTE) hours. Using the existing rates for staff cost in Eurofound, the cost for 2022 came to 12.7% of the (amended) budget for 2022. While the effort had decreased marginally (0.1%) the cost increase is the result of the daily rates that reflect the increase in title 1 cost. The methodology and calculation was shared with DG EMPL and related agencies.

It remains important to critically assess workflows for further simplification. The cost of the controls mainly corresponds to time of staff, who are also assigned to operational tasks. The Agency therefore relies heavily on the work of the European Court of Auditors and the European Commission's Internal Audit Service in ensuring a reasonable balance between the internal cost and the effectiveness of the control environment.

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

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

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

exception of expenditure for missions, which is delegated to the Head of Unit of the staff member who incurred the cost.

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

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

Budgetary transactions within the meaning of this section include:

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

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

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

2.5 Human resources management

2.5.1 Staff capacity

Table 23: Summary of performance, 2019–2022

| Indicator | Target | 2022 | 2021 | 2020 | 2019 |
|--|--------|--|--|--|--|
| Efficient use of posts available in the establishment plan | 97% | 92% Posts as per establishment plan: 91 | 89% Posts as per establishment plan: 91 | 95% (94.5%) Posts as per establishment plan: 91 | 98% (97.8%) Posts as per establishment plan: 91 |

Eurofound is always striving for full occupation of all posts. The number of filled post at the end of the year is affected by, for example, vacancies that occur late in the year and job offers made and accepted for the beginning of the following year. While not all posts in the establishment plan were occupied by the 31 December, recruitments for all vacancies was ongoing. Job offers for four posts were sent out before year end. With those included, the target of 97% was met (88 posts out of 91).

Table 24: Vacancies filled, 2022

| Job title | Grade | Start date |
|------------------------------------|----------|-------------|
| Research Officer | AD5/2 | 1 February |
| Editor | AST3/2 | 16 February |
| Facilities Assistant | FGII/5/1 | 1 April |
| Legal and Internal Control Officer | AD6/2 | 1 December |

Table 25: Selection procedures completed and launched and internal transfers published, 2022

Selection procedures completed in 2022

| | |
|---|-------------|
| Legal and Internal Control Officer | EF-TA-22-03 |
| Editor | EF-TA-21-03 |
| Information and Communication Assistant | EF-TA-21-05 |

Selection procedures launched before the end of 2022

| | |
|--------------------------|-------------|
| Research Officer | EF-TA-22-04 |
| Procurement Specialist | EF-TA-22-05 |
| Administrative Assistant | EF-TA-22-06 |

Internal transfers published during 2022

| | |
|---|-------------|
| Internal mobility open to all Statutory Staff | ON 2022-15 |
| Head of Unit Research | EF-AD-22-02 |
| Procurement Specialist | V-AST-22-03 |
| Workflow Assistant | V-AST-22-02 |
| Finance Assistant | V-AST-22-01 |

2.5.2 Staff roles

Gender balance, including of senior and middle management team

Table 26: Gender breakdown of staff (officials, temporary agents and contract agents), 2022

| Gender | Number |
|--------|--------|
| Male | 43 |
| Female | 54 |
| Total | 97 |

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

Geographical distribution of statutory staff

A table with the detailed geographical balance of staff can be found in Annex 4. Currently, 20 nationalities are represented, with a fairly balanced distribution. Eurofound is striving to cover all

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

Learning and development

Individual staff members attended external training related to, for example, legal topics, statistical software, survey research and ethics. An annual training plan was designed following inputs from the Human Resource Development Programme (HRDP) and input from the Research Coordination Board, with attention on written and oral communication for research staff. In response to the circumstances generated by the pandemic, training was provided to address physical and psychological well-being and the technology necessary to maintain a high level of performance while working remotely. Before the launch of the HRDP exercise for 2022, sessions on feedback and performance management were designed and delivered to management and staff.

Regulatory issues

Staff Regulations and Implementing Rules

Under Article 110.2 of the Staff Regulations, all Implementing Rules adopted by the Commission enter into force by analogy in the agencies nine months after the Commission informs the agencies of their adoption. In certain cases, where the procedure adopted for the Commission is too complex, agencies may opt out. A model decision is developed by DG HR, in collaboration with the representatives of the agencies, through the Standing Working Party (SWP).

In 2022 Eurofound opted out from the Commission Implementing Rule on Hybrid Working. A model decision is expected in 2023.

Administrative inquiries and disciplinary procedures

Following the 2021 ruling of the Court of Justice, an Administrative Inquiry was launched.

Article 90

One request under Article 90 of the Staff Regulations was received and processed by the Committee on Staff Matters.

Social dialogue

Dialogue between the management and staff representatives was maintained with regular meetings and discussions of relevant issues. One of the main topics was the development of a new system to support the appraisal, development and dialogue between line manager and staff member. This resulted in a pilot with a new tool for 2023. In general, attention is focused on issues such as increasing the transparency of managerial decisions as well as staff ownership regarding involvement and motivation measures.

2.6 Strategy for efficiency gains

Table 27: Job-screening exercise results, 2022

| | Job screening category | | | | | | | | | | | | | | | | | | |
|---------------|---|----|----|-----|-----|-------------|-------|------|-----------|-----------|-------------|-----------|------------|------|----------|--------|----------|------|--------|
| | Administrative support and coordination | | | | | | | | | | Operational | | | | Neutral | | | | |
| | DOC | HR | IA | ICT | LOG | RES DIR/HoA | LEGAL | COMM | GEN COORD | POL COORD | | TOP COORD | PGM M/IMPL | EVAL | GEN OPER | | FIN/CONT | LING | |
| Totals 2022 | 1 | 3 | 0 | 8 | 7 | 1 | 1 | 0 | 3 | 0 | 22.8 | 6 | 59 | 1 | 10 | 76.8 | 10 | 0 | 9.5 |
| as percentage | | | | | | | | | | | 20.90% | | | | | 70.39% | | | 8.71% |
| Totals 2021 | 1 | 2 | 0 | 6 | 5 | 2 | 2 | 0 | 2 | 0 | 19.6 | 6 | 61 | 1 | 11 | 79.6 | 13 | 0 | 12.6 |
| as percentage | | | | | | | | | | | 17.53% | | | | | 71.20% | | | 11.27% |
| Totals 2020 | 1 | 2 | 0 | 7 | 6 | 2 | 1 | 0 | 2 | 0 | 20.6 | 6 | 65 | 1 | 10 | 82.3 | 13 | 0 | 13.1 |
| as percentage | | | | | | | | | | | 17.76% | | | | | 70.95% | | | 11.29% |
| Totals 2019 | 1 | 4 | 0 | 7 | 10 | 2 | 1 | 0 | 1 | 0 | 25 | 7 | 60 | 3 | 9 | 79.3 | 10 | 0 | 9.7 |
| as percentage | | | | | | | | | | | 21.93% | | | | | 69.56% | | | 8.51% |

With a view to optimising the allocation of financial and human resources, all outsourcing arrangements were assessed for their added value and options for efficiency gains. A similar exercise focused on investing in the professional development of staff, with the demand for (new) skills in research (e.g. forecasting methodologies and data analytics), (digital) communication and organisational support (e.g. cybersecurity). Similarly, efficient and effective working methods and delivery of tasks through the application of project and process management standards continues to be of high priority. A data quality assessment of the systems used for monitoring and reporting was concluded, which produced proposals for a leaner approach with more efficiency and flexibility that we aim to implement by mid-2023.

Eurofound is participating in the Commission systems available for agencies. It already uses the EU financial management (ABAC) and HR management (Sysper) systems including its travel and reimbursement module (MIPS) and successfully onboarded the procurement planning and monitoring tool (PPMT) of the e-procurement platform. The adoption of the qualified electronic signature (QES) via EU-Sign eased the digital exchange of formal documents, meeting the data protection requirements in full. Work is also ongoing to meet cybersecurity standards, and staff regularly participate in sessions and tests to prevent cybersecurity breaches.

2.7 Assessment of audit and evaluations

2.7.1. Internal Audit Service

In 2022, the Internal Audit Service (IAS) completed an audit of procurement and contract management. The final report, received in June, concludes that ‘the governance, risk management and internal control framework set up by Eurofound for its procurement and contract management activities (under direct management mode) are adequately designed, efficient and effective, therefore providing reasonable assurance that the key control objectives are achieved’. The IAS identified some areas where there is room for improvement, formulated as three recommendations (all classified as Important). They relate to:

- procurement planning, monitoring and reporting
- procurement procedures and control
- fostering competitions, synergies and efficiencies

Eurofound accepted the recommendations and drafted a detailed action plan in response. See Section 2.8 on the follow-up.

2.7.2. European Court of Auditors

The European Court of Auditors (ECA) acts as external auditor for Eurofound. In 2022, the accounts for the 2021 financial year were audited by Mazars Ireland, and their opinion was forwarded to the ECA. The court’s report on the annual accounts for the 2021 financial year was published on 27 October 2022. The involvement of the private audit firm Mazars does not change the role of the ECA as provider of a final opinion on the reliability of the accounts and on the legality and regularity of the transactions underlying the accounts. As in previous years, the court issued a statement of assurance that Eurofound’s ‘annual accounts present fairly, in all material respects, its financial position as at 31 December 2021 and the results of its operations and its cash flow for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission’s accounting officer’. Furthermore, the court confirmed that ‘the transactions underlying the annual accounts ... are legal and regular in all material respects’. Without calling this opinion into question, the court had one observation in the context of payments based on a procurement procedure in relation to the supply of electricity, which was criticised in 2019. The underlying contract expired in June 2021, and no further payments were made after that. No further follow-up will be required, and there are no other open issues from previous years’ observations.

2.8 Follow-up of recommendations and action plans for audits

In response to the recommendations of the IAS from their 2020 audit of human resources management and ethics, Eurofound drafted an action plan. By the end of 2022, all actions were implemented. The last actions implemented during this reporting year related to three items.

- The appraisal and reclassification process (marked as a very important recommendation): the

feasibility assessment of a software solution to support setting SMART objectives was concluded with a phased rollout from 2023 onwards.

- The recruitment process: the guide on recruitment was updated, incorporating detailed guidance on the assessment of the selection criteria, the establishment of marking schemes, declarations of conflict of interest, and the content and approval of vacancy notices.
- Learning and development: development of a strategy benefiting from findings of an evaluation of experiences with learning and development processes to date. The approach to identifying skills needs is integrated with this strategy.

Out of the three recommendations above, by the end of 2023, the IAS had closed the recommendation related to the recruitment process.

In response to the recommendations of the 2022 audit on procurement and contracting, Eurofound started the implementation of a detailed plan with 20 actions, of which 50% was implemented by the end of 2022.

- Procurement planning, monitoring and reporting: an Excel-based file capturing a greater level of detail for future procurements was rolled out to serve as the basis for the annual procurement plan, templates were updated to include the type of negotiated procedure used, and the pre-procurement market analysis template underwent a complete redesign.
- Procurement processes and control: improvements to the audit trail were implemented, including documenting comments from verifying agents are now captured in the budget system for regular review
- Fostering competition, synergies and efficiencies: a roadmap for e-procurement implementation was agreed in the autumn and successfully implemented

2.9 Follow-up of observations from the discharge authority

The discharge report for the year 2020 was adopted by the European Parliament on 4 May 2022. It grants the Executive Director discharge in respect of the implementation of the budget for the financial year 2020 and approves the closure of the accounts for 2020. The specific observations in relation to Eurofound are commented on and addressed in the following table insofar as action is required. Many observations noted satisfaction with the 2020 results, which is very positive for the Agency. The following table informs about the status of implementation of Eurofound response to the observations by the end of 2022.

| Observations for discharge 2020 | Response and actions taken | Status |
|--|---|----------------------------|
| Budget and financial management / Performance | | |
| 1. Notes with satisfaction that the budget monitoring efforts during the financial year 2020 resulted in a budget implementation rate of 99,91 %, representing a slight decrease of 0,07 % compared to 2019; takes note of the fact that the payment appropriations execution rate was 80,44 %, representing a decrease of 0,48 % compared to 2019 | | |
| 2. Welcomes the fact that the Foundation is in the process of implementing actions in response to the Court’s two observations of 2019; notes with concern the changes in the shares of the budget titles due mainly to the increasing prices in the host country and calls on the Commission and the budgetary authority to take adequate measures in order to preserve the share of the operating expenditures of the Foundation’s budget. | The two observations of the court have been addressed and are now closed. The share of Title 3 (operational budget) has dropped from about 40% in 2010 to 22% in 2022 due to a largely frozen budget in real terms during that period and an ever-increasing country coefficient for Ireland. Thanks to an increased Commission subsidy proposal from 2023 on the cost, increases can be at least partly compensated. | Implemented Ongoing |
| 3. Notes that the Foundation uses four key performance indicators (KPIs), included in its performance monitoring system which, in addition to the KPIs, consists of metrics (other indicators for operational processes), and a qualitative assessment and evaluation to assess the added value provided by its activities and to improve its budget management; | During the programme period 2017–2020, Eurofound reported each year on its performance, using the following eight KPIs: Budget implementation; Staff capacity; Programme delivery, Recognition of the scientific quality of Eurofound’s research (references in articles of peer-reviewed journals), Uptake of Eurofound’s knowledge through its website (HTML page views and PDF downloads), Contributions to policy development at priority events (out of contributions to events in total), Use of Eurofound | |

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| | expertise in key EU policy documents (out of total EU policy documents). | |
| 4. Acknowledges the fact that the delivery of work programme outputs planned for 2020 reached 98 % of achievement, with 45 out of 46 deliverables achieved in 2020 | | |
| 5. Notes that the Foundation stepped up its collaboration and cooperation with key stakeholders in 2020 and more than 10 webinars were organised with partners such as the Commission, Parliament, the International Labour Organization and Union agencies; notes that the Foundation has an ongoing collaboration with the European Labour Authority (ELA); notes that in 2020 the Foundation and Cedefop continued to cooperate on the European company survey, jointly conducted in 2018/2019, and that the dissemination of activities was organised jointly with the Institute of Labour Economics (IZA); notes that the Foundation is a key data provider for the European Institute for Gender Equality's Gender Equality Index and a regular exchange of information takes place with the European Agency for Safety and Health at work; notes, in addition, that the Foundation is seeking to establish a memorandum of understanding with the ELA and the European Environment Agency (EEA); welcomes the cooperation and sharing of knowledge of the Foundation as an example worth following for other agencies and bodies; notes that this collaboration promotes the creation of synergies and helps to avoid overlaps; | <p>With respect to an update on more recent developments in the context of cooperation and collaboration with other agencies, the following can be added:</p> <p>A memorandum of understanding with ELA was signed on 9 June 2022.</p> <p>The EEA continues its input to Eurofound's research on the socioeconomic impact of the transition to a climate neutral economy.</p> <p>Most recently, Eurofound has extended its cooperation to include ECDC, too. With ECDC, the impact of non-pharmaceutical interventions on work-life balance is being analysed.</p> | Ongoing |
| 6. Calls on the Foundation to continue to develop its synergies, increase cooperation and exchange of good practices with other Union agencies with a view to improving efficiency (human resources, building management, IT services and security); | <p>Since 2020, Eurofound has shared its Accounting Officer's services with ELA. This ensured a smooth ramp-up for ELA.</p> <p>Eurofound actively contributes to all the agencies' sub-networks and welcomes the increased cooperation and sharing of services and experiences across the board.</p> | Ongoing |
| 7. Notes that during 2020 a regular four-year evaluation of the Network of Eurofound Correspondents was conducted by an external evaluation contractor, guided by an ad hoc steering committee with representatives from all four groups of the management board and that several recommendations were made, in particular concerning the development of an intervention logic for the Network of Eurofound Correspondents and the development of a roadmap for the Network of Eurofound | <p>At its concluding meeting in March 2021, the ad hoc steering group complimented Eurofound on the effective and efficient process of conducting the option appraisal. There was general support for moving forward with the proposed future roadmap for the Network of Eurofound Correspondents, and this should be revisited once the new network is established.</p> | Implemented |

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| Correspondents; | | |
| 8. Appreciates the Foundation’s high-quality work in enhancing and disseminating knowledge and in providing evidence-based expertise to support European policy development concerning the improvement of living and working conditions, labour markets and industrial relations in the Union; | Eurofound is consistently working on enhancing accessibility and dissemination of its findings, reaching out to new audiences and ensuring EU stakeholders can access information in a variety of ways through its Digital First approach. In addition to publications, events and webinars/social media activities, the Agency has also launched a new podcast series and is enhancing data visualisation. | |
| 9. Stresses the Foundation’s importance, autonomy and added value in its field of expertise; | | |
| 10. Believes that the Foundation can play a crucial role in further analysing the increase in telework and related impacts on work–life balance and quality of working conditions, dissemination of best practices and assessing possible policy responses; welcomes the Foundation’s work programme to analyse policy options to improve working conditions, industrial relations, employment and living conditions; | These topics are high on Eurofound’s research agenda as adopted by the Management Board. On telework, Eurofound was amongst the first to provide relevant analysis. Research in this area is continuing and a data repository is being extended. | |
| 11. Highlights the need to ensure adequate human and financial resources allowing the Foundation to continue implementing its work programme with a very high activity completion rate, including in light of the significant challenges regarding, inter alia, the changing world of work and the upcoming Union action plan on care; | With the increase of the Irish country coefficient in recent years, the adequate funding of the research activities remains a massive challenge. A part-compensation for this cost increase planned and requested for 2023 would help to stop further aggravation of the problem. | Expected in the draft EU budget 2023 |
| 12. Recognises, with a high degree of satisfaction, the successful adaptation of the Foundation to the difficult conditions created by the COVID-19 pandemic and the valuable knowledge and analysis provided to policymakers and stakeholders on the changes brought by the COVID-19 pandemic onto the world of work and broader quality of life (i.e. teleworking, platform work, increasing gender inequalities and intergenerational differences, labour shortages, long-term care, industrial relations, etc.); notes also the impact of the COVID-19 pandemic on the Foundation’s work, with the planned fieldwork for the 7th European Working Conditions survey significantly changed, disrupting the potential for a trend analysis of working conditions over more than 20 years; | While the pandemic prohibited interviews from being conducted in people’s homes and thus forced the face-to-face fieldwork for the EWCS to end, the survey was subsequently fielded via telephone. To ensure trend data continues to be collected, the EWCS will be fielded face-to-face in 2024. | |
| 13. Welcomes the Foundation’s work to analyse the impact of living and working in the Union through the COVID-19 pandemic through its e-survey ‘Living, working and COVID-19’ and report on | The e-survey demonstrated the agility of Eurofound and allowed the Agency to build a realistic picture of working and living during COVID-19. It reached more than 250,000 citizens. The tool is being | |

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| the 'impact of COVID-19 on young people in the EU'; | used for further research. | |
| 14. Appreciates the Foundation's support of trade unions, employers' organisations, national governments and Union institutions and its cooperation with other Union agencies working in the field of employment, social affairs and inclusion under the remit of the Commission's Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL); | Eurofound has further strengthened partnerships and communication activities with the EU social partners and the institutions, in particular the European Parliament and DG EMPL, as well as with other agencies, through regular exchanges of information, providing tailor-made contributions and running joint webinars and other joint communication activities. | |
| 15. Welcomes the Foundation's commitment to research and analysis in the area of digital and green transitions and believes that in its future work programmes it should assess and analyse policy option on the socio-economic impact of the digital and green transitions; | The socioeconomic impact of the digital and green transitions remains one of Eurofound's key areas of intervention. Eurofound highlights its work in the areas of the Just Transition, the European Green Deal and digitalisation through specific topic pages on the website (publications, latest blogs and other links are available), e.g. joint work with EEA on the report <i>Exploring the social challenges of low carbon energy policies in Europe</i> ; the 2021 report on <i>Digitisation in the workplace</i> ; and the 2021 report <i>Distributional impacts of climate policies in Europe</i> . | |
| 16. Appreciates, while stressing the importance of the Foundation remaining independent from the other Union agencies, the Foundation's close cooperation with DG EMPL and all the relevant Union agencies, such as Cedefop, the EIGE, the ETF, the FRA, EU-OSHA and the EEA, which aims at strengthening the synergies between those agencies; welcomes the Foundation's active participation in the EU Agencies Network (EUAN) | Eurofound would like to highlight the fruitful cooperation with the European Parliament's IPOL and EPRS, who sought Eurofound expert support. Eurofound chaired EU-ANSA during 2021 and 2022. | |
| Staff policy | | |
| 17. Notes that on 31 December 2020 the establishment plan was 95 % implemented, with 11 officials and 76 temporary agents appointed out of 91 authorised under the Union budget (compared to 91 authorised posts in 2019); notes that, in addition, 11 contract agents and one seconded national expert were working for the Foundation in 2019; | | |
| 18. Notes the gender balance among senior management, with four men (44,4 %) and five women (55,56 %), among the management board members, with 49 men (60,5 %) and 32 women (39,5 %), and among the overall staff with 41 men (41,4 %) and 58 women (58,6 %); | It should be noted that the composition of the Management Board depends on the stakeholders' decisions – governments and social partners. | |
| 19. Notes that the Foundation has adopted a policy on protecting the dignity of persons and preventing harassment; notes that in | | |

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| <p>2020 three members of staff received training as confidential counsellors as well as a coordinator; takes note of the fact that one staff member made an allegation of harassment in 2020 and the case was investigated and closed in 2021; notes that one case of harassment was brought to Court (T-630/19) with judgment delivered on 8 September 2021 and the action taken against the Foundation was rejected in its entirety with expenses to be paid by the claimant;</p> | | |
| <p>20. Encourages the Foundation to pursue the development of a long-term human resources policy framework which addresses work-life balance, lifelong guidance and career development, gender balance, teleworking, geographical balance and the recruitment and integration of people with disabilities;</p> | <p>Eurofound updated the recruitment statement on its website and participated in the inter-agency development of a <i>Diversity and Inclusion</i> brochure. Currently Eurofound is finalising a learning and development strategy (as part of a long-term HR policy framework). An agencies' model decision on hybrid working is expected for 2023.</p> | <p>Ongoing</p> |
| <p>Procurement</p> | | |
| <p>21. Notes from the Court's report that the Foundation concluded a framework contract in June 2019 for a maximum amount of EUR 170000 to supply of electricity on the basis of a negotiated procurement procedure with a single candidate, without the prior publication of a contract notice waiver; notes the Court's observation that the contractor is a retail supplier, with the provision of electricity not quoted and purchased on a commodity market, and that therefore the exception of a negotiated procurement procedure as followed by the Foundation is not applicable; notes the Court's conclusion that the related contracts and the associated payments of EUR 20 255 are irregular; notes from the Foundation's reply that it accepts the observation and that a new tender has been launched in early 2021;</p> | <p>This matter is now closed since a new electricity contract is in place.</p> <p>Eurofound had a legal obligation to honour the contract until mid-2021.</p> | <p>Implemented</p> |
| <p>22. Notes from the Court's report that in October 2019 the Foundation launched a negotiated procurement procedure, with an estimated budget of EUR 140 000, for a framework contract for the refurbishment of its toilet facilities and the only bidder was selected with a contract value EUR 176 800 (23 % above the threshold for an open procedure) and while the exception of negotiated procurement procedure was authorised appropriately by the Foundation, it does not eliminate the fact that an open procedure should have been used; notes that the Foundation</p> | <p>This matter had already been closed in 2020.</p> | <p>Implemented</p> |

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| accepted the Court's position but concluded that a repetition of the tender, using the open procedure instead of the negotiated procedure would not have led to a more economically advantageous outcome; | | |
| 23. Notes that the Foundation has introduced e-procurement, with the e-submission module in operation since mid-2019; notes that the Foundation in 2020 developed a set of guidelines to outline clear and verifiable environmental criteria for products and services in the public procurement process and that it joined the inter-institutional framework contract for the Commission's Green Public Procurement Helpdesk; | By the end of 2022, Eurofound had successfully onboarded the Public Procurement Management Tool, developed by the JRC and mandatory for all EU Institutions, bodies and agencies. | Implemented |
| Prevention and management of conflicts of interest and transparency | | |
| 24. Notes the Foundation's existing measures and ongoing efforts to secure transparency, prevention and management of conflicts of interest, and whistle-blower protection; notes that not all management board members' CVs and declarations of interest are published on the Foundation's website; | Further efforts were made and progress achieved to ensure full compliance of Management Board members with the obligation to publish declarations of interest and CVs. For full Management Board members, this is now close to 100%. | Ongoing |
| 25. Notes that the Foundation updated its rules for the prevention and management of conflicts of interests, that were adopted by the management board in 2020 and that the declarations of members of the management board are assessed and reviewed by the conflict of interests review panel on behalf of the board following a clear list of criteria and principles; notes that no declaration of conflict of interest from a board member or an external gave reason to launch a detailed assessment of the declared interests during 2020; | | |
| Internal control | | |
| 26. Notes that in 2020, the Commission's internal audit service (IAS) carried out an audit on human resources management and ethics, following the in-depth risk assessment carried out in 2019 as part of the preparation of the IAS strategic audit plan for 2020–2022; notes that the Foundation has to draw up an action plan in response to the recommendations of the IAS; | The IAS delivered its final report on human resources and ethics in April 2021. Out of the four recommendations one was classified 'Very Important' and the other three 'Important'. There were no critical recommendations. An action plan was agreed in May 2021. All actions are to be implemented by the end of 2022. | Ongoing |
| 27. Notes that in 2020 the Foundation has acted on all the recommendations provided in the performance audit on 'prioritisation of the Foundation's activities and allocation of the resources', conducted in 2018 by the IAS; | | |

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| <p>28. Notes that the Foundation carried out a fraud risk assessment in 2020, with its main conclusions incorporated in the Foundation’s new anti-fraud strategy, adopted in November 2020; notes that the new anti-fraud strategy focuses on building an anti-fraud culture through awareness-raising activities and a connection between internal controls and fraud prevention;</p> | | |
| <p>29. Notes that the Foundation has performed an assessment of its internal control system, concluding that implementation of the five components and their associated internal control principles is sufficiently embedded in the culture, processes and control activities of the Foundation; notes that nevertheless several elements of the internal control system were reinforced, in particular that ongoing monitoring was strengthened with a new employee working conditions survey and a fraud awareness survey, allowing for early detection of potential deficiencies; welcomes the Foundation’s efforts in this regard;</p> | | |
| <p>30. Notes that the Court reported internal control weaknesses in regard to ‘sensitive functions’ and related mitigating controls, finding the inventory of sensitive posts outdated and no longer reflecting the Foundation’s current internal organisation; is satisfied, however, that a new policy on sensitive posts was finalised on 23 June 2021 following the Court’s audit that was reflected in the Court’s final report;</p> | | |
| <p>COVID-19 response and business continuity</p> | | |
| <p>31. Notes that in 2020 the Foundation’s operations were initially strongly affected by the COVID-19 pandemic; notes that the Foundation adapted quickly to telework and developed and launched its first ever online survey, a new database and a variety of amended research and communication outputs; notes that the Foundation developed the ‘Living, working and COVID-19 e-survey’ to capture the pandemic’s implications for people across Europe and by doing so provided, as one of the first European institutions, agencies and bodies, fresh data on the pandemic; notes that the Foundation also established the COVID-19 EU PolicyWatch database; notes that the events supposed to be held in person during 2020 were converted into webinars and that the conversion from registrations to actual attendance was between 30 % and 50</p> | <p>Five rounds of the <i>Living, working and COVID-19</i> e-survey have now been conducted. The latest survey looks at how life has changed in Europe since the outbreak of COVID-19 and sheds light on a new uncertainty felt by Europeans because of the war in Ukraine and the sharp rises in cost of living. An adapted version was fielded in 10 neighbourhood countries in collaboration with ETF.</p> <p>In response to the war in Ukraine, Eurofound has since May 2022 recorded the policy responses of the Member States in its EU PolicyWatch database, including those of the social partners and other civil society actors, enabling refugees to exercise their rights.</p> | |

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| %, which the Foundation reports as being higher than the industry average | | |
| Other comments | | |
| 32. Notes that in 2020 the Foundation saw a rise in cyber threats and increased the frequency of proactive system security updates and risk assessment; notes the collaboration with CERT-EU and the Commission’s Directorate-General for Informatics to increase the sharing of information on cyber threat intelligence; notes that the Foundation has expanded its protection of data, using off-site cloud backup services and that a comprehensive cyber security policy is being drafted; calls on the Foundation to keep the discharge authority informed on the cyber security policy and the implications for the Foundation | A number of measures have been taken to increase Eurofound’s cybersecurity: multifactor authentication has been rolled out across the IT infrastructure; the local information-security officer has taken on additional tasks of a cybersecurity officer; network penetration and phishing simulation tests have been performed; cybersecurity awareness training has been given to all staff; an information systems security policy has been implemented; preparation has been made for the new EU regulations on cybersecurity and information security in the Union institutions and bodies. | Ongoing |
| 33. Notes that in September 2020 the Foundation signed up to a Parliament initiative providing a Green Public Procurement Helpdesk for assistance in sustainable procurement | | |
| 34. Recalls the importance to increase the digitalisation of the Foundation in terms of internal operation and management but also in order to speed up the digitalisation of procedures; stresses the need for the Foundation to continue to be proactive in this regard in order to avoid a digital gap between the agencies at all costs; draws attention, however, to the need to take all the necessary security measures to avoid any risk to the online security of the information processed | The Agency continues its Digital First approach to internal operations, management, dissemination, communication and all its activities, cooperating actively with other EU agencies, in particular through the HCIN network (agencies’ Heads of Communication and Information). The resources and the measures taken in terms of cybersecurity followed the recommendations of CERT-EU. | |
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| 35. Refers, for other observations of a cross-cutting nature accompanying its decision on discharge, to its resolution of 4 May 2022 on the performance, financial management and control of the agencies. | Eurofound has been actively contributing to the horizontal report prepared by the Agencies’ Shared Support Office. | |

2.10 Sustainability (including environmental management)

Economic (performance)

KPI 1: Budget management

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

KPI 3: Programme delivery

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

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

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

Social (people)

KPI 2: Efficient use of posts available in the establishment plan

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

External stakeholders

Number of 'customers' (users)

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

Annual user feedback survey

This survey tracks user satisfaction, which helps to ensure that Eurofound's information outputs and strategic direction remain suitable for its audience. See Section 2.12 Implementation of evaluation programme.

Internal stakeholders

Staff engagement survey

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

Relationships with suppliers (supplier perspective/strategic partnerships)

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

Environmental (planet)

Numbers of pages printed

Paper usage at Eurofound is considerably lower than pre-pandemic levels year on year. In September 2022, paper consumption was around 30% lower than in September 2020 – which is extraordinary as the premises was mostly closed from end of March 2020.

Infrastructure improvements

As part of the ongoing drive towards greater sustainability, in January, Eurofound replaced 50% of the main building's lights with LED panels, bringing the total amount of lighting replaced to 75%. It is estimated that the replacements will reduce lighting energy consumption by 38%.

Eurofound diverts approximately 91% of all waste away from landfill and has recently commenced an initiative to remove all office bins from general use, which is aimed at increasing the recycling rate of the organisation.

EMAS certification

The registration audit of the EU Eco-Management and Audit Scheme (EMAS) commenced in October 2022 and was successfully concluded at year end.

2.11 Assessment by management

Taking into consideration all of the above, management has reasonable assurance of the achievement of the five internal control objectives:¹²

(a) effectiveness, efficiency and economy of operations:

- well-functioning governance and oversight by the Management Board in implementing and adopting the multiannual programme for 2021–2024 and the annual work programmes
- implementing actions agreed to strengthen efficient and effective implementation
- regular budget review and forecast meetings (in June and September at a minimum), with a view to full budget implementation around shared priorities
- striving to a fully filled establishment plan by ensuring efficient recruitment
- investment in quality of and innovation in research and communication

(b) reliability of reporting:

¹² Article 30.2 of the Financial Regulation (2019).

- ensuring a project-based management information system that is fit for purpose
- regular reporting from the system at all levels: team/unit, management committee and Management Board, complemented by regular monitoring of various key indicators and metrics on programme delivery and effective take-up
- sound methodology for reporting on KPIs, metrics and evaluations, ensuring a coherent Eurofound performance monitoring system (EPMS)
- office systems for transparency of information and ease of collaboration

(c) safeguarding of assets and information:

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

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

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

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

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

Based on these controls, and the internal control framework in place and functioning during 2022, the conclusion is that they form a valid justification for a positive assessment by management. Regular awareness-raising and training of all staff in a thorough understanding of the building blocks of assurance remains essential to fully embed and integrate the rules, procedures and guidelines in each staff member's work routine.

2.12 Implementation of evaluation programme

Evaluations

1. An evaluation of Eurofound's learning and development approach and strategy, which started in October 2021 was completed in April 2022. This evaluation was conducted by external evaluation contractors. It assessed and summarised key outcomes of Eurofound's learning and development programme to date and considered ways in which the lessons learnt can be used to strengthen the approach to learning and development and the strategy for the future. It also included an evaluability assessment, which considered the extent to which the current learning and development approach and strategy is evaluable and where gaps exist.

Based on its findings that pointed to some gaps in the current learning and development programme, the evaluation made eight recommendations to enable a more strategic, systemic and structured approach to learning. These ranged from various ways to include staff more fully in the identification of needs, to ensure ownership of learning, to improvement of the evaluation of courses and other forms of learning.

Following acceptance of the evaluation and recommendations through the steering group overseeing this evaluation, a new learning and development strategy has been developed.

2. As part of the preparations for the upcoming *Programming document 2025–2028*, the evaluation framework contract was used to help design and support the internal reflection and preparation process in autumn 2022. This work was designed to support Eurofound to achieve its goal to develop a strong programme. The overall objective was to enable discussions across Eurofound to delve more deeply into the following three focus areas:

- how best to respond to key strategic issues facing Eurofound
- how best to prepare Eurofound for the 2025–2028 programming period
- understanding what success will look like and developing a shared understanding and alignment across the Agency and its different teams of how the organisation will achieve its goals

The report (delivered in Q1 2023) summarised the discussions of Eurofound staff during the three workshops, each addressing three main strategic challenges Eurofound is facing:

- organisational agility and ability to respond to emerging issues and crises
- efficient and sustainable resource use, considering continued budgetary pressures from a medium- to longer-term perspective
- how to optimise Eurofound’s influence and impact to address user needs in a competitive ecosystem

Recommendations proposed by the contractors are feeding into both Eurofound’s planning and strategy development around the *Programming document 2025–2028* and an action plan to implement concrete actions in the short, medium and longer terms (developed in 2023).

3. In autumn 2022, Eurofound’s biennial user feedback survey was conducted (breaking from the previous practice of annual surveys, this survey takes place every other year in the current 2021–2024 programming period). The survey took place from mid-October to end of November 2022, and the final report was delivered in Q3 2023. The main findings are described below.

- Eurofound’s users belong to a variety of organisations, including EU institutions, governments, research organisations, social partner organisations and civil society organisations. Users rely on Eurofound as a source of country comparisons, survey research, evaluations of existing policies, qualitative research and datasets.

- Eurofound is one the most used research and information providers alongside the European Commission, and its content is considered high quality, reliable and well aligned with relevant policy agendas.
 - Overall, satisfaction with Eurofound content is high among users. The majority reported that they would recommend Eurofound to a colleague.
 - Satisfaction is highest with research reports, survey data and policy briefs. Somewhat lower levels of satisfaction with podcasts and videos are partly explained by the fact that they are very recent additions to the communication suite and that higher shares of respondents have never used these formats previously.
 - Webinars are considered a useful tool for exchange and accessing information on policy-related issues and have attracted high participation in the last year. In general, users are satisfied with communication from and content provided by Eurofound.
 - Most respondents indicated that they would like to see more digital content in the form of data visualisation.
 - The option of direct communication with Eurofound experts, especially by email, is also of interest to users as it allows them to seek clarification of data and methods and look for research collaboration with Eurofound experts.
4. Evaluation of the pilot tripartite exchange seminar: this pilot exercise (see also the subsection ‘Industrial relations and social dialogue’ in Chapter 1) was accompanied by an embedded developmental evaluation. The evaluation findings were very positive: participants reported significant benefits from their participation, and the steering group expressed strong support, calling on Eurofound to continue this exercise on a sustained basis. A number of creative solutions for future sustainable financing and co-delivery with several EU agencies combined were discussed and explored during and after the successful implementation of this pilot.
 5. In October, the European Commission launched the 2024 cross-cutting evaluation of four EU agencies for which DG EMPL is the partner directorate-general: Eurofound, Cedefop, ETF and EU-OSHA. As in 2018, the agencies will be assessed individually as well as from a cross-cutting perspective on the 2011–2016 period. This evaluation will again be managed by DG EMPL, supported by an external evaluation study. Each agency is invited to comment at different phases. A validation workshop with senior representatives of each of the agencies will take place in early autumn 2023.

Action plans in response to previous evaluations

[Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: Eurofound, Cedefop, ETF and EU-OSHA \(2020\)](#)

The action plan, based on the Commission’s staff working document, was finalised in January 2020 and published in the *Programming document 2021–2024: Work programme 2022*. All actions under control of Eurofound have been completed this year with the signature of the cooperation agreement with ELA.

Evaluation of the Network of Eurofound Correspondents)

The action plan following the 2021 internal evaluation of the Network of Eurofound Correspondents (conducted every four years) focused on quality dimensions, the network capabilities and procurement. With the new network in place since March this year, the focus on quality remains a high priority. Eurofound remains open to fostering synergies with other networks under the responsibility of the Commission through more formal exchange of information.

3. Internal control

3.1 Effectiveness of the internal control framework

Eurofound's internal control framework covers five components and includes 17 principles. The five components are: control environment; risk assessment, including risks of fraud; control activities; information and communication; and monitoring activities. Their effectiveness is assessed through a combination of ongoing monitoring, findings and recommendations by the IAS on risks and controls in specific areas and an internal professional appraisal using a broad range of information sources as mentioned in this report. Its objective is to provide reasonable assurance that the internal control principles are functioning. A progress report was presented to the Management Board meeting in November. Weaknesses reported in 2021 were followed up to ensure the functioning of the internal control principles, together with any other actions identified as part of ongoing monitoring, outlined below.

Component 1: Control environment

Commitment to integrity and ethical values

Ethics Month 2022 took place in June. It is an annual event for all staff to strengthen their understanding of staff conduct rules, with the objective to equip staff with the knowledge to recognise and minimise situations that could lead to wrongdoings. An updated version of the *Practical guide to staff ethics and conduct* was launched, and staff were obliged to attend three thematic sessions on prevention of conflict of interest, the responsibilities of hybrid working and the ethical use of data. Staff participation was 91% for all three sessions, surpassing the 80% attendance in previous years, which had been an additional objective when organising the workshops.

Commitment to learning and development

An annual training plan was developed on the basis of organisational objectives and individual development needs. It provides a clearer framework for training and is complemented by new initiatives around peer-to-peer learning and mentoring.

Preventing conflict of interest

Staff as well as the Agency's Management Board members have an obligation to declare matters of personal interest that may give rise to a conflict of interest. Over the first half of the year, and especially during Ethics Month, staff were reminded that this declaration refers to the professional activities of spouses or partners, as well as any external activities (paid or unpaid) they undertake during active service. Compliance with reviewing the annual declaration increased significantly as a result. Similarly, the compliance of members of the Management Board increased close to 100% (the compliance rate of alternates was lower).

Component 2: Risk assessment

Objective setting

Following the recommendation of the IAS, as part of its audit of HR management and ethics, on strengthening objective setting (in the context of the quality of appraisal reports), a new application was successfully tested for rollout in 2023. It builds in prompts and some feedback, notably in developing SMART objectives.

Identification and analysis of risks

The risk identification and assessment methodology was further strengthened at activity level. The risk register for 2023 was published in the *Programming document 2021–2024: Work programme 2023*. No critical risks were identified. Eurofound participated in a peer review of the draft corporate risks and its underlying process with the agencies related to DG EMPL. The purpose is twofold: to share significant risks and to exchange best practices on risk management. Shared risks – which may have a different response for each Agency – were shared with DG EMPL to promote a consistent and rigorous approach to risk management across the EU bodies as well as the European Commission. As was expected, all agencies share risks related to geopolitical and economic disruptions; cybersecurity threats and resource pressure to comply with the new EU Cybersecurity Act; and further repercussions of COVID-19 on health and well-being as a consequence of working conditions under hybrid arrangements.

Fraud prevention

A new assessment of sensitive posts at Eurofound was done in order to keep it updated. No new concerns were identified (besides the need to ensure annual training and provide support documentation, as identified in the year before).

Component 3: Control activities

Processes

The process improvement procedure of programme development was implemented in all its phases in an iterative manner, with lessons learned to be taken up for planning during 2023.

There were also several reviews of updates of existing policies and workflow for greater efficiency.

ICT security and technology

A simulated cyber attack was run in the second quarter of 2022. Three types of malicious e-mails were sent to staff: one containing a malicious link, another with a link and the request to enter credentials, and a third type with a malicious attachment. While the result was better than that of the first simulated attack in November 2021, the campaign was repeated in the autumn to continue raising awareness.

Multifactor authentication was piloted as a matter of urgency, adding a layer of protection to the sign-in process. It will be rolled out in 2023.

Sensitive functions

The risk action plan for sensitive functions (posts with a high degree of personal judgement) was implemented further. The induction of new postholders has also been reviewed on the aspect of training on controls. In the area of research quality, the internal Research Coordination Board (RCB) – consisting of the Deputy Director, Heads of Unit research and activity coordinators – was in 2022 assigned the role of ethics committee to ensure that ethical principles in research are upheld. For a related control – the application of anti-plagiarism software – an updated procedure is in the making, following a review of the efficiency of the software and application. It will apply from 2023 onwards.

Component 4: Information and communication

Data protection

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

The effort to increase and consolidate the staff's awareness of data protection continued in 2022. Data Protection Day was marked with an information session on the most common and most successful cybersecurity attacks, such as phishing, smishing and ransomware. Twelve additional issues of the *Data protection gazette* were issued, and new content was included on the intranet Data Protection site – information on international transfers as well as on data protection impact assessments (DPIAs) was created. To help staff carrying out DPIAs, a template was created and published on the intranet.

In February, the Data Protection Officer (DPO) reviewed Eurofound's Data Protection Breach Policy in order to take into consideration guidance adopted by the European Data Protection Board in December 2021. In May, guidelines for handling data subject requests were adopted, with a view to clarify for staff members the data subject's rights, how they can be effectively exercised, who is responsible for responding to data subject access requests, and what procedure should be followed for that purpose.

In October, the DPO together with the Local Security Information Audit (LISO) organised the Cybersecurity Awareness Month, which focused on phishing as this is the most common form of cyber attack and impacts staff members almost daily.

Throughout the year, the register of processing operations was kept up to date, and missing data protection notices were created and published either on Eurofound's internet or intranet (depending on who the data subjects were). Likewise, throughout the year, the DPO followed up the implementation of the mitigation measures identified in the Data Protection Audit, which took place in 2021. The DPO presented her annual report to the Management Board at its meeting in November.

Access to documents

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

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

Eurofound received three requests for access to internal documents in 2022 for documents in relation to the recruitment and employment of European Muslims in Eurofound; low-value contracts awarded by the Agency; and regarding a selection and recruitment procedure. In the first case, no documents were held by Eurofound (religious data is a special category of data in law and is not processed by Eurofound). In both other cases, the documents were provided, with redaction of personal data where required.

Access to internal information

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

Historical archiving

Council Regulation (EU) 2015/496 of 17 March 2015¹³ introduced an obligation for the decentralised EU agencies to deposit their historical archives (historical archives of the Union, preserved and made available to the public wherever possible after the expiry of a period of 30 years) at the Historical Archives of the EU (HAEU), Florence, in accordance with a framework agreement, on a per annum cost basis linked to the size of the depositing body.

There were no transfers to the Historical Archives of the EU in 2022.

Component 5: Monitoring

Recommendations from the internal audits were followed up with actions within the agreed deadlines. Remedial actions identified as part of ongoing monitoring of processes and of management information are taking place. The Internal Control Coordinator reported to the Management Board meeting in October. The annual assessment exercise will benefit from a more structured documentation and reporting system using the guidelines developed in the Performance Development Network of the EUAN. It should consider the limitations in the available resources.

¹³ Council Regulation (EU) 2015/496 amending Regulation (EEC, Euratom) No. 354/83 as regards the deposit of the historical archives of the institutions at the European University Institute in Florence.

3.2 Conclusions of assessment of internal control systems

Overall, the internal control framework works effectively; all its components are in place and functioning for their intended purpose based on the 17 underlying principles. Minor improvements continue to be required, notably in the implementation of Component 5: Monitoring.

- **Control environment:** Expected standards of conduct and ethical behaviour are promoted and supported by management. The commitment to support the competencies of staff has been strengthened with the annual training plan and development of the learning and development strategy.
- **Risk assessment:** Risks are mitigated and fraud prevention measures are in place. As a new Management Board will be nominated early 2023, a new effort will be made to ensure timely submission and publication of the declarations on matters of personal interest that may give rise to any conflict of interests.
- **Control activities:** An update of the project management system and data input requirements should result in strengthening the reliability of data. IT security remains a high priority. The requirements detailed in the EU Cybersecurity Act will be implemented, where possible, jointly with other agencies. Awareness-raising activities to support staff in ensuring data security should continue.
- **Information and communication:** Information about procedures needs to be further improved by setting up a register online and conducting regular information sessions.
- **Monitoring activities:** A more structured documentation and reporting system will be developed, benefiting from the recruitment in 2023 of a dedicated resource for internal control.

3.3 Statement of the Internal Control Coordinator

I, the undersigned,

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

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

Place: Dublin

Date: 19 May 2023

Signed: **Mattanja de Boer**

4 – Management assurance

4.1 Review of the elements supporting assurance

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

- Monitoring and reporting on programme implementation and financial management is based on Eurofound’s performance monitoring system and project management system, and is prepared for monthly unit and management meetings, Management Board meetings, and its Executive Board meetings. Monitoring and reporting on financial management culminates in Eurofound’s provisional accounts, which are drawn up by the Accounting Officer, and the certification of final accounts for 2021 by Eurofound’s Accounting Officer.
- The existing measures to ensure the legality and regularity of the Agency’s underlying transactions, including ex ante verification and ex post controls, regular checks on segregation of duties, and specific measures to prevent and detect fraud and conflict of interest (Section 2.3). The work of the Internal Audit Service and the reports of the European Court of Auditors for the years prior to the year of this declaration. In Sections 2.7–2.9, management gave a comprehensive picture of the implementation of these internal control objectives as described in this report.
- The assessment of results from evaluations and subsequent actions (Section 2.12).
- The findings about the effectiveness of the internal control framework (Chapter 3), including the statement of the Internal Control Coordinator (see Section 3.3).
- The assessment of the internal controls acknowledged their effectiveness but also reinforced the commitment of the Agency to pursue further improvements in some of the areas covered. No significant weaknesses that may have a potential impact on the declaration of assurance of the Authorising Officer were identified or reported in any of the relevant parts as set out in the present report.

4.2 Reservations

No reservations.

5 – Declaration of assurance

Declaration of the Authorising Officer

I, the undersigned, Executive Director¹⁴ of the European Foundation for the Improvement of Living and Working Conditions.

In my capacity as Authorising Officer,

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

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

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

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

Place: Dublin

Date: 2 June 2023

Signed: **Ivailo Kalfin**, Authorising Officer

¹⁴ As of 1 June 2021.

Annexes

Annex 1: Key performance indicators

Summary 2022

| Key performance indicator (KPI) | 2022 target | 2022 performance | 2021 performance | 2020 performance | Source | Notes |
|--|-------------|---|---|--|---|--|
| 1. Budget implementation | 98% | 100% Amending budget: €22,438,000 | 100% Amending budget: €22,757,000 | 99.9% Amending budget: €21,741,655 | Budgetary outturn account (C1 commitments/C1 appropriations) | Full amending budget amounts (general: C1 and assigned appropriations: R0) |
| 2. Efficient use of posts available in the establishment plan | 97% | 92.3% | 89% | 94.5% | The establishment plan approved in the annual work programme and HR record of recruitments resulting in posts filled by 31 December of the reporting year | The establishment plan remains at 91 posts since 2018. While not all posts in the establishment plan were occupied by the 31 December, recruitments for all vacancies were ongoing. Job offers for four posts were sent out before year end. With those included, the target of 97% was met (88 posts out of 91). |
| 3. Programme delivery | 80% | 97% 30 out of 31 deliverables | 93% 38 out of 41 deliverables | 98% 45 out of 46 deliverables | Report from the Eurofound project management system based on outputs listed in the <i>Programming document 2021–2024: Work programme 2022</i> | The data-collection method continues to be based on Eurofound's project management system. |
| 4. Recognition of the scientific quality of Eurofound's research (references in peer-reviewed journals) | n/a | 1,143 | 1,220 | 1,034 | Articles in academic journals mentioning Eurofound, based on searches of the Dimensions scientific research database (from 2021) | In 2021, the Centre for Science and Technology Studies (CWTS), University of Leiden, reviewed the methodology. The Total Mentions Score (TMS) is the number (count) of academic journal articles mentioning Eurofound (or name variations) in any part of its full text. As a result of this review, a different data source is used in comparison to 2020 and before, making 2021 the new baseline. The TMS is complemented with a five-year citation analysis in Scopus. |

| Key performance indicator (KPI) | 2022 target | 2022 performance | 2021 performance | 2020 performance | Source | Notes |
|--|-------------|--|--|--|--|---|
| 5. Uptake of and engagement with Eurofound's knowledge through its website and other corporate platforms | n/a | HTML page views – measured: 2,190,593 – corrected: 2,651,489 PDF downloads – measured: 133,868 – corrected: 160,233 | HTML page views: 2,998,125 PDF downloads: 174,878 | HTML page views: 3,174,382 PDF downloads: 188,556 | Europa Analytics (from 2022) | Due to data protection legal requirements, users of the Eurofound website must now give their consent to be tracked via cookies. This change decreases the measurable number of page views and downloads. Cookie consent statistics indicate that the share of users who decline to being tracked is 30%, indicating that the measured numbers likely reflect only 70% of the entire population of website users. As the cookie consent banner was introduced in May 2022, data for 2022 are not comparable to previous years. To provide meaningful comparison, the 'corrected' figures add the missing 30% of users for June–December 2022, under the assumption that users who did not consent to cookies have the same user behaviour as users who accepted cookies. |
| 5.5 Uptake of Eurofound knowledge through the media | n/a | 572 | 1,083 | (703) | Monitoring tools: Europe Media Monitor (EMM); Mynewsdesk; Mention; PressReader | New since 2021. Baseline 2020: 703 articles This indicator captures articles referring to Eurofound's research data and analysis in recognised local, national and international media, distributed via print and online sources defined as priority media outlets. Eurofound experienced exceptional growth in its media references in 2021, up significantly from its baseline in 2020, on the back of timely and relevant information related to the COVID-19 pandemic. During the same time, it grew its contact base with journalists who report on socioeconomic issues from around 6,000 to just below 10,000. In 2022, the recorded number of references in priority media outlets fell to 572, which is on par with pre- |

| Key performance indicator (KPI) | 2022 target | 2022 performance | 2021 performance | 2020 performance | Source | Notes |
|--|-------------|----------------------|----------------------|----------------------|------------------------------------|--|
| | | | | | | pandemic levels. |
| 6. Eurofound's engagement with stakeholders in meetings and events (out of contributions to events in total) | n/a | 109 out of 250 (44%) | 172 out of 360 (48%) | 109 out of 202 (54%) | Eurofound Events Tracking Database | The methodology has been adapted in 2020 to include a new category of engagement (in addition to participation in events): request for expertise. This covers meetings, in whatever format, in which Eurofound staff provide stakeholders with our expertise, based on our research and knowledge. |
| 7. Uptake of Eurofound's expertise in key European-level policy documents (out of total European-level policy documents) | n/a | 163 out of 198 (82%) | 152 out of 206 (74%) | 95 out of 274 (35%) | Eurofound EU Impact Database | New methodology introduced in 2021 |

Outputs and uptake by activity, 2022

| Activity | Outputs delivered within the programme period | References in academic journal articles ¹ | Website PDF downloads and HTML page views ¹⁵ | | References in priority media outlets | Engagements with priority organisations | References in key European-level policy documents |
|--|---|--|---|------------|--------------------------------------|---|---|
| | | | PDF downloads | Page views | | | |
| Working conditions and sustainable work | 2 | 264 | | | 149 | 14 | 39 |
| Industrial relations and social dialogue | 13 | 49 | | | 68 | 14 | 47 |
| Employment and labour markets | 2 | 85 | | | 32 | 14 | 61 |
| Living conditions and quality of life | 2 | 94 | | | 101 | 36 | 48 |
| Anticipating and managing the impact of change | 3 | 66 | | | 24 | 6 | 17 |

| | | | | | | | |
|---|---|-----|--|--|-----|----|----|
| Promoting social cohesion and convergence | 3 | 4 | | | | 4 | 10 |
| Survey management and development | 1 | | | | | 2 | |
| Corporate communication ¹⁶ | 1 | 158 | | | 198 | 10 | 33 |
| Management and development | 3 | | | | | 9 | |

¹ References to Eurofound publications 2017–2021.

² Not available for 2022 due to data protection legal requirements; users of the Eurofound website must now give their consent to be tracked via cookies.

³ Most of these figures relate to the *Living, working and COVID-19 e-survey*, in 2021, registered under this activity.

KPI 7: Eurofound outputs with findings referenced in more than one key European-level policy document in 2022

| Title | No. of references |
|---|-------------------|
| • Living, working and COVID-19 (23) + First findings (3) + data (7) | 33 |
| • Tackling labour shortages in EU Member States | 23 |
| • Sixth European Working Conditions Survey – Overview report (12) + data (7) | 19 |
| • Long-term care workforce: Employment and working conditions | 16 |
| • EU PolicyWatch | 12 |
| • COVID-19: Implications for employment and working life | 11 |
| • Impact of COVID-19 on young people in the EU | |
| • Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year | 9 |
| • Education, healthcare and housing: How access changed for children and families in 2020 | 7 |
| • Minimum wages in 2021: Annual review | |
| • European Industrial Relations Dictionary | 6 |
| • New forms of employment (2) + 2020 update (4) | |
| • Teleworkability and the COVID-19 crisis: A new digital divide? | |
| • Working conditions and sustainable work: An analysis using the job quality framework | |
| • COVID-19: Policy responses across Europe | 5 |
| • European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society (2) + data (3) | |
| • Involvement of social partners in the national recovery and resilience plans | |
| • The digital age: Implications of automation, digitisation and platforms for work and employment | |
| • Upward convergence in gender equality: How close is the Union of equality? | |
| • Wages in long-term care and other social services 21% below average | |
| • What just happened? COVID-19 lockdowns and change in the labour market | |
| • Women and labour market equality: Has COVID-19 rolled back recent gains? | |
| • Working anytime, anywhere: The effects on the world of work | |

| | |
|--|---|
| <ul style="list-style-type: none"> • Access to social benefits: Reducing non-take-up • Care homes for older Europeans: Public, for-profit and non-profit providers • Employment and working conditions of selected types of platform work • European Jobs Monitor 2021: Gender gaps and the employment structure • Exploring self-employment in the European Union • Involvement of social partners in policymaking during the COVID-19 outbreak • Monitoring convergence in the European Union: Looking backwards to move forward – Upward convergence through crises • Psychosocial risks in Europe: Prevalence and strategies for prevention • Telework and ICT-based mobile work: Flexible working in the digital age • Understanding the gender pay gap: What role do sector and occupation play? | 4 |
| <ul style="list-style-type: none"> • Access to care services: Early childhood education and care, healthcare and long-term care • Disability and labour market integration: Policy trends and support in EU Member States • Employee monitoring and surveillance: The challenges of digitalisation • European Company Survey 2019: Workplace practices unlocking employee potential • Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty • People with disabilities and the COVID-19 pandemic: Findings from the Living, working and COVID-19 e-survey • Representativeness of the European social partner organisations: Local and regional government sector and social services • Social and employment situation of people with disabilities • Upward convergence in the EU: Concepts, measurements and indicators | 3 |
| <ul style="list-style-type: none"> • Access to essential services for people on low incomes: Energy, public transport and digital communications • Back to the future: Policy pointers from platform work scenarios • Cooperatives and social enterprises: Work and employment in selected countries • COVID-19 and older people: Impact on their lives, support and care • Digitisation in the workplace • Energy poverty looms as cost of living increases: Data behind the difficulties • Exploring the fraudulent contracting of work in the European Union • Exploring the social challenges of low carbon energy policies in Europe • Female entrepreneurship: Public and private funding • Impact of the COVID-19 crisis on wages and wage setting • Labour market segmentation: Piloting new empirical and policy analyses • Measuring varieties of industrial relations in Europe: A quantitative analysis • Minimum wages in 2022: Annual review • Mixed impacts of COVID-19 on social dialogue and collective bargaining in 2020 • NEETs – Young people not in employment, education or training: Characteristics, costs and policy responses in Europe • Regulating minimum wage and other forms of pay for the self-employed • Right to disconnect in the 27 EU Member States • Right to disconnect: Exploring company practices • Social dialogue and collective bargaining in the hospital sector during the COVID-19 pandemic • The future of manufacturing in Europe • Violence and harassment in European workplaces: Extent, impacts and policies • Workers want to telework but long working hours, isolation and inadequate equipment must be tackled • Working life in the COVID-19 pandemic 2020 | 2 |

KPI 5.5: Uptake of Eurofound knowledge in the media

The following are a selection of coverage highlights from 2022.

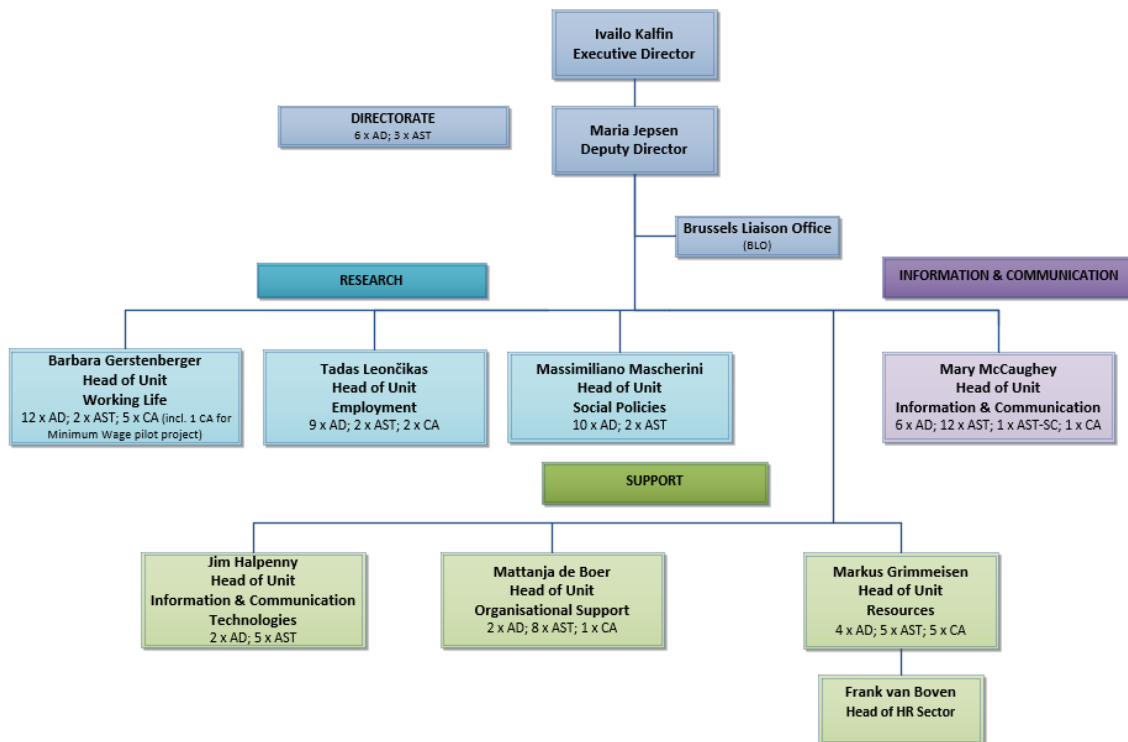
- Euronews: [The job market's cooling. What does that mean for tech workers?](#)
- Irish Times: [Many older people still living 'lockdown lives' and struggling to regain independence](#)
- Irish Times: [Future is a collaboration between man and machine](#)
- Brussels Times: [Does remote work increase gender gaps in unpaid work?](#)
- Brussels Times: [EU agency warns about risk of depression after COVID-19 pandemic](#)
- Irish Examiner: [Women work seven hours more per week than men, study finds](#)
- Irish Examiner: ['I think the recession has already begun': Ireland's Gen Zs and millennials consider emigration](#)
- Politico: [Europe's growing mental health care gap](#)
- EurActiv: [La méfiance envers les institutions grandit à travers l'Europe, selon un rapport](#)
- La Tribune: [Canicule au travail : les syndicats européens veulent une loi pour mieux protéger les salariés](#)
- RTL: [La confiance dans les institutions chute en Europe](#)
- Le Monde: [Retraites : « Le projet d'Emmanuel Macron ignore l'accélération et l'intensification des rythmes de vie »](#)
- El País: [Persiste la brecha salarial entre hombres y mujeres](#)
- El País: [Los países de la UE suben sus salarios mínimos una media del 6% en 2022](#)

Annex 2: Financial management

The provisional budget outturn account for 2022 was sent to the Commission in early January 2023. The balance of this account shows a budget surplus of €14,028. See Section 2.3.1 in the main report for comments.

| | Title | 2022 (€) | 2021 (€) |
|---|---|---------------------|---------------------|
| Revenue | | | |
| Balancing Commission subsidy | 1000 | 22,051,380 | 21,600,000 |
| Other subsidy from Commission (IPA, delegation agreement, etc.) | 1010 | 0 | 0 |
| Miscellaneous revenue – internal assigned revenue | 5400 | | 2,816 |
| Miscellaneous revenue | 5400 | | 652 |
| Services rendered – general | 6000 | 59,756 | 72,817 |
| Services rendered – external assigned revenue | 6000 | 237,940 | 1,003,575 |
| Proceeds from lettings | 6030 | | 8,500 |
| | Total revenue (a) | 22,349,076 | 22,688,360 |
| Expenditure | | | |
| <i>Staff</i> | 1 | | |
| Payments | | (15,244,227) | (14,199,552) |
| Appropriations carried over to the following year | | (186,845) | (196,733) |
| <i>Administrative expenses</i> | 2 | | |
| Payments | | (1,326,703) | (1,302,237) |
| Appropriations carried over to the following year | | (327,707) | (422,085) |
| <i>Operating expenses</i> | 3 | | |
| Payments | | (1,710,228) | (3,385,773) |
| Appropriations carried over to the following year | | (4,769,829) | (4,081,647) |
| | Total expenditure (b) | (23,565,540) | (23,588,027) |
| | Outturn for the financial year (a-b) | (-1,216,464) | (899,667) |
| Cancellation of unused payment appropriations carried over from year n-1 | | 102,528 | 81,233 |
| Adjustment for carry-over from previous year of appropriations available at 31.12 arising from assigned revenue | | 1,127,975 | 836,351 |
| Exchange differences for the year (gain +/-loss -) | | -11 | -5 |
| Balance of the outturn account for the financial year | | | |
| Balance year N-1 | | 17,912 | 273,570.37 |
| Positive balance from year N-1 reimbursed in year N to the Commission | | -17,912 | -273,570.37 |
| Result used for determining amounts in general accounting | | 14,028 | 17,912 |
| Commission subsidy – Agency registers accrued revenue/Commission accrued expense | | 22,037,352 | 21,582,088 |
| Pre-financing remaining open to be reimbursed by Agency to Commission in 2021 | | 14,028 | 17,912 |

Annex 3: Organisational chart as at 31 December 2022



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

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

Establishment plan

| Staff population | | Staff population in voted EU budget 2022 | Staff population actually filled at 31 December 2022 |
|------------------|--------|--|--|
| Officials | AD | 4 | 4 |
| | AST | 5 | 5 |
| | AST/SC | 0 | 0 |
| Temporary agents | AD | 47 | 42 |
| | AST | 34 | 33 |
| | AST/SC | 1 | 0 |
| Total | | 91 | 84 |

Other human resources

| Category | Status at 31 December 2022 |
|----------------------------------|----------------------------|
| Contract agents (CAs) | 11 |
| Seconded national experts (SNEs) | 0 |
| Trainees | 6 |
| Temporary agency workers | 2 |
| Structural service providers | 5 |
| Total | 24 |

Geographical balance

The table shows the percentage breakdown of staff – including officials, temporary agents and contract agents – by Member State.

| Country | % |
|-------------|------|
| Austria | 2.1 |
| Belgium | 5.3 |
| Bulgaria | 2.1 |
| Denmark | 1 |
| Finland | 2.1 |
| France | 7.4 |
| Germany | 6.3 |
| Greece | 1 |
| Hungary | 2.1 |
| Ireland | 29.6 |
| Italy | 8.4 |
| Lithuania | 2.1 |
| Netherlands | 5.3 |
| Poland | 3.1 |
| Portugal | 2.1 |
| Romania | 3.1 |

| | |
|----------|-----|
| Slovakia | 2.1 |
| Spain | 9.4 |
| Sweden | 2.1 |

Promotion and reclassification of staff

In 2022, 7 AD temporary agents, 3 AST temporary agents and 1 FG contract agent were promoted. The averages in careers for temporary agents are always aligned to, if not above, the recommendation of Decision C(2015)9563, while for contract agents, the averages are within the brackets as foreseen in the recommendations according to Decision C(2015)9561.

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

| Grades | 2018 | 2019 | 2020 | 2021 | 2022 | Average over 5 years (according to Decision C(2015)9563) |
|--------------------------|------|------|------|------|------|--|
| AD05 | 3 | | 3 | | | 2.8 |
| AD06 | 3 | 4.5 | 5 | 3 | | 2.8 |
| AD07 | 2.6 | 4.2 | 3.2 | 2.8 | 3.3 | 2.8 |
| AD08 | 4.7 | 2.8 | 2.7 | 5 | 3 | 3 |
| AD09 | | 4 | | 4 | 3.5 | 4 |
| AD10 | | 4.5 | | | | 4 |
| AD11 | 5 | 12 | | | | 4 |
| AD12 | | | 8.5 | | 8.2 | 6.5 |
| AD13 | | | | | | 6.7 |
| AST1 | 3.8 | 3.7 | | | | 3 |
| AST2 | 4.3 | 4.3 | | 3 | | 3 |
| AST3 | 3.6 | | 3 | | 3.5 | 3 |
| AST4 | 3 | 3 | 6.5 | 3 | 2.3 | 3 |
| AST5 | 5 | 4.8 | 5 | 4.2 | | 4 |
| AST6 | 5.8 | 6 | 4 | 3 | | 4 |
| AST7 | | 6 | 5.5 | 5 | | 4 |
| AST8 | 6 | 4.3 | | 5.2 | | 4 |
| AST9 | | | | | | n/a |
| AST10 (Senior assistant) | | | 7.5 | | | 5 |

Reclassification of contract staff

| Function Group | Grade | Staff in activity at 1 January 2022 | Number of staff members reclassified in 2022 | Average number of years in grade of reclassified staff members | Average number of years in grade of reclassified staff members (according to Decision C(2015)9561) |
|----------------|-------|-------------------------------------|--|--|--|
| CA IV | 17 | | | | 6-10 |
| | 16 | 1 | 0 | | 5-7 |
| | 15 | 1 | 0 | | 4-6 |

| | | | | | |
|--------|----|---|---|-----|------|
| | 14 | 5 | 1 | 3.1 | 3-5 |
| | 13 | 1 | 0 | | 3-5 |
| CA III | 11 | | | | 6-10 |
| | 10 | 1 | 0 | | 5-7 |
| | 9 | 1 | 0 | | 4-6 |
| | 8 | 0 | 0 | | 3-5 |
| CA II | 6 | 1 | 0 | | 6-10 |
| | 5 | 2 | 0 | | 5-7 |
| | 4 | | | | 3-5 |
| CA I | 2 | | | | 6-10 |
| | 1 | | | | 3-5 |

Annex 5: Human and financial resources by activity

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

A. Budgeted full costs and actual full costs

| 2022 activities | Budgeted full costs (Titles 1, 2 and 3 in €) | % PD budget | Actual full costs inexecuted budget 2022 in € (with executed person-day rates) | % executed budget |
|---|--|-------------|--|-------------------|
| Operational activities | | | | |
| 1. Working conditions and sustainable work | 2,220,000 | 10% | 2,278,900 | 10% |
| 2. Industrial relations and social dialogue | 3,523,000 | 16% | 3,566,721 | 16% |
| 3. Employment and labour markets | 942,000 | 4% | 1,035,006 | 5% |
| 4. Living conditions and quality of life | 1,030,000 | 5% | 913,969 | 4% |
| 5. Anticipating and managing the impact of change | 1,628,000 | 7% | 2,148,355 | 10% |
| 6. Promoting social cohesion and convergence | 1,949,000 | 9% | 1,383,974 | 6% |
| 7. Survey management and development | 3,289,000 | 15% | 3,910,552 | 18% |
| 8. Reacting to ad hoc information requests | 904,000 | 4% | 234,733 | 1% |
| Horizontal activities | | | | |
| 9. Corporate communication | 5,479,000 | 25% | 5,820,933 | 26% |
| 10. Management and development | 1,307,000 | 6% | 906,918 | 4% |
| TOTAL | 22,271,000 | 100% | 22,200,060 | 100% |

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

B. Financial resources by activity

| 2022 activities | Title 3 – budget 2022 in € (operational) | Title 3 – actual commitments in 2022 in € | % of total Title 3 budget in 2022 |
|---|--|---|-----------------------------------|
| Operational activities | | | |
| 1. Working conditions and sustainable work | 201,424 | 203,267 | 64% |
| 2. Industrial relations and social dialogue | 1,182,583 | 1,158,314 | 96% |
| 3. Employment and labour markets | 149,083 | 139,175 | 102% |
| 4. Living conditions and quality of life | 88,423 | 80,594 | 79% |
| 5. Anticipating and managing the impact of change | 97,879 | 104,585 | 68% |
| 6. Promoting social cohesion and convergence | 99,741 | 93,822 | 76% |
| 7. Survey management and development | 2,080,570 | 2,394,039 | 114% |
| 8. Reacting to ad hoc information requests | | 3,179 | 2% |
| Horizontal activities | | | |
| 9. Corporate communication | 845,300 | 940,682 | 67% |
| 10. Management and development | 143,493 | 144,407 | 66% |
| TOTAL | 6,100,000 | 5,262,063 | 88 % |

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

C. Human resources by activity

| 2022 activities | Person days allocated in 2022 | Actual days recorded in 2022 | % of planned |
|---|-------------------------------|------------------------------|--------------|
| Operational activities | | | |
| 1. Working conditions and sustainable work | 896 | 797 | 89% |
| 2. Industrial relations and social dialogue | 1,118 | 928 | 83% |
| 3. Employment and labour markets | 381 | 341 | 90% |
| 4. Living conditions and quality of life | 439 | 316 | 72% |
| 5. Anticipating and managing the impact of change | 702 | 775 | 111% |
| 6. Promoting social cohesion and convergence | 863 | 495 | 57% |
| 7. Survey management and development | 557 | 575 | 103% |
| 8. Reacting to ad hoc information requests | 330 | 121 | 37% |
| Horizontal activities | | | |
| 9. Corporate communication | 2,440 | 2,440 | 100% |
| 10. Management and development | 625 | 304 | 49% |
| TOTAL | 8,352 | 7,093 | 85% |

Annex 6: Contribution agreements¹ and service-level agreements

| Date of signature | Description | Counterpart | Duration | Amount 2021 in € (in commitments) |
|---|--|--|--|-----------------------------------|
| Grant agreement | | | | |
| 21 December 2018 | Grant contract – External actions of the European Union IPA/2018/402 – 940 | Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) – European Commission | 30 months from 12 January 2019. In 2021, extended by 12 months to run up to 12 July 2022 | €0 |
| Service-level agreement pilot project | | | | |
| 20 December 2020 | Pilot project ‘Role of the minimum wage in establishing the Universal Labour Guarantee’ | Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) – European Commission | 36 months from 22 December 2020 (until 21 December 2023) | €226,082.16 |
| Service-level agreements² | | | | |
| 12 March 2020 | 20-2310-01 Provision of central treasury management services and use of ABAC | Directorate-General for Budget (DG BUDG) – European Commission | Duration valid until cancelled/terminated by either party | €56,000.00 |
| 15 June 2022 | 22-2204-02 Provision of disaster recovery hosting services | European Union Intellectual Property Office (EUIPO) | Indefinite | €11,452.94 |
| 20 December 2018 (amended 12 July 2019, 8 November 2019, 6 March 2020, July 2021) | 07-2204-10 Web development and DG DIGIT software and services (IT hosting of the ABAC system, IT Procurement, CMS, IT Assets – RACHEL service, ABAC Assets, e-prior, visualisation, cloud) | Directorate-General for Informatics (DIGIT) – European Commission | Duration valid until cancelled/terminated by either party | €358,325.00 |
| 1 April 2016 (amended 1 January 2020) | 16-2204-03 Provision of IT security services (CERT-EU 035) | Directorate-General for Informatics (DIGIT) – European Commission on behalf of the EU Computer Emergency Response Team (CERT-EU) | Duration valid until cancelled/terminated by either party | €24,969.60 |
| 1 January 2020 | 18-2204-03 Provision of a 1Gb internet link | HEAnet (Ireland’s national education and research network) | 2 years | €10,674.00 |
| 21 December 2017, amended 21 May 2018 for medical services and legal assistance, 21 January 2019 for legal assistance, 17 January 2021 for data protection, 30 March 2021 for reporting | 18-1175-04 Provision of HR services (Appendixes A, B, D, DS, E, IDOC) | Directorate-General Human Resources and Security (HR) – European Commission | Duration valid until cancelled/terminated by either party | €45,410.00 |
| 20 December 2012 | 06-3041-06 Provision of interpretation | Directorate-General for Interpretation (SCIC) – European Commission | Duration valid until cancelled/terminated by either party | €0 |
| 13 May 2019 | 20-1120-02 Provision of training services between EPSO/EUSA and Eurofound | European Personnel Selection Office (EPSO) and European School of Administration (EUSA) | Indefinite from 1 April 2019 | €0 |
| 11 October 2018 | 08-1175-01 PMO administrative services | Office for the Administration and Payment of Individual Entitlements (PMO) | Duration valid until cancelled/terminated by either party | € 79,708.50 |

| | | | | |
|------------------|--|---|---|-------------|
| 19 December 2018 | 05-3012-02 Provision of publishing services (covers typesetting and printing, storage and dissemination, video and web graphic design) | Publications Office of the European Union (OPOCE) | Duration valid until cancelled/terminated by either party | € 25,909.74 |
| 1 January 2012 | 06-3050-01 General provision of translation services | Translation Centre for the Bodies of the EU | Duration valid until cancelled/terminated by either party | €229,970.00 |
| 01 March 2018 | 18-1175-05 EUAN Shared Support Office | European Food Safety Authority (EFSA) | 3 years | €4,290.62 |
| 17 January 2021 | 21-1175-01 Diplomatic passport for Directors of Agencies (<i>laissez-passer</i>) | Directorate-General Human Resources and Security (HR) – European Commission | 3 years | €0 |

¹ Article 7.2 and 7.5 of the Financial Regulation.

² Article 43.2 of the Financial Regulation.

Annex 7: Annual accounts

1. Balance sheet

1.1 Balance sheet

| | Note | 31.12.2022 (€) | 31.12.2021 (€) |
|--|------|--------------------|--------------------|
| Non-current assets | | | |
| Intangible assets | 2.1 | 0 | 0 |
| Property, plant and equipment | 2.2 | 826,472 | 810,574 |
| | | 826,472 | 810,574 |
| Current assets | | | |
| Exchange receivables and non-exchange recoverables | 2.3 | 5,656,686 | 385,253 |
| Accrued income | 2.4 | 68,395 | 41,211 |
| Cash and cash equivalents | 2.5 | 51,989 | 4,884,474 |
| | | 5,777,070 | 5,310,938 |
| Total assets | | 6,603,542 | 6,121,512 |
| Current liabilities | | | |
| Payables and other liabilities | 2.6 | (524,314) | (813,332) |
| Accrued charges and deferred income | 2.7 | (1,643,033) | (1,627,467) |
| Provisions | 2.8 | (20,000) | (25,000) |
| | | (2,187,347) | (2,465,799) |
| Total liabilities | | (2,187,347) | (2,465,799) |
| Net assets | | 4,416,195 | 3,655,713 |
| Accumulated surplus | | 3,655,713 | 4,524,206 |
| Economic result of the year | | 760,482 | (868,493) |
| Net assets | | 4,416,195 | 3,655,713 |

1.2 Statement of financial performance

| | Note | 2022 (€) | 2021 (€) |
|---|------|---------------------|---------------------|
| REVENUE | | | |
| Revenue from non-exchange transactions | | | |
| Subsidy of the Commission | 3.1 | 22,037,352 | 21,582,088 |
| Other | 3.1 | 263,416 | 455,796 |
| | | 22,300,768 | 22,037,884 |
| Revenue from exchange transactions | | | |
| Other sales and revenue | 3.2 | 306,652 | 82,442 |
| Miscellaneous revenue | 3.2 | 18,228 | 1,389 |
| Exchange rate gains | 3.2 | 0 | 620 |
| | | 324,880 | 84,451 |
| Total revenue | | 22,625,648 | 22,122,335 |
| EXPENSES | | | |
| Operating costs | 3.3 | (3,553,229) | (5,653,958) |
| Staff costs | 3.4 | (15,050,219) | (14,043,313) |
| Fixed-asset-related expenses | 3.5 | (140,742) | (181,198) |
| Other administrative expenses | 3.5 | (3,120,542) | (3,109,968) |
| Finance costs | 3.5 | (422) | (1,765) |
| Exchange rate losses | 3.5 | (11) | (626) |
| Total expenses | | (21,865,165) | (22,990,828) |
| Economic result of the year | | 760,483 | (868,493) |

1.3 Cashflow statement

| | 2022 (€) | 2021 (€) |
|---|--------------------|------------------|
| <i>Economic result of the year</i> | 760,483 | (868,493) |
| Operating activities | | |
| <i>Depreciation and amortisation</i> | 140,742 | 180,428 |
| <i>Increase/(decrease) in provisions</i> | (5,000) | (25,000) |
| <i>(Increase)/decrease in exchange receivables and non-exchange recoverables</i> | (5,298,618) | (85,711) |
| <i>Increase/(decrease) in payables</i> | (10,754) | 11,328 |
| <i>Increase/(decrease) in accrued charges and deferred income</i> | 4,601 | 60,994 |
| <i>Increase/(decrease) in liabilities related to consolidated EU entities</i> | (267,299) | 145,218 |
| <i>Other non-cash movements</i> | 0 | 770 |
| Investing activities | | |
| <i>(Increase)/decrease in intangible assets and property, plant and equipment</i> | (156,640) | (159,645) |
| Net cashflow | (4,832,485) | (740,111) |
| <i>Net increase/(decrease) in cash and cash equivalents</i> | (4,832,485) | (740,111) |
| <i>Cash and cash equivalents at the beginning of the year</i> | 4,884,474 | 5,624,585 |
| <i>Cash and cash equivalents at year end</i> | 51,989 | 4,884,474 |

2. Notes to the balance sheet

Assets

2.1 Intangible assets

| | Total (€) |
|---|--------------|
| <i>Gross carrying amount at 31.12.2021</i> | 3,726 |
| <i>Disposals</i> | (2,931) |
| Gross carrying amount at 31.12.2022 | 795 |
| <i>Accumulated amortisation at 31.12.2021</i> | (3,726) |
| <i>Amortisation charge for the year</i> | 0 |
| <i>Disposals</i> | 2,931 |
| Accumulated amortisation at 31.12.2022 | (795) |
| Net carrying amount at 31.12.2022 | 0 |
| <i>Net carrying amount at 31.12.2021</i> | 0 |

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

2.2 Property, plant and equipment

| | Land and buildings (€) | Plant and equipment (€) | Furniture and vehicles (€) | Computer hardware (€) | Other fixtures (€) | Total (€) |
|---|------------------------------|-------------------------------|----------------------------------|-----------------------------|--------------------------|--------------------|
| <i>Gross carrying amount at 31.12.2021</i> | 8,309,402 | 70,456 | 703,306 | 651,097 | 861,136 | 10,595,398 |
| <i>Additions</i> | 101,727 | - | - | 54,913 | - | 156,640 |
| <i>Disposals</i> | - | - | (15,176) | (90,481) | (21,598) | (127,256) |
| Gross carrying amount at 31.12.2022 | 8,411,129 | 70,456 | 688,130 | 615,528 | 839,537 | 10,624,781 |
| <i>Accumulated depreciation at 31.12.2021</i> | (7,662,039) | (66,909) | (662,699) | (638,054) | (755,123) | (9,784,823) |
| <i>Depreciation charge for the year</i> | (59,930) | (1,026) | (21,346) | (16,475) | (41,965) | (140,742) |
| <i>Write-back of depreciation</i> | - | - | - | - | - | - |
| <i>Disposals</i> | - | - | 15,176 | 90,481 | 21,598 | 127,256 |
| Accumulated depreciation at 31.12.2022 | (7,721,969) | (67,935) | (668,869) | (564,047) | (775,489) | (9,798,309) |

| | | | | | | |
|--|----------------|--------------|---------------|---------------|----------------|----------------|
| Net carrying amount at 31.12.2022 | 689,161 | 2,521 | 19,261 | 51,481 | 64,048 | 826,472 |
| <i>Net carrying amount at 31.12.2021</i> | <i>647,364</i> | <i>3,547</i> | <i>40,607</i> | <i>13,043</i> | <i>106,013</i> | <i>810,574</i> |

2.3 Exchange receivables and non-exchange recoverables

| | Note | 31.12.2022 (€) | 31.12.2021 (€) |
|---|-------|-------------------|-------------------|
| Current | | | |
| Receivables from exchange transactions | 2.3.1 | 5,656,186 | 384,753 |
| Recoverables from non-exchange transactions | 2.3.2 | 500 | 500 |
| Total | | 5,656,686 | 385,253 |

2.4 Accrued income

| | 31.12.2022 (€) | 31.12.2021 (€) |
|----------------|-------------------|-------------------|
| Accrued income | 68,395 | 41,211 |

Accrued income is the amount earned in the year but which has not yet been received. The accrued income consists of the retention of €35,160 in IPA funds from DG NEAR to be paid to Eurofound in 2023. The European Labour Authority (ELA) owes Eurofound the amount of €15,006 for the provision of accounting services for the fourth quarter of 2022. Eurofound is also due the amount of €14,278 for the reimbursement of legal costs. Additionally, Eurofound is due to receive €3,000 from a refund of course fees and €951 for a speaker's fee at an international symposium.

2.5 Cash and cash equivalents

| | 31.12.2022 (€) | 31.12.2021 (€) |
|----------------------------------|-------------------|-------------------|
| Central Treasury liaison account | 0 | 4,834,072 |
| Imprest accounts | 51,989 | 50,402 |
| Total | 51,989 | 4,884,474 |

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

In 2021, the balance on the DG BUDG Treasury liaison account was classified under 'Cash and cash equivalents'. However, from 2022 – the first complete year the DG BUDG Treasury Service was fully used – onwards, these balances are not subject to an insignificant risk of changes in value, thereby not meeting the definition of cash equivalents. As such, the balance on the Treasury liaison account has been reclassified under receivables from exchange transactions (see Notes 2.3 and 2.5).

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

Liabilities

2.6 Payables

| | 31.12.2022 (€) | 31.12.2021 (€) |
|---|-------------------|-------------------|
| Pre-financing received from European Commission – operating subsidy | 509,711 | 773,126 |
| Pre-financing received from European Commission – balancing subsidy | 14,028 | 17,912 |
| Other payables | 575 | 22,294 |
| Total | 524,314 | 813,332 |

The operating subsidy received from the Commission relates to projects funded outside of the ordinary

budget of the Agency. The balancing subsidy is the ordinary budget of the Agency received from DG EMPL.

The pre-financing liability related to the balancing subsidy comprises the unused amounts of balancing subsidy received by Eurofound from DG EMPL in 2022. The amounts will be returned to DG EMPL in 2023.

The pre-financing liability related to the operating subsidy comprises a balance of €509,711 from DG EMPL for a pilot project on the minimum wage. In 2021, Eurofound received €1,000,000 from DG EMPL for the pilot project and incurred expenses of €490,289 up to 31.12.2022.

Other payables are those amounts owed to suppliers at the end of the year and amount to €575 in 2022.

2.7 Accrued charges

| | 31.12.2022 (€) | 31.12.2021 (€) |
|------------------------|-------------------|-------------------|
| <i>Accrued charges</i> | 1,643,033 | 1,627,467 |

Accrued charges are the amounts estimated by the authorising officer of costs incurred for services and goods delivered in 2022 but not yet invoiced or processed by the end of the year. The basis of the accruals calculation is the open amount of budgetary commitments at year end. The heading includes estimated operating expenses of €1,316,807 and staff expenses of €326,226 for untaken leave.

2.8 Provisions

| | 31.12.2022 (€) | 31.12.2021 (€) |
|-------------------|-------------------|-------------------|
| <i>Provisions</i> | 20,000 | 25,000 |

A judgement on two court cases was made in 2021. Eurofound won one case and lost one case. Although damages were not awarded, Eurofound must pay the legal costs for the case it lost but must also be reimbursed the legal costs for the case it won. The amount of €14,277.74 has been claimed by Eurofound in settlement of the Agency's legal costs. This has not yet been paid, and the amount appears as an accrued income in the 2022 annual accounts. An amount of €10,553.10 has been negotiated, still to be formally agreed, as the amount to be paid by Eurofound in settlement of the plaintiff's legal costs. This amount appears as an accrued cost in Eurofound's 2022 annual accounts. There is no guarantee of Eurofound receiving the amount owed and there is a possibility of further legal action. Therefore, a provision of €20,000 is made in the 2022 accounts to cover both the amount of the claim and any additional legal costs.

3. Notes to the statement of financial performance

Revenue

3.1 Non-exchange revenue

| | 31.12.2022 (€) | 31.12.2021 (€) |
|----------------------------------|-------------------|-------------------|
| <i>Subsidy of the Commission</i> | 22,037,352 | 21,582,088 |
| <i>Other</i> | 263,416 | 455,796 |
| Total | 22,300,768 | 22,037,884 |

The subsidy of the Commission corresponds to the Commission balancing subsidy amount of €22,037,352 from DG EMPL used during 2022. Unused amounts are recorded as pre-financing liabilities under accounts payable (see Note 2.6 above) and will be reimbursed to the Commission in 2023. The corresponding accrued expenses will be recorded in the financial statements of the Commission.

The other non-exchange revenue comprises €263,416 from DG EMPL corresponding to the pilot project on minimum wage.

3.2 Exchange revenue

| | 31.12.2022 (€) | 31.12.2021 (€) |
|--|-------------------|-------------------|
| <i>Other sales and revenue</i> | 243,946 | 67,817 |
| <i>Administrative revenue with other consolidated entities</i> | 62,706 | 14,625 |
| <i>Miscellaneous income</i> | 18,228 | 1,389 |
| <i>Realised exchange rate gains</i> | 0 | 620 |
| Total | 324,880 | 84,451 |

Other sales and revenue comprises €130,690 received from Norway for inclusion in the EWCS 2024. Switzerland also contributed €53,500 for inclusion in the EWCS. Additionally, €59,756 was received from Norway for its contribution to the Network of Eurofound Correspondents survey (NEC). Administrative revenue with consolidated entities relates to the provision of accounting services to the ELA. The miscellaneous income comprises €14,277 for the reimbursement of legal costs; €3,000 for the refund of course fees and €951 for a speaker's fee at an international symposium.

Expenses

3.3 Operating costs

| | 31.12.2022 (€) | 31.12.2021 (€) |
|------------------------|-------------------|-------------------|
| <i>Operating costs</i> | 3,553,229 | 5,653,959 |

Included under this heading are operating expenses incurred in relation to core tasks of the Agency and tasks delegated by the Commission carried out in 2022.

3.4 Staff costs

| | 31.12.2022 (€) | 31.12.2021 (€) |
|--------------------|-------------------|-------------------|
| <i>Staff costs</i> | 15,050,219 | 14,043,313 |

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

The pensions of Eurofound staff members are covered by the Pension Scheme for EU Officials. This pension scheme is a defined benefit plan, i.e., the amount of benefit an employee will receive on retirement depends on factors such as age and years of service. Both Eurofound staff and the Commission contribute to the pension scheme, and the contribution percentage is revised yearly to reflect the changes in the Staff Regulations. The cost to the Commission is not reflected in Eurofound's accounts. Similarly, the future benefits, payable to Eurofound staff, are accounted for in the liabilities of

the Commission, as it is the Commission that will pay out these benefits. No provisions related to future pensions are made in these accounts.

3.5 Other expenses

| | 31.12.2022 (€) | 31.12.2021 (€) |
|--|-------------------|-------------------|
| <i>Fixed-asset-related expenses</i> | 140,742 | 181,198 |
| <i>Rent of land and buildings</i> | 24,514 | 23,189 |
| <i>Maintenance and security</i> | 496,517 | 489,327 |
| <i>Insurance – building</i> | 29,464 | 24,002 |
| <i>Taxes</i> | 25,317 | 0 |
| <i>Office supplies</i> | 864 | 1,406 |
| <i>Legal expenses</i> | (4,864) | 24,875 |
| <i>Communications</i> | 44,067 | 45,122 |
| <i>Insurance – others</i> | 7,898 | 12,010 |
| <i>Car and transport expenses</i> | 1,582 | 269 |
| <i>Recruitment costs</i> | 9,828 | 0 |
| <i>Training costs</i> | 76,253 | 126,230 |
| <i>Missions</i> | 49,356 | 9,838 |
| <i>IT costs</i> | 681,447 | 675,933 |
| <i>Other external service provider (non-IT)</i> | 270,686 | 174,033 |
| <i>Expenses with other consolidated entities</i> | 1,412,613 | 1,528,734 |
| <i>Provision for other liabilities and charges</i> | (5,000) | -25,000 |
| <i>Other financial expenses</i> | 422 | 1,765 |
| <i>Realised exchange rate losses</i> | 11 | 626 |
| Total | 3,261,717 | 3,293,557 |

Fixed-asset-related expenses are mainly for the 2022 depreciation.

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

Annex 8: Delegated powers to Authorising Officers by Delegation

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

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

Members of the Management Board, status at 31 December 2022

| Country | Representatives of national governments | | Representatives of employer organisations | | Representatives of employee organisations | |
|-----------------|--|--|--|--|--|---|
| | Member | Alternate | Member | Alternate | Member | Alternate |
| Austria | Harald Fugger Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASK) | Petra Pencs Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASK) | Tobias Sonnweber Federation of Austrian Industries (IV) | Virginia Hagn Austrian Association for Public and Social Economy (VÖWG) | Dinah Djalinous-Glatz Austrian Federation of Trade Unions (ÖGB) | Adi Buxbaum Austrian Federal Chamber of Labour |
| Belgium | Yves Bolsee Federal Public Service Ministry of Employment, Labour and Social Dialogue | Alain Piette Federal Public Service Ministry of Employment, Labour and Social Dialogue | Kris De Meester Federation of Enterprises in Belgium (FEB-VBO) | Koen Cabooter Organisation for the Self-employed and SMEs (UNIZO) | Stijn Gryp Confederation of Christian Trade Unions (ACV/CSC) | Caroline Verdoot Belgian General Federation of Labour (FGTB/ABVV) |
| Bulgaria | Teodora Todorova Ministry of Labour and Social Policy | Iskren Angelov Ministry of Labour and Social Policy | Dimiter Brankov Bulgarian Industrial Capital Association (BICA) | Theodor Dechev Bulgarian Industrial Capital Association (BICA) | Ivan Kokalov Confederation of Independent Trade Unions in Bulgaria (CITUB) | Vesselin Mitov Confederation of Labour (Podkrepa) |
| Croatia | Iva Musić Orešković Ministry of Labour, Pension System, Family and Social Policy | Inja Ogrizović Džamonja Ministry of Labour, Pension System, Family and Social Policy | Biserka Sladović Croatian Employers' Association (CEA) | Ivan Sarić Croatian Employers' Association (CEA) | Marija Hanževački Union of Autonomous Trade Unions of Croatia (SSSH) | Dijana Šobota Union of Autonomous Trade Unions of Croatia (SSSH) |
| Cyprus | Orestis Messios Ministry of Labour, Welfare and Social Insurance | Panayiotis Savva Ministry of Labour, Welfare and Social Insurance | Lena Panayiotou Cyprus Employers and Industrialists Federation (OEB) | Polyvios Polyviou Cyprus Employers and Industrialists Federation (OEB) | Panikos Argyrides Cyprus Workers' Confederation (SEK) | Christos Karydis Cyprus Workers' Confederation (SEK) |
| Czechia | Vlastimil Váňa Ministry of Labour and Social Affairs | Matěj Gregárek Ministry of Labour and Social Affairs | Vladimíra Drbalová Confederation of Industry of Czechia (SPCR) | Pavla Brecková Association of Small and Medium-Sized Enterprises and Crafts of Czechia | Lucie Studničná Czech-Moravian Confederation of Trade Unions (CMKOS) | Tomas Pavelka Czech-Moravian Confederation of Trade Unions (CMKOS) |
| Denmark | Thomas Mølsted Jørgensen Ministry of Employment | Søren Friis Ministry of Employment | Christiane Mißbeck-Winberg Confederation of Danish Employers | Steen Müntzberg Confederation of Danish Employers | To be appointed | Maria Bjerre Danish Confederation of Trade Unions (LO) |
| Estonia | Marian Juurik Ministry of Social Affairs of Estonia | Marion Pajumets Ministry of Social Affairs of Estonia | Kristi Sõber Estonian Employers' Confederation (ETTK) | Raul Eamets Estonian Traders' Association | Peep Peterson Estonian Trade Union Confederation (EAKL) | Hedi-Liis Toome Estonian Broadcasting Professionals' Union (ERR) |
| Finland | Antti Närhinen Ministry of Employment and Economic Affairs | Maija Lyly-Yrjänäinen Ministry of Employment and Economic Affairs | Katja Miettinen Confederation of Finnish Industries (EK) | Mikko Nyyssölä Confederation of Finnish Industries (EK) | Juha Antila Central Organisation of Finnish Trade Unions (SAK) | Seppo Nevalainen Finnish Confederation of Salaried Employees (STTK) |
| France | Régis Bac Ministry of Labour, Employment, Vocational Training and Social Dialogue | Lucile Castex-Chauve Ministry of Labour, Employment, Vocational Training and Social Dialogue | Sébastien Darrigrand SGI Europe | Anne Vauchez Movement of the Enterprises of France (MEDEF) | Charles Parmentier French Democratic Confederation of Labour (CFDT) | Romain Lasserre General Federation of Workers (FGTA-FO) |

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|--------------------|---|---|--|--|---|--|
| Germany | Thomas Voigtländer Federal Ministry of Labour and Social Affairs (BMAS) | Ina Hinzer Federal Ministry of Labour and Social Affairs (BMAS) | Sebastian Hopfner Employers' Association of Insurance Companies in Germany (AGV) | Renate Hornung-Draus Confederation of German Employers' Associations (BDA) | Tanja Bergrath Confederation of German Trade Unions (DGB) | Susanne Wixforth Confederation of German Trade Unions (DGB) |
| Greece | Georgios Gourzoulidis Ministry of Labour, Social Security and Social Solidarity | Triantafyllia Totou Ministry of Labour, Social Security and Social Solidarity | Christos Ioannou Hellenic Federation of Enterprises (SEV) | Katerina Daskalaki Hellenic Federation of Enterprises (SEV) | Ioannis Poupkos Greek General Confederation of Labour (GSEE) | Panagiotis Kordatos Greek General Confederation of Labour (GSEE) |
| Hungary | Krisztina Pelei Ministry for Innovation and Technology | Ildikó Bodgál Ministry of Human Capacities | Adrienn Balint Confederation of Hungarian Employers and Industrialists (MGYOSZ) | To be appointed | Gyula Pallagi Hungarian Trade Union Confederation (MSZSZ) | Viktória Szűcs Forum for the Cooperation of Trade Unions (SZEF) |
| Ireland | Kevin Daly Department of Enterprise, Trade and Employment | Olivia Clarke Department of Social Protection | Maeve McElwee Irish Business and Employers Confederation (IBEC) | Pauline O'Hare Irish Business and Employers Confederation (IBEC) | David Joyce Irish Congress of Trade Unions (ICTU) | Ger Gibbons Irish Congress of Trade Unions (ICTU) |
| Italy | Romolo de Camillis Ministry of Labour and Social Policy | Leonardo Tomasi Ministry of Labour and Social Policy | Stefania Rossi General Confederation of Italian Industry (Confindustria) | Paola Astorri General Confederation of Italian Industry (Confindustria) | Andrea Mone Italian Workers' Trade Unions Confederation (CISL) | Salvatore Marra Italian General Confederation of Labour (CGIL) |
| Latvia | Ineta Tāre Ministry of Welfare | Ineta Vjake Ministry of Welfare | Ilona Kiukucāne Employers' Confederation of Latvia (LDDK) | Anita Līce Employers' Confederation of Latvia (LDDK) | Linda Romele Free Trade Union Confederation of Latvia (LBAS) | Martins Svirskis Free Trade Union Confederation of Latvia (LBAS) |
| Lithuania | Donata Šlekutė Ministry of Social Security and Labour | Rita Skrebiškiene Ministry of Social Security and Labour | Danukas Arlauskas Lithuanian Business Employers' Federation | Ričardas Sartatavičius Lithuanian Confederation of Industrialists | Kristina Krupavičienė Lithuanian Trade Union 'Solidarumas' (LPS) | Danute Slionskiene Lithuanian Trade Union Confederation (LPSK) |
| Luxembourg | Nadine Welter Ministry of Labour, Employment and the Social Solidarity Economy | To be appointed | Philippe Heck FEDIL - The Voice of Luxembourg's Industry | To be appointed | Veronique Eischen-Becker Independent Luxembourg Trade Union Confederation (OGB-L) | Paul de Araujo Luxembourg Confederation of Christian Trade Unions (LCGB) |
| Malta | Diane Vella Muscat Department of Industrial and Employment Relations | Anthony Azzopardi Department of Industrial and Employment Relations | Joe Farrugia Malta Employers' Association | To be appointed | Joseph Bugeja General Workers' Union (UGT) | Colin Galea Forum of Maltese Employers |
| Netherlands | Wilm Geurts Ministry of Social Affairs and Employment | Alexandra Nicolai Ministry of Social Affairs and Employment | Mario Van Mierlo Confederation of Netherlands Industry and Employers (VNO-NCW) | To be appointed | Jan Kouwenberg Federation Dutch Labour Movement (FNV) | Lottie Van Kelle Christian National Trade Union Federation (CNV) |
| Poland | Jerzy Ciechański Ministry of Labour and Social Policy | To be appointed | Andrzej Rudka Polish Confederation of Private Employers Lewiatan | Katarzyna Siemienkiewicz Employers of Poland (Pracodawcy RP) | Bogdan Olszewski Independent and Self-Governing Trade Union Solidarnosc (NSZZ) | Piotr Ostrowski All-Poland Alliance of Trade Unions (OPZZ) |
| Portugal | Nelson Ferreira Ministry of Labour and Solidarity | Ricardo Bernardes Directorate General for Employment and Industrial Relations (DGERT) | Marcelino Pena Costa Confederation of Trade and Services of Portugal (CCP) | Luis Henrique Confederation of Portuguese Industry (CIP) | Augusto Coelho Praça General Confederation of Portuguese Workers (CGTP-IN) | Carlos Alves General Workers' Union (UGT) |

| | | | | | | |
|-----------------|--|--|---|---|---|---|
| Romania | Ioan Cristinel Raileanu Ministry of Labour, Family and Social Protection and Elderly | Ioana Dumitresu Ministry of Labour, Family and Social Protection and Elderly | Diana Pasat General Union of Romanian Industrialists (UGIR) | Adela Șerban General Union of Romanian Industrialists (UGIR) | Sabin Rusu Democratic Trade Union Confederation of Romania (CSDR) | Cecilia Gostin National Trade Union Confederation – Cartel ALFA |
| Slovakia | Silvia Gregorcová Ministry of Labour, Social Affairs and Family | Jan Gabura Ministry of Labour, Social Affairs and Family | Martin Hošťák National Union of Employers (RUZ) | Peter Molnár National Union of Employers (RUZ) | Miroslav Hajnos Confederation of Trade Unions of the Slovak Republic (KOZ SR) | To be appointed |
| Slovenia | Vladka Komel Ministry of Labour, Family and Social Affairs | Andraž Bobovnik Ministry of Labour, Family and Social Affairs | Jože Smole Association of Employers of Slovenia (ZDS) | Igor Antauer Association of Employers in Craft and Small Business of Slovenia (ZDOPS) | Maja Konjar Association of Free Trade Unions of Slovenia (ZSSS) | To be appointed |
| Spain | Gloria Ortega Gonzalez Ministry of Labour and Social Economy | Ana Moreno Pastor Ministry of Labour and Social Economy | Miguel Canales Gutiérrez Spanish Association of the Electrical Industry (UNESA) | Javier Blasco de Luna Association of Large Temporary Employment Agencies (AGETT) | Fernando Rocha Sánchez Federation of Workers' Commissions (CCOO) | Jose Domingo Roselló General Union of Workers (UGT) |
| Sweden | Aurora Lewen Ministry of Employment | Håkan Nyman Ministry of Health and Social Affairs | Patrik Karlsson Confederation of Swedish Enterprises | Niklas Beckman Confederation of Swedish Enterprises | Håkan Gustavsson Swedish Confederation for Professional Employees (TCO) | Carola Löfstrand Swedish Trade Union Confederation (LO-S) |

EFTA-EEA Observers

| | | | | | | |
|--|--|---|--|--|--|--|
| | Anna Skarberg Ministry of Labour and Inclusion, Norway | Kristin Barnas Ministry of Labour and Inclusion, Norway | Torstein Ulserod Confederation of Norwegian Enterprise (NHO, Norway) | | Stein Reegard Norwegian Confederation of Trade Unions, (LO Norway) | |
|--|--|---|--|--|--|--|

Representatives of the Commission

| | | | | | | |
|--|---|--|---|--|---|---|
| | Barbara Kauffmann DG Employment, Social Affairs and Inclusion | Imad Kanjou Augé DG Employment, Social Affairs and Inclusion | Philippe Roux DG Health and Food Safety | Giulio Gallo DG Health and Food Safety | Harald Hartung DG Research and Innovation | Maria Kayamanidiou DG Research and Innovation |
|--|---|--|---|--|---|---|

Members of the Executive Board, status at 31 December 2022

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

Advisory Committees – Status at 31 December 2022¹⁷

Advisory Committee for Working Conditions and Sustainable Work

Coordinator: Barbara Gerstenberger

Representation

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

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

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

Commission: Jan Vacha, DG Employment,
Social Affairs and Inclusion
(Substitute member: Duco Claringbould, DG Employment,
Social Affairs and Inclusion)
Karolina Gralek, DG Employment,
Social Affairs and Inclusion
(Substitute member: Andra Dusu,
DG Employment, Social Affairs
and Inclusion)

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

Advisory Committee for Living Conditions, Social Cohesion and Convergence

Coordinator: Massimiliano Mascherini

Representation

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

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

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

Commission: Anna Lalova, DG Employment,
Social Affairs and Inclusion
(Substitute member: Duco Claringbould, DG Employment,
Social Affairs and Inclusion)
Giulio Gallo, DG Health and Food
Safety
(Substitute member: Monika Sherwood, DG Employment,
Social Affairs and Inclusion)

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

Advisory Committee for Industrial Relations and Social Dialogue

Coordinator: Christine Aumayr

Representation

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

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

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

Coordinator: Tadas Leončikas

Representation

Governments: Harald Fugger (AT)
Theodora Todorova (BG)
Vatroslav Subotić (HR)
Anti Närhinen (FI)

Employers: Ilona Kiukucane (LV)
Liliane Volozinskis, SME United
Raul Eamets (EE)
Vladimíra Drbalová (CZ)

¹⁷ Reflecting decision no. 31 of the Management Board of 6 November 2020.

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

Commission: Himed Guessoum, DG
Employment, Social Affairs and
Inclusion
(Substitute member: Andra Dusu,
DG Employment, Social Affairs
and Inclusion)
Evi Roelen, DG Employment,
Social Affairs and Inclusion
(Substitute member: Jan Vacha,
DG Employment, Social Affairs
and Inclusion)

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

Workers: Béla Galgóczi, ETUI
Linda Romele (LV)
Salvatore Marra (IT)
[Fourth member to be appointed]

Commission: Anita Halasz, DG Employment,
Social Affairs and Inclusion
(Substitute member: Lars
Engsted, DG Employment, Social
Affairs and Inclusion)
Konstantin Pashev, DG GROW
(Substitute member: Duco
Claringbould, DG Employment,
Social Affairs and Inclusion)

Experts: Werner Eichhorst (DE)
Emily Murphy (IE)

Highlights of events, listed in chronological order as at 31 December 2022

Management Board, Executive Board and Advisory Committee meetings 2022

| Date | Event | Location |
|--------------|---|----------|
| 14 January | Virtual – 11th Executive Board meeting | Online |
| 8 March | Virtual – Advisory Committee for Industrial Relations and Social Dialogue | Online |
| 9 March | Virtual – Advisory Committee for Working Conditions and Sustainable Work | Online |
| 10 March | Virtual – Advisory Committee for Living Conditions, Social Cohesion and Convergence | Online |
| 15 March | Virtual – Advisory Committee for Employment and Labour Markets/Anticipating and Managing the Impact of Change | Online |
| 25 March | Virtual – 12th Executive Board meeting | Online |
| 30 June | Virtual – Management Board Group meetings | Online |
| 1 July | Virtual – Informal meeting of the Executive Board | Online |
| 13 September | Virtual – Advisory Committee for Working Conditions and Sustainable Work | Online |
| 14 September | Virtual – Advisory Committee for Industrial Relations and Social Dialogue | Online |
| 15 September | Virtual – Advisory Committee for Living Conditions, Social Cohesion and Convergence | Online |
| 21 September | Virtual – Advisory Committee for Employment and Labour Markets/Anticipating and Managing the Impact of Change | Online |
| 30 September | 13th Executive Board meeting | Brussels |
| 17 November | Management Board Group meetings | Dublin |
| 18 November | 6th Management Board meeting | Dublin |

EU Presidency events 2022

| Date | Event | Location |
|--------------|--|----------|
| 15 February | Informal meeting of EPSCO hosted by the French Presidency | Bordeaux |
| 19 May | Informal meeting of EMCO hosted by the French Presidency | Paris |
| 7 July | Czech Presidency High-Level Conference on Child Support in the Context of the Child Guarantee | Prague |
| 20 September | Czech Presidency Conference on the Integration of People with Disabilities into the Labour Market | Prague |
| 3 October | Virtual – Czech Presidency conference: <i>The Europe of tomorrow: Gender equality and the economy</i> | Online |
| 13 October | Informal meeting of EPSCO hosted by the Czech Presidency | Prague |
| 24 October | Czech Presidency high-level conference: <i>Tackling energy poverty: EU approach and sharing best practices</i> | Prague |
| 14 November | Virtual – Informal meeting of EURES Coordinators hosted by the Czech Presidency | Online |

Highlights of internal visits 2022

| Date | Event | Location |
|--------------|---|----------|
| 25 January | Institute of International and European Affairs (IIEA) | Dublin |
| 4 March | Commissioner Nicolas Schmit | Dublin |
| 30 March | H.E. Mr Uffe Balslev, Ambassador of Denmark to Ireland, and Nikolaj Mølsted Andersen, Deputy Head of Mission | Dublin |
| 31 March | Virtual – University of Applied Sciences Burgenland | Online |
| 5 April | Kyoto High School, Poitiers | Dublin |
| 7 April | Trade Union Pro, Finland | Dublin |
| 8 April | Students of MSc in International Business, UCD Smurfit School | Dublin |
| 11 April | European Parliament EMPL Committee delegation | Dublin |
| 4 May | Minister Arkady Rzegocki, Head of the Foreign Service of Poland | Dublin |
| 24 May | The Democracy in Europe Organisation (DEO) | Dublin |
| 30 May | IIEA Director General David O'Sullivan | Dublin |
| 29 June | Marguerite Moleux, Counsellor for Health, Labour and Social Affairs for the French Embassies in Dublin and London | Dublin |
| 15 September | Productivity Working Group, Finland | Dublin |
| 20 September | Virtual – European Union Visitors Programme (EUVP): Ms Luna Miguens, Coordinator of the Economic, Social and Cultural Rights team at the Center for Legal and Social Studies (CELS), Buenos Aires | Online |
| 21 September | Rogaland and Vestland branches of the European Movement | Dublin |
| 22 September | Jeff Johnson, Deputy Director, Research Department, ILO and Marva Corley, Chief of the Globalization, Competitiveness and Labour Standards unit, ILO | Dublin |
| 27 September | European Movement Ireland | Dublin |
| 10 October | Institute of Labor, Occupational Safety and Health (ILOSH), Taiwan | Dublin |
| 10 October | Management Board of the Federation of Finnish Enterprises (FFE) – visit to BLO | Brussels |
| 12 October | Korean Occupational Safety and Health Agency | Dublin |
| 13 October | European Labour Authority | Dublin |
| 18 October | KLP (public sector pensions provider) and employers' organisations representing Norwegian municipalities and the health sector | Dublin |
| 27 October | Pensjonskontoret (<i>The Pensions Office</i>), Norway – a supervisory body for public employer's pensions | Dublin |
| 21 November | European Court of Auditors President Tony Murphy | Dublin |
| 23 November | Spanish students of occupational risk prevention, Emerald Cultural Institute | Dublin |

Highlights of own events 2022

| Date | Event | Location |
|---------------|--|-----------|
| 21 January | Virtual – Brainstorming seminar for EWCS 2024 | Online |
| 3 March | Foundation Forum | Dublin |
| 19 May | Virtual – 18th EU ANSA meeting | Online |
| 6 July | Informal exchange on scientific activities in response to the impact of the war in Ukraine | Online |
| 28 September | Webinar #EurofoundLive: <i>Regulating platform work – The EU's big balancing act</i> | Online |
| 19–21 October | Summer Forum – a tripartite exchange seminar | Dublin |
| 24–25 October | Representativeness study seminar | Bucharest |
| 27 October | Webinar #EurofoundLive: <i>Building a stronger Europe – Making the European Care Strategy work</i> | Online |

| | | |
|----------------|---|---------|
| 9–10 November | Representativeness study seminar | Nicosia |
| 17–18 November | Representativeness study seminar | Rome |
| 24–25 November | Representativeness study seminar | Dublin |
| 6 December | Webinar #AskTheExpert: <i>Making telework work for everyone – Lessons from the pandemic for a digital age</i> | Online |

Highlights of joint events 2022

| Date | Event | Location |
|-------------|---|----------|
| 8 March | <i>Reassessing gender inequalities in the labour market: Impact of COVID-19 pandemic</i> webinar, with EIGE | Online |
| 9 May | <i>Celebrate Europe Day 2022: All about YOUTH LIVE</i> , with the European Parliament Liaison Office in Ireland and the European Commission Representation in Ireland | Dublin |
| 8–10 June | Annual European Social Services Conference (ESSC) 2022, with the European Social Network (ESN) | Hamburg |
| 14 June | <i>Social dialogue as a pillar for resilience and social cohesion: How to strengthen the collective approach?</i> seminar, with the ILO | Brussels |
| 23 June | <i>A better Europe for young people – What matters most?</i> , webinar with DG for Education and Culture and the ILO | Online |
| 8 September | <i>Youth first! Employment, skills and social policies that work for young Europeans in times of uncertainty</i> seminar, with Cedefop, ELA, EU-OSHA and ETF | Brussels |
| 18 October | ETF LIVE broadcast | Turin |
| 12 December | Virtual – Seminar: <i>Skills and job quality as drivers of a just green transition</i> , with Cedefop | Online |

Highlights of contributions to external events 2022

| Date | Event | Location |
|-------------|--|----------|
| 5 January | Nomination to the Expert Group on Revision of the Barcelona Targets on Childcare | Brussels |
| 12 January | Virtual – European Workplace Innovation Network (EUWIN) Forum | Online |
| 20 January | Virtual – FH (Danish Trade Union Confederation) webinar: <i>Collective bargaining in Europe</i> | Online |
| 24 January | Virtual – EU Agencies Network (EUAN) Sub-Network Chairs meeting | Online |
| 24 January | ILO webinar: Technical meeting on the impact of digitalization in the finance sector | Online |
| 28 January | Virtual – RESISTIRÉ research and innovation project workshop on reducing gendered inequalities caused by the COVID-19 pandemic | Online |
| 31 January | Virtual – Meeting of Executive Director Ivailo Kalfin with DG EMPL Directors | Online |
| 1 February | Virtual – EU Sectoral Social Dialogue conference: <i>Capacity building for sectoral social partners</i> | Online |
| 1 February | Annual presentation of work programme to the European Parliament EMPL Committee | Brussels |
| 2 February | Webinar: <i>Skills of posted workers in the construction sector and opportunities from the validation of competences and vocational training</i> | Online |
| 3 February | Webinar: <i>Best practices for re-/upskilling in the private security services</i> | Online |
| 8 February | Virtual – Conference: EU–Korea policy dialogue on future of work | Online |
| 10 February | Virtual – IndustriAll Europe conference on restructuring: <i>Anticipate and shape the transformation of industrial multinational companies</i> | Online |
| 14 February | Public Employment Services Network Stakeholder event | Dublin |
| 15 February | Virtual – Workers' Group of the EESC Extraordinary Group Meeting | Online |
| 15 February | Informal meeting of EPSCO | Bordeaux |
| 16 February | Virtual – Meeting of the Scientific Advisory Board of the Hans Böckler Foundation | Online |
| 18 February | Virtual – EESC public hearing on the Working conditions package | Online |
| 23 February | Virtual – EU Kenya Information Exchange | Online |

| | | |
|-------------|--|---------------------|
| 23 February | Executive Director presents to the Joint EU Affairs Oireachtas Committee on the European Year of Youth | Dublin |
| 23 February | Virtual – Eurofound input to European Commission proposal on platform work European Parliament | Online |
| 24 February | Webinar – <i>New forms of work: Actions to optimise the benefits and tackle the challenges</i> | Online |
| 25 February | Conference on the Future of Europe | Dublin |
| 25 February | European Year of Youth Steering Group Meeting | Dublin |
| 8 March | Virtual – International Women's Day event: presentation on gender asymmetries in the labour market and in work–life balance | Online |
| 10 March | Virtual – Seminar: <i>How to regulate live-in care work in Europe in the light of the European Care Strategy</i> | Online |
| 15 March | Virtual – EMCO policy analysis group's multilateral surveillance review on labour taxation, labour market segmentation and undeclared work | Online |
| 15 March | Hybrid – DG EMPL, Conference on the Right to Disconnect and Telework | Online and Brussels |
| 15 March | Virtual – Conference: <i>Preventing a lost generation 2.0 – follow-up. How to enhance young people's transition to the labour market?</i> | Online |
| 16 March | Virtual – Housing Europe Working Committee meeting | Online |
| 16 March | Virtual – Central European University panel discussion on current challenges in survey sampling and other ways of gathering social and political data in Europe | Online |
| 24 March | Virtual – EMPL and FEMM committees joint public hearing: <i>A European Care Strategy: How to improve the lives of carers and their dependants</i> | Online |
| 29 March | Virtual – 11th OKAG–OSH Knowledge Advisory Group meeting | Online |
| 4 April | 2022 International Workshop on Comparative Survey Design and Implementation Program | Paris |
| 5 April | Virtual – COST (European Cooperation in Science and Technology) conference: <i>Rural NEETs transition to the labour market: The role of Public Employment Services</i> | Online |
| 5 April | EUROGIP discussion: <i>Protecting health and safety at work in changing working environment</i> | Paris |
| 7 April | Virtual – EU-ANSA Futures Cluster meeting | Online |
| 7 April | Virtual – 2022 PES Network Stakeholder Conference: <i>Jointly addressing labour and skills shortages</i> | Online |
| 8 April | Virtual – EESC hearing: <i>Employment of young people with disability</i> | Online |
| 11 April | Virtual – World Summit on the Information Society (WSIS) Forum 2022 | Online |
| 20 April | Virtual – Ireland's Low Pay Commission Research Day | Online |
| 25 April | European Year of Youth Steering Group Meeting | Dublin |
| 26 April | Virtual – Joint Research Centre (JRC) seminar: <i>The future of the workplace</i> | Online |
| 4 May | King's College London high-level workshop: <i>Advancing gender equality in work and business: a research and policy perspective on SDG 5</i> | London |
| 4 May | Virtual – Vienna University of Economics and Business guest speakers' session: <i>Selected diversity dimensions and intersectionality</i> | Online |
| 6 May | Virtual – First meeting of the IndustriAll steering group on developing an online tool on restructuring | Online |
| 6 May | European Parliament Ambassador School (EPAS) award ceremony for Transition Year students | Dublin |
| 10 May | Virtual – DG EMPL seminar: <i>Adequate minimum wages in the EU: The way forward</i> | Online |
| 10 May | Virtual – SIPTU trade union, Direct 2 National Seminar | Online |
| 12 May | Virtual – ELA workshop on mediation | Online |
| 13 May | Europe Day visit to Rathmichael School, participant in the Blue Star Programme | Dublin |
| 17 May | Virtual – Population Europe: Berlin Demography Days 2022 | Online |
| 18 May | Virtual – Advisory Committee on Safety and Health at Work plenary session | Online |
| 19 May | ECDC webinar: <i>National focal points for preparedness, response and threat detection</i> | Online |
| 23 May | Virtual – ETNO and UNI Europa conference: <i>Digital upskilling for all</i> | Online |

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| 23 May | EESC public hearing: <i>Health workforce and care strategy for the future of Europe</i> | Brussels |
| 25 May | Virtual – Presentation of the results of the Euregio Study on Working Conditions | Online |
| 1 June | CEPS Ideas Lab 2022: <i>Peace and prosperity for Europe: An impossible dream?</i> | Brussels |
| 1 June | Virtual – European Commission high-level event: <i>Improving access to social protection for the self-employed in the EU</i> | Online |
| 7 June | Bruegel Future of Work and Inclusive Growth Annual Conference 2022 | Brussels |
| 9 June | Virtual – Public presentation of the Local and Regional Time Agenda: <i>Life balance: Work, care and personal time</i> | Online |
| 9 June | Virtual – Reshaping Work Dialogue 2022 | Online |
| 10 June | Statistics Lithuania and Eurostat: European Conference on Quality in Official Statistics 2022 | Vilnius |
| 13 June | Sixth International Workshop on Business Data Collection Methodology | Oslo |
| 13 June | Contribution to the newly established ETF skills lab network of experts | Pollenzo/ Turin |
| 13 June | Virtual – Sixth International Conference on Wellbeing at Work: <i>Wellbeing in hectic times</i> | Online |
| 14 June | Virtual – EGF 2021–2027 contact person’s meeting | Online |
| 15 June | Virtual – International Training Centre event: <i>Knowledge sharing on international labour standards (ILS), policies and case law on care work</i> | Online |
| 16 June | EU social partners: Capacity-building seminar – Turkey: <i>Challenges and opportunities for social dialogue in the twin transition</i> | Istanbul |
| 16 June | UNECE Ministerial Conference on Ageing: <i>Joining forces for solidarity and equal opportunities throughout life</i> | Vienna |
| 17 June | Virtual – WageIndicator Foundation webinar: <i>Collective agreements, low wages and Covid</i> | Online |
| 20 June | Conference on design interaction work | Dortmund |
| 20 June | Video message for tenth European Forum of Social and Solidarity Economy | Sofia |
| 21 June | Visit to the President of Ireland, Michael D. Higgins | Dublin |
| 22 June | Seminar of the CREW project (Care, Retirement and Well-being of Older People Across Different Welfare Regimes) | Louvain |
| 22 June | European Council Youth Working Party meeting | Brussels |
| 24 June | Virtual – ETUC-ETUI conference: <i>A blueprint for equality</i> | Online |
| 24 June | Virtual – International session of the European Youth Parliament | Online |
| 28 June | DG TAXUD conference: <i>Mega-trends and their impact on taxation</i> | Brussels |
| 29 June | Virtual – EESC public hearing: <i>The work of the future: ensuring lifelong learning and training of employees</i> | Online |
| 4 July | Virtual – EESC public hearing: <i>Role of family members caring for people with disabilities and the elderly</i> | Online |
| 5 July | European Federation of Social Employers conference: <i>Staff shortages in social services across Europe</i> | Brussels |
| 13 July | IIEA webinar: <i>Living and working in an era of disruption – Insights from Eurofound</i> | Dublin |
| 31 August | Virtual – Work Life Forum Finland 2022 | Online |
| 7 September | Nordic Council of Ministers workshop on telework/homework and the right to disconnect | Oslo |
| 12 September | Virtual – Undeclared Work Platform meeting on preventing undeclared work among refugees and displaced persons | Warsaw |
| 13 September | UNI Finance thematic conference: <i>Restructuring in the banking sector</i> | Dublin |
| 20 September | JRC and DG ECFIN Annual Research Conference 2022: <i>How to turn green in the European way</i> | Seville |
| 20 September | Career Show 2022 Bulgaria | Sofia |
| 20 September | European Year of Youth Steering Group Meeting | Dublin |
| 21 September | Employers Young Professionals’ Academy (EYPA) Workshop 3 | Turin |
| 24 September | Club de Bruges (think-tank) study visit at Embassy of France | Dublin |

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| 26 September | ESN event: <i>Social partnership – Integrated approach to services</i> | Bordeaux |
| 27 September | European Court of Auditors Cohesion Talks webinar | Luxembourg |
| 28 September | ECDC expert meeting on lessons learned from the response to the COVID-19 pandemic | Stockholm |
| 30 September | Virtual – WageIndicator Foundation BARWAGE kick-off meeting | Online |
| 3 October | Virtual – Seminar celebrating World Habitat Day and International Tenants’ Day | Online |
| 6 October | German Minimum Wage Commission: International Minimum Wage Workshop | Berlin |
| 7 October | Hybrid – EESC conference: <i>Towards an EU framework against homelessness based on the principle of ‘Housing First’</i> | Online and Brussels |
| 10 October | 16th Conference of Social Monitoring and Reporting in Europe: <i>Quality of life in Europe at risk? Effects of the pandemic and recent social change</i> | Mennagio |
| 11 October | TransFormWork third European roundtable | Dublin |
| 11 October | Virtual – Equinet roundtable: <i>Equality bodies’ role in implementing the European Pillar of Social Rights Action Plan</i> | Online |
| 11 October | Danish School of Media and Journalism: The impact of the EU’s minimum wage law in Romania | Aarhus |
| 18 October | Virtual – European policy stakeholder workshop on future of regulation and policy for the prevention of psychosocial risks in Europe | Online |
| 18 October | Virtual – EESC public hearing: <i>Supporting labour market developments: How to maintain employability, boost productivity and develop skills, especially in SMEs</i> | Online |
| 18 October | ETUI meeting: <i>Occupational health and safety – A vital issue for workers and trade unions in capital cities</i> | Sesimbra |
| 20 October | Virtual – Conference on the Rights of Persons with Disabilities 2022: <i>Work and social protection-related legal challenges and best practice</i> | Online |
| 21 October | Social Protection Committee meeting | Brussels |
| 24 October | EPSU Health and Social Care Pan European Conference 2022: <i>Better working conditions means high quality health care</i> | Brussels |
| 24 October | Virtual – Second meeting of the IndustriAll Europe steering group | Online |
| 27 October | Hybrid – 19th EU ANSA meeting | Online and Copenhagen |
| 2 November | ILO Future of Work podcast: <i>Global shifts in employment structures: A new geography of jobs?</i> | Brussels |
| 3 November | Conference: <i>Tackling the rise of living costs: Towards a progressive approach from the Baltics</i> | Vilnius |
| 3 November | Virtual – University of Greenwich webinar: <i>Setting minimum wages in a cost-of-living crisis: an international view</i> | Online |
| 7 November | European Parliament EMPL committee hearing on the European Child Guarantee | Brussels |
| 7 November | Virtual – EU-Council of Europe Youth Partnership seminar: <i>Perspectives on youth</i> | Budapest |
| 8 November | Geary Seminar Series 22/23: <i>The association between COVID-19 policy responses and mental well-being: Evidence from 28 European countries</i> | Dublin |
| 9 November | Conference: <i>Achieving gender equality at work: Care policy and practice</i> | Dublin |
| 9 November | Virtual – EPC conference: <i>The European Pillar of Social Rights: Five years on</i> | Online |
| 10 November | Max Planck Institute event: <i>The Forgotten Middle? Towards narrowing inequalities in child development before school entry</i> | Brussels |
| 15 November | Hybrid – Conference: <i>Cooperatives as drivers of innovation in the care sector</i> | Online and Brussels |
| 17 November | European Commission’s European Employment and Social Rights Forum | Brussels |
| 21 November | Virtual – EESC remote public hearing: <i>The protection and integration of Ukrainian refugees, 9 months on: How well is it going?</i> | Online |
| 21 November | CESI debate: <i>Scars remaining: Mental health of the young, post-pandemic</i> | Brussels |
| 23 November | Virtual – Council of Europe seminar: <i>Social cohesion: Challenges anew</i> | Online |
| 25 November | EU social partners conference: <i>The role of social partners in preventing third-party violence and harassment at work</i> | Madrid |
| 29 November | Virtual – Equinet seminar on pay transparency | Online |

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| 1 December | Virtual – ETUC Women’s Committee meeting: <i>Energy poverty through a gendered lens</i> | Online |
| 1 December | Virtual – Seminar: <i>Impact of the new active labour market policy in Europe</i> | Online |
| 2 December | Virtual – Seminar: <i>The future of work: Post-pandemic work, workers and workplace</i> | Online |
| 5 December | Virtual – Academy of European Law (ERA) seminar: <i>Current reflections on EU gender equality law</i> | Online |
| 5 December | EMCO Indicators Group meeting | Brussels |
| 6 December | Conference: <i>Responses to the inflation crisis in Europe: Securing the food budget to safeguard citizens’ purchasing power</i> | Dublin |
| 7 December | EESC Conference: <i>The European Care Strategy: Challenges and the way forward</i> | Brussels |
| 7 December | European Parliament Former Members Association (EP FMA) | Brussels |
| 8 December | Webinar – Working Group on Improving the Performance of Labour Market and Social Systems: <i>Active inclusion</i> | Online |
| 8 December | Virtual – Third meeting of the IndustriAll Europe steering group | Online |
| 9 December | Virtual – EU ANSA Futures Cluster meeting | Online |
| 13 December | Virtual – Interview in the context of a study for the European Parliament on the impact of COVID-19 on different groups | Online |
| 14 December | Third expert meeting on the OECD/AIAS ICTWSS database | Paris |
| 14 December | Virtual – EESC 574th plenary sessions | Online |
| 15 December | Hybrid – FRA management board meeting | Online and Vienna |

Publications published between 1 January 2022 and 31 December 2022 by activity

| Title | Type |
|---|-----------------|
| Working conditions and sustainable work | |
| Is telework really a 'green' choice? | Blog |
| Do we really have the right to disconnect? | Blog |
| Working conditions in the time of COVID-19: Implications for the future | Research report |
| The rise in telework: Impact on working conditions and regulations | Research report |
| Industrial relations and social dialogue | |
| Minimum wages in 2022: Bigger hikes this time around | Article |
| Collective labour disputes in the EU | Research report |
| Reinforcing social dialogue in the context of the move towards the green and digital transitions: Background paper | Ad hoc report |
| Overtime in Europe: Regulation and practice | Research report |
| Involvement of social partners in the national recovery and resilience plans | Research report |
| Resumed EU Semester calls for better involvement of the social partners in implementing recovery and resilience plans | Blog |
| Working life in the COVID-19 pandemic 2021 | Other |
| Minimum wages in 2022: Annual review | Research report |
| How to ensure adequate minimum wages in an age of inflation | Blog |
| Collective bargaining and social dialogue – Back to normal in 2021? | Article |
| Policies to support refugees from Ukraine | Article |
| Moving with the times: Emerging practices and provisions in collective bargaining | Research report |
| Telework in the EU: Regulatory frameworks and recent updates | Research report |
| Representativeness of the European social partner organisations: Gas sector | Research report |
| Policies to support EU companies affected by the war in Ukraine | Article |
| First responses to cushion the impact of inflation on citizens | Article |
| Representativeness of the European social partner organisations: Food and drinks sector | Research report |
| Regulating minimum wage and other forms of pay for the self-employed | Research report |
| Social dialogue and collective bargaining in the hospital sector during the COVID-19 pandemic | Research report |
| Social dialogue and collective bargaining in the civil aviation sector during the COVID-19 pandemic | Research report |
| Representativeness of the European social partner organisations: Electricity sector | Research report |
| Representativeness of the social partner organisations: Textile and clothing sector | Research report |
| Representativeness of the social partner organisations: Textile and clothing sector – Key findings | Other |
| Representativeness of the social partner organisations: Civil aviation sector | Research report |
| Representativeness of the social partner organisations: Civil aviation sector – Key findings | Other |
| Employment and labour markets | |
| Marking International Women's Day - Sharing the caring: a necessary step towards gender equality | Blog |
| First impacts of the Ukrainian crisis on employment in the EU | Article |
| Recovery from COVID-19: The changing structure of employment in the EU | Research report |
| EU labour markets resilient despite energy-cost related restructuring | Article |
| Living conditions and quality of life | |

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| People with disabilities and the COVID-19 pandemic: Findings from the Living, working and COVID-19 e-survey | Policy brief |
| Forthcoming European Care Strategy must look towards the future | Blog |
| Eurofound survey reveals widespread support for Ukraine | Blog |
| Shifting the focus from energy subsidies to reducing energy dependence | Blog |
| Trust in national institutions is falling: Data behind the decline | Blog |
| Energy poverty looms as cost of living increases: Data behind the difficulties | Blog |
| Access to essential services for people on low incomes: Energy, public transport and digital communications | Ad hoc report |
| High risk of depression persists following COVID-19 pandemic: Data behind the mental health crisis | Blog |
| COVID-19 pandemic and the gender divide at work and home | Research report |
| The cost-of-living crisis and energy poverty in the EU: Social impact and policy responses – Background paper | Ad hoc report |
| Anticipating and managing the impact of change | |
| EU-ANSA mapping report: Socioeconomic aspects of sustainable development | Other |
| Platform cooperatives ensure caring in the sharing economy | Blog |
| Ethics in the digital workplace | Research report |
| Going digital: Restructuring trends in retail banking | Research report |
| Regulating platform work in Europe: A work in progress | Blog |
| Promoting social cohesion and convergence | |
| Does Europe lead the way in institutional quality? | Policy brief |
| Maintaining trust during the COVID-19 pandemic | Research report |
| COVID-19 | |
| Back to work after COVID-19: Testing, vaccines and green certificates | Blog |
| COVID-19 in the workplace: Employer's responsibility to ensure a safe workplace | Article |
| Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty | Factsheet |
| Living, working and COVID-19 in the European Union and 10 EU neighbouring countries (joint with ETF) | Research report |
| Corporate communication | |
| Programming document 2021–2024: Work programme 2022 | Annual report |
| Reinforcing social dialogue in the context of the move towards the green and digital transitions: Background paper | Other |
| Recovery and resilience in the EU – Back to the future? Some reflections on Foundation Forum 2022 | Blog |
| Living and working in Europe 2021 | Annual report |
| Europe Day: Europe's future hangs in the balance | Blog |
| Consolidated annual activity report 2021 | Annual report |
| Citizens need clarity on Europe's challenges | Blog |
| 2022 in review | Blog |