

Decision No 22 of the Management Board of the European Foundation for the Improvement of Living and Working Conditions (Eurofound) adopting Eurofound's Draft Single Programming Document 2021

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

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

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

Whereas:

- (1) Each year, the Executive Director of Eurofound shall draw up a draft programming document containing a multiannual and an annual work programme and submit it to the Management Board for its approval.
- (2) Each year, the Executive Director shall also draw up, as part of Eurofound's programming document, a provisional draft estimate of Eurofound's revenue and expenditure for the following financial year, including the establishment plan, and send it to the Management Board.
- (3) The Executive Director shall send by 31 January each year to the Commission, the European Parliament and the Council its draft single programming document, as endorsed by its Management Board.

HAD ADOPTED THIS DECISION:

Article 1

The Draft Single Programming Document 2021 is hereby adopted as set out in the Annex to this Decision. Following its adoption, it shall be submitted to Commission, the European Parliament and the Council.

Article 2

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

Done by written procedure on 31 January 2020

For the Management Board
The Chairperson

Annex: Draft Single Programming Document 2021

¹. OJ L 30, 31.1.2019, p. 74-89.

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



Programming Document 2021-2024

17.01.2020

PROGRAMMING DOCUMENT 2021

Table of Contents

1		
2		
3		
4	Table of Contents	
5	FOREWORD	3
6	LIST OF ACRONYMS.....	3
7	MISSION STATEMENT	3
8	I GENERAL CONTEXT FOR THE PERIOD 2021-2024	4
9	The institutional context.....	6
10	II MULTIANNUAL AND 2021 WORK PROGRAMME.....	8
11	Introduction	8
12	1. Multi-annual objective.....	9
13	2. Operational activities.....	11
14	2.1 Activity 1: Working conditions and sustainable work.....	11
15	2.2 Activity 2: Industrial Relations and Social Dialogue.....	14
16	2.3 Activity 3: Employment and labour markets	17
17	2.4 Activity 4: Living Conditions and quality of life.....	20
18	2.5 Activity 5: Anticipating and managing the impact of change	22
19	2.6 Activity 6: Promoting Social Cohesion and Convergence	26
20	2.7 Activity 7: Survey Management and Development.....	28
21	2.8 Activity 8: Reacting to Ad hoc information requests.....	30
22	3. Horizontal activities	32
23	3.1 Activity 9: Communication.....	32
24	3.2 Activity 10: Management and Development.....	34
25	4. Implementation approach	37
26	4.1 Methodologies and tools	37
27	4.2 Collaboration and partnerships	37
28	4.3 Strategy for relations with third countries and international organisations.....	38
29	5. Human and financial resource outlook: resource programming 2021-2024	39
30	5.1 Financial resources.....	39
31	5.2 Human Resources	40
32	5.3 Development of tasks and efficiency gains.....	41
33	Annex I: Resource allocation per activity.....	42

34	Annex II: Financial Resources (Tables) N+1 – N+3	43
35	Annex III: Human resource outlook and staff evolution.....	48
36	<u>Annex IV: Human Resources policies</u>	52
37	<u>Annex V: Buildings</u>	61
38	<u>Annex VI: Privileges and immunities (table)</u>	63
39	<u>Annex VII: Evaluations</u>	64
40	<u>Annex VIII Risks.....</u>	65
41	<u>Annex IX: Draft procurement plan</u>	67
42	<u>Annex X: Plan for grant, contribution or service-level agreements.....</u>	68
43	<u>Annex XI: Environment management</u>	68
44	<u>Annex XII: Organisation chart 2020.....</u>	68
45		
46		

47 **FOREWORD**

48 *To be added in final draft*

49 **LIST OF ACRONYMS**

50 *To be added in final draft*

51 **MISSION STATEMENT**

52 The European Foundation for the improvement of living and working condition (Eurofound) is a
53 tripartite Agency of the European Union.

54 Its Founding Regulation¹ states that the objective of the Agency shall be to provide the EU
55 Institutions and bodies, Member States and Social partners with support for the purpose of shaping
56 and implementing policies concerning the living and working conditions, devising employment
57 policies and promoting the dialogue between management and labour. To that end, Eurofound shall
58 enhance and disseminate knowledge, provide evidence and services for the purpose of policy
59 making, including research-based conclusions, and shall facilitate knowledge sharing among and
60 between Union and national actors.

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

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

64

65

¹ Regulation (EU) 2019/127 of 16 January 2019 of the European parliament and the Council establishing the European Foundation for the improvement of living and working conditions (Eurofound) and repealing Council Regulation (EEC) 1365/75

66 **I GENERAL CONTEXT FOR THE PERIOD 2021-2024**

67 This Programming Document is drafted in the overall economic context of a recent period of
 68 sustained growth and an all-time high employment rate (73.2% in 2018). However, this is expected
 69 to slow and is subject to risks of even slower growth, mainly related to global trade tensions and
 70 Brexit. The EU still faces challenges to strengthen its global competitiveness and promote stronger
 71 economic growth, and there are also concerns about living and working conditions. Good average
 72 performance may hide significant inequalities between various groups but also between countries
 73 and regions raising concerns about convergence. *(Paragraph can be updated with recent data and
 74 forecast during 2020, e.g. on employment, unemployment, income, population at risk of poverty...,
 75 once formal comments from the EC are received).*

76 The last decade has also seen a marked increase in perceptions of insecurity and concerns about
 77 prospects for the future, not only among the most marginalised but also among larger parts of
 78 society leading to expressions of disenchantment and distrust with the establishment, not least in
 79 relation to EU integration.

80 Recent economic forecasts have underlined the increased uncertainties facing Europe, and the
 81 economic cycle might change in the coming years. It is of critical importance that the European
 82 economy and society can be resilient in face of the changes to come.

83 The drivers of structural change in Europe remain related to demography, technology, globalisation
 84 and climate change. Technological change continues apace. Automation, not least as enabled by
 85 artificial intelligence, will both destroy and create jobs and change the nature of work. Eurofound
 86 (2019)² showed that while the transition to the low carbon economy can be expected to create more
 87 jobs than it destroys it alters the structure of employment. Also, this transition poses broader
 88 challenges to life and work in light of the ambitious targets set by the EU.

89 *(During 2020, a paragraph on Brexit can be added here, once the situation is clearer)*

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

99 To understand and so influence these important issues it is first necessary to regularly monitor their
 100 development. Focus is likely to continue on issues related to social cohesion and convergence
 101 towards better living and working conditions. Attention should be also given to ensure that the
 102 labour market adjustment to forthcoming structural change not only improves competitiveness and

² Eurofound (2019), The future of manufacturing in Europe, Publications Office of the European Union, Luxembourg

103 increases employment but also ensures, as stated in the ILO Centenary Declaration of June 2019³ ...
 104 a just transition to a future of work that contributes to sustainable development in its economic,
 105 social and environmental dimensions”.

- 106 • The EU policy context reflects these challenges, and the ambition to maintain and improve living
 107 and working standards in Europe is shared by the EU, Member States and social partners.
 108 Several initiatives have been taken or proposed by the EU and the member States in the context
 109 of the ‘European Pillar of Social Rights’, the EU Council ‘Strategic Agenda for 2019-2024’ and the
 110 new European Commission’s ‘political guidelines 2019-2024’. Furthermore, the social partners,
 111 at different levels, accompany the process of transformation and – in social dialogue – are well-
 112 placed to design balanced measures and solutions that contribute to economic and social
 113 progress.
- 114 • The European Pillar of Social Rights, proclaimed by the EU leaders in 2017, called for more
 115 concerted efforts for all involved parties to strengthen the social fabric of the European Union
 116 and to raise the profile of social issues on the EU policy agenda. Several initiatives are intended
 117 to address issues related to the diversity of forms of employment, not least as regards social
 118 protection and employment rights. The Pillar is a set of principles expected to act as a compass
 119 guiding new initiatives at EU and national level by all actors, in line with their different
 120 competences. An action plan for the implementation of the Pillar will be put in place.
- 121 • The European Council, on 20 June 2019, adopted a [Strategic Agenda for 2019-2024](#) laying out 4
 122 key priorities: protecting citizens and freedoms; developing a strong and vibrant economic base;
 123 building a climate-neutral, green, fair and social Europe; and promoting European interests and
 124 values on the global stage. The agenda makes reference to the digital revolution and artificial
 125 intelligence. With regards to social issues, it aims to make sure that no one is left behind with
 126 green transition, technological evolution and globalisation, and calls for the implementation of
 127 the European Pillar of Social Rights. It expresses concerns on inequalities, generational,
 128 territorial and educational divides, and new forms of exclusion, calling to provide opportunities
 129 for all, adequate social protection, inclusive labour markets and cohesion. The strategic Agenda
 130 will be taken by the EU Institutions for their own action.
- 131 • Ms. Von der Leyen, on 16 July 2019, presented to the European Parliament the political
 132 guidelines for the European Commission 2019-2024 under six headlines: A European green deal;
 133 an economy that works for people; a Europe fit for the digital age; protecting our European way
 134 of life; a stronger Europe in the world; and a new push for European democracy. The “European
 135 green deal” calls to ensure a just transition for all and announces a circular economy action plan,
 136 and a new “Just Transition Fund” among other measures. The “economy that works for people”
 137 strives for social fairness and prosperity. It announces a strategy for SMEs, a budgetary
 138 instrument for convergence and competitiveness, an action plan to implement the Pillar of
 139 Social rights which would include proposals for an instrument to ensure a fair minimum wage
 140 respecting national traditions and for a European unemployment benefit reassurance scheme,
 141 as well as a European child guarantee, among other measures. Equality is also a priority within
 142 this headline, announcing new anti-discrimination legislation and a gender strategy, including
 143 binding pay transparency measures and quotas for gender balance on company boards. The
 144 “Europe fit for the digital age” headline mentions ethical implications of Artificial Intelligence

³ International Labour Conference ILO Centenary Declaration for the Future of Work. Adopted by the Conference at its one hundred and eighth session, Geneva, 21 June 2019

- 145 and a digital education action plan, among other initiatives. Under “protection of our European
 146 way of life”, a new Pact on migration and asylum is proposed. The “stronger Europe in the
 147 world” includes the proposal to include in trade agreements a chapter dedicated to sustainable
 148 development and the highest standards of environmental and social protection. *(to be
 149 completed/adjusted in 2020 if appropriate)*
- 150 • The EU *Multi-Annual Financial Framework 2021-27* sets the priorities for EU funding. In line with
 151 the Rome declaration⁴, the budget should enable a “Europe that is safe and secure. A Europe
 152 that is prosperous and sustainable. A Europe that is social. And a Europe that is stronger on the
 153 global scene”. European digital transformation and cohesion policy are among the budget
 154 priorities. Combatting inequalities and ensuring greater cohesion and convergence in the EU will
 155 remain a key focus of the EU budget spending to help Member States and regions grow and
 156 converge upwards while avoiding regional inequalities, not least between urban and rural areas.
 157 A strengthened European Social Fund (ESF+) will concentrate its investments into three main
 158 areas: employment, education and social inclusion. Climate change and sustainable
 159 development goals should account for 25% of the EU budget spending. *(Reference to MFF may
 160 be updated in 2020 once adopted).*
 - 161 • The *EU strategy for 2030* will define the concrete goals to reach by the end of the decade,
 162 integrating the UN Sustainable Development Goals 2030 Agenda. Several of the sustainable
 163 goals are directly linked to the mandate of Eurofound, such as decent work, inequalities, gender
 164 equality, poverty and health and well-being. *(...to be amended/completed in 2020 if an EU
 165 strategy is adopted).*
 - 166 • Last but not least, the social partners’ role in devising solutions which meet the needs of
 167 employers and workers is a crucial consideration for the work of Eurofound. The ILO Centenary
 168 Declaration of June 2019 considered that “...the experience of the past century has confirmed
 169 that the continuous and concerted action of governments and representatives of employers and
 170 workers is essential to the achievement of social justice, democracy and the promotion of
 171 universal and lasting peace”. The EU social partners policy priorities (as formulated in their joint
 172 ‘work programme 2019-2021’) are digitalisation, improving the performance of labour markets
 173 and social systems, skills, addressing psycho-social aspects and risks at work, capacity building
 174 for a stronger social dialogue and circular economy. *[...to be complemented and updated with
 175 the EU social partners joint ‘work programme post 2021’.*

176 **The institutional context**

177 The current Commission proposal for the Multiannual Financial Framework 2021-2027⁵ sets the
 178 general subsidy for Eurofound at EUR 21,620,000, frozen at the 2021 level until 2027, implying a
 179 reduction in real terms. *(To be updated in 2020 with data following negotiations with the Budget
 180 authority).* Eurofound seeks actively the opportunities to further reduce costs, increase efficiency
 181 and achieve stronger synergies. The financial outlook will however challenge the ability of Eurofound
 182 to fulfil its mandate at the expected standards, particularly as regards the data collection and
 183 monitoring of trends in living and working conditions. In this context, Eurofound will have to invest

⁴ Declaration of the leaders of 27 Member States and of the European Council, the European Parliament and the European Commission, 25 March 2017.

⁵ Multiannual Financial Framework 2021-2027 - Fiche no. 32, 23 July 2018 Working document of the commission services

184 in alternative measures to achieve its tasks, not the least selecting a limited number of priorities and
185 looking for collaboration and partnerships, primarily with other EU Agencies and Institutions.

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

188

189 II MULTIANNUAL AND 2021 WORK PROGRAMME

190 Introduction

191 Eurofound’s priorities for 2021-2024 are shaped by the key challenges for social cohesion and just
 192 transitions in a changing environment, as outlined in the general context. The Agency focuses on
 193 issues where it can draw on its core expertise in the areas of working conditions, industrial relations,
 194 employment and living conditions, to support its stakeholders, by providing evidence that can assist
 195 their policy action.

196 The Programming Document 2021-24 has selected six strategic areas that will be implemented
 197 through the following operational activities:

198 The first four are those as mandated in the Founding regulation of the Agency⁶.

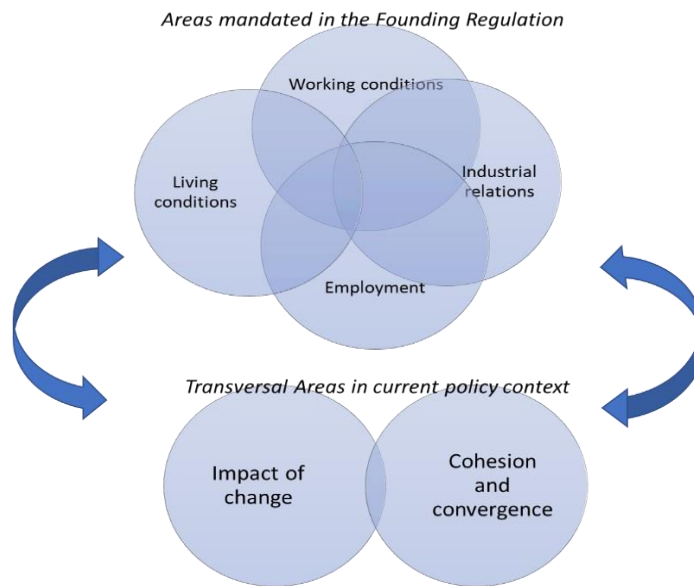
- 199 1. **Working conditions and sustainable work:** providing comparative data and analysis that can
 200 be used to improve job quality and promote sustainability of work over the life course.
- 201 2. **Industrial relations and social dialogue:** functioning as a centre of expertise for monitoring
 202 and analysing developments in industrial relations and social dialogue, promoting dialogue
 203 between management and labour.
- 204 3. **Employment and labour markets:** providing knowledge to identify changes in the labour
 205 market and inform employment policies to improve its functioning and inclusiveness
- 206 4. **Living conditions and quality of life:** mapping and analysing key elements for the
 207 improvement of living conditions of people, including information on their perception of
 208 quality of life and society.

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

- 210 5. **Anticipating and managing the impact of change:** providing evidence on structural changes,
 211 driven largely by digitalisation and climate change that can be of use in ensuring just
 212 transitions which promote employment, good working conditions, social protection and
 213 worker’s rights, while also improving labour productivity, competitiveness and prosperity.
- 214 6. **Promoting social cohesion and convergence:** contributing to the policy debate on fairness
 215 and informing policies aimed at improving social cohesion and promoting convergence
 216 toward better living and working standards in the EU.

⁶ Article 1(2): The objectives of the Agency shall be to increase and disseminate knowledge to assist the Commission, other EU institutions and bodies, Member States and social partners in shaping and implementing policies aimed at the improvement of living and working conditions, in supporting employment policies and in promoting the dialogue between management and labour.

STRATEGIC AREAS PROGRAMMING DOCUMENT



217

218

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

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

227 Finally, two horizontal activities complement this programming document:

- 228 9. **Communication**
 229 10. **Management and governance**

230

231 **1. Multi-annual objective**

232 Eurofound’s strategic objective for the **programming period 2021-2024**

233 ***To provide scientifically sound, unbiased, timely and policy relevant knowledge that contributes to***
 234 ***better informed polices to improve living and working conditions and strengthen cohesion in a***
 235 ***changing Europe.***

236 Eurofound’s contribution in each of the strategic areas aims to inform policy makers to:

- 237 • Improve job quality and promote sustainability of work over the life course (Working conditions
 238 and sustainable work)
 239 • Promote dialogue between management and labour (Industrial relations and social dialogue)
 240 • Improve labour market functioning and inclusiveness (Employment and labour markets)
 241 • Improve quality of life and society (Living conditions and quality of life)

- 242 • Ensuring just transitions that promote employment, good working conditions, social protection
 243 and worker's rights, while also improving labour productivity, competitiveness and prosperity
 244 (Anticipating and managing the impact of change)
 245 • Improving social cohesion and promoting convergence toward better living and working
 246 standards (Promoting social cohesion and convergence)

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

249 *Performance monitoring*

250 Eurofound is using various instruments to monitor, analyse and report on its performance towards
 251 achieving the expected results.

252 Key performance indicators (KPIs) measure how well Eurofound performs in aspects that are
 253 specifically relevant for achieving its corporate strategic objective. These KPIs are supplemented
 254 with metrics on inputs, outputs and results. The analysis of the performance data supports
 255 management in implementing the programme of activities efficiently and effectively.
 256

257 Annual stakeholder feedback and evaluations, including external evaluations the European
 258 Commission will carry out, deepen the understanding of the extent to which the quality and
 259 relevance of Eurofound's work and expertise is used and valued by its stakeholders.

260 **Key performance indicators**⁷ [*Review of measurements still in progress, and targets -of input and output indicators-*
 261 *to be further developed in 2020*]

262 *Result indicators:*

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

- 264 • Use of Eurofound's expertise in (key) EU-policy documents;
 265 • Contribution of Eurofound's expertise in meetings and events;
 266 • Uptake of Eurofound's knowledge through Eurofound's website (and other media channels);

267 Soundness and independency of the knowledge provided:

- 268 • Recognition of the scientific quality of Eurofound's research (scientific citations...).

269

270 *Input and output indicators:*

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

- 272 • Budget implementation
 273 • Number of posts filled in the establishment plan
 274 • Programme delivery (number of outputs from Operational activities delivered in Year N)

275

276

277

⁷ Its selection of key performance indicators and monitoring tools is also used for the performance of the Executive Director as per Commission Staff working document (2015)

278 2. Operational activities

279 2.1 Activity 1: Working conditions and sustainable work

280

281 *Multiannual perspective*

282 *Overview*

283 In the programming period 2021–2024, the Agency will continue to monitor developments in
 284 working conditions. Change over time and progress achieved in the various dimensions of job quality
 285 will be assessed and findings for different countries and groups of workers compared. Non-standard
 286 forms of employment, particularly the self-employed, will be a specific focus. Building on the
 287 concept of sustainable work developed by Eurofound, the Agency will also provide evidence of the
 288 factors that allow more workers to stay in employment longer, which circumstances need to be
 289 improved and how this can be achieved.

290 At the beginning of the programming period, using new data from the 7th wave of the European
 291 Working Conditions Survey, Eurofound will present comparative data on the job quality experienced
 292 by workers in Europe in 2020 and analyse trends in the seven dimensions of job quality⁸. Building on
 293 previous cooperation, Eurofound will use this data to conduct jointly with the ILO a second
 294 comparison of working conditions at global level. During the programming period 2021-24
 295 secondary analyses of this new dataset will be conducted. Further analysis of working conditions
 296 may use data from the 2019 European Company survey, and a new wave is foreseen for 2023-24 in
 297 cooperation with other Agencies.

298 After the outcome of the feasibility study is available, the Management Board will decide whether to
 299 test a new survey, with fieldwork planned for 2022-2023, which aims to measure the
 300 interconnectedness of working and living conditions in Europe. The objective of this pan-European
 301 household survey would be to allow for more precise monitoring of key issues at the interface of
 302 work and life. A more holistic analysis of issues around work-life balance and of gender equality is
 303 also foreseen in the Activity 4 (Living Conditions and quality of life). The new survey should include
 304 questions required to capture the seven dimensions of job quality as previously identified by
 305 Eurofound to provide a comprehensive assessment of working conditions in Europe. Should the
 306 Management Board decide to test this new survey, this four-year programming period would enable
 307 a more extensive monitoring and analysis of working conditions, due to both a more frequent
 308 measurement (already two years after the 7th EWCS) and through the linkages to living conditions.

309 Preparatory work for the 8th EWCS is planned with the horizon of a fieldwork in 2026. The long-term
 310 approach to Eurofound Surveys will be, in any case, revisited in the light of the feasibility study of
 311 the new proposed survey and, if positive, the outcome of its implementation, as explained in more
 312 detail in Activity 7.

313 Self-employment will be investigated with a focus on the job quality experienced, but also issues of
 314 economic dependency and autonomy, representation, and social protection will be explored. Other
 315 non-standard forms of employment will be considered in areas where they grow or raise policy
 316 questions. They will also be taken-up in Activity 5 (Anticipating and managing the impact of change),

⁸ The seven dimensions of job quality are Physical environment; Work intensity; Working time quality; Social environment; Skills and discretion; Prospects; and Earnings.

317 when there are new forms of employment, related to the identified drivers of change, that can have
 318 significant implications for employment and working conditions and social protection. The question
 319 whether labour institutions are fit for purpose to ensure employment in a flexible labour market that
 320 guarantees good working conditions and protection will be examined.

321

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

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

331 **Objective**

332 This activity will address the challenge of improving job quality and making work sustainable over
 333 the life course by providing policy makers with facts and figures on working conditions and evidence
 334 on developments in job quality with a focus on the identification and analysis of pressing issues and
 335 specific groups at risk. Through providing knowledge about policy interventions which have been
 336 successful in improving job quality and making work more sustainable, Eurofound will assist policy
 337 action.

338 **Expected results**

339 By the end of the programming period, Eurofound will have provided evidence of relevance to a
 340 wide range of existing and planned legal instruments, for example with regard to working time,
 341 equal treatment or anti-discrimination.

342 Data points on working conditions as experienced by workers in the EU in 2020 and the analysis of
 343 their job quality will allow relevant policy makers and/or evaluators to establish a baseline against
 344 which the impact of regulatory and soft initiatives including those introduced under the European
 345 Pillar of Social Rights, for example the Directives on work-life balance of parents and carers and on
 346 transparent and predictable working conditions, can be assessed and gaps identified.

347 For many job quality indicators, data will be available on trends over time. This evidence will enable
 348 that further progress towards the aim set out by the Commission's President to support growth that
 349 creates quality jobs that can be measured. Given the emphasis on the European Gender Equality
 350 Strategy and the new Commission's guidelines, the analysis of gender differences in job quality will
 351 be of particular interest.

352 Through having provided evidence on the working conditions and job quality of those in non-
 353 standard forms of employment, Eurofound will have supported the goal of the European Pillar of
 354 Social Rights to prevent employment relationships that will lead to precarious working conditions.
 355 More particularly, the Agency will have contributed to identifying different forms of self-
 356 employment, including those with characteristics that might be considered bogus self-employment,
 357 taking in to account diverse national contexts. Evidence provided on the situation of self-employed

358 will have contributed to establishing a baseline for monitoring and evaluating the implementation of
359 *the Council recommendation on access to social protection for workers and self-employed.*

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

365

366 *2021 Programme: Working conditions and sustainable work*

367 **Overview**

368 In 2021, the overview report based on data collected in the 7th wave of the European Working
369 Conditions Survey (2020) will be prepared. The report will explore the multiple dimensions of job
370 quality and compare the situation in the Member States, for different sectors, occupations, age
371 groups and by gender. Wherever possible, data collected in 2020 will be compared with results from
372 previous waves to establish trends in the development of working conditions, also taking account of
373 Eurofound's work on convergence in working conditions. The report will include an analysis of new
374 questions in the 2020 wave.

375 Based on renewed cooperation with the ILO to be agreed in 2020, preparatory work for a second
376 edition of the global comparison of working conditions will take place. The aim is to increase the
377 number of countries covered in the 2019 report and to provide a more comprehensive view of
378 working conditions in the world and where the European Union stands in comparison.

379 Preparation will start for further analysis of the EWCS dataset to be implemented in 2022. Priority
380 will initially be given to analysing the different types of self-employed. Eurofound will continue to
381 develop a more precise overview of working conditions of the self-employed, taking account of
382 diverse national situations, by capitalising on repeated measurements across several waves of the
383 EWCS as well as the inclusion of new indicators in the 7th EWCS. This will contribute to understand
384 and differentiate various types more clearly and allow to distinguish, for example, situations of
385 economic dependency from others that could be considered closer to bogus self-employment,
386 according to national contexts. Eurofound will also map policies and practices in the Member States
387 which address the challenges associated with specific types of self-employment. This will include,
388 where possible, an assessment of existing evaluations of these policies which could include, for
389 example, regulation of dependent self-employment, access to social protection, effective
390 representation by existing or new structures, or combatting bogus self-employment. Issues around
391 self-employment associated with new forms of employment, like platform work, will be covered in
392 activity 5 Anticipating and managing the impact of change.

393

394

395

396

397 **Projects and outputs**

Project description	Outputs	Year
<i>Analysis of data from the 7th EWCS describing job quality and working life outcomes in 2020 as well as trends.</i>	<i>Overview report</i>	<i>2021</i>
<i>Preparatory work for a second edition of the Global comparison of working conditions (ensuring commitment of participating countries; agreement on process, agreement on structure of national reports)</i>	<i>Report Global comparison of working conditions</i>	<i>2023</i>
<i>Preparation of an analysis of self-employment based on EWCS data and policies addressing the challenges associated with specific types of self-employment, including an assessment of existing evaluations of these policies</i>	<i>Report</i>	<i>2022</i>

398

399 **Resources:**400 EUR 63,180 and FTE 3.4 (*provisional data*)

401

402 **2.2 Activity 2: Industrial Relations and Social Dialogue**

403

404 **Multi-annual perspective**405 **Overview**

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

411 A first strand of work concerns the actors and processes of industrial relations, and the framework in
 412 which the employment relationship is shaped (by law and collective agreements). In this context,
 413 comparative information will be provided on national systems of industrial relations, including
 414 national social dialogue and collective bargaining processes and coverage. The framework of key
 415 dimensions of industrial relations established by the Agency will guide this reporting, and the
 416 dashboard of indicators will be updated during the programming period. Regular and timely
 417 updating of national industrial relations developments will be provided by Eurofound national
 418 correspondents. This may include functioning of tripartite social dialogue and involvement of social
 419 partners in policy making at national level. Data on wage and working-time setting, including for
 420 minimum wages, will be reported regularly and findings will be published in alternate years on
 421 collectively agreed pay and on working-time developments⁹. At two-yearly intervals, the national

⁹ Further analysis of wages and working-time developments will be conducted in Activity 6 promoting social cohesion and convergence

422 profiles of working life, which include structural information on industrial relations systems and
 423 other dimensions of working life, will be updated. Depending on available resources and the
 424 outcome of the feasibility study on the Industrial Action Monitor, a tool that collects information on
 425 industrial action reported in media, findings from the Monitor may be made available.

426 A second strand of work concerns support for social dialogue. At EU level, Eurofound will continue to
 427 support the development of social dialogue through its studies on the representativeness of social
 428 partner organisations. The studies provide the empirical basis for the Commission to take decisions
 429 on the participation of European organisations of management and labour in social dialogue
 430 committees, and to consult under Article 154 of the Treaty, and to assess their representativeness in
 431 the context of their dialogue leading to Council decisions under Article 155. Building on previous
 432 work, Eurofound can make available its expertise to support capacity-building activities for effective
 433 social dialogue, the EU Social Dialogue Committee and debates of EU social partners in the
 434 framework of their work programme. Building on the recommendations made in Eurofound's report
 435 on capacity-building of social partners ("Exploring how to support capacity-building for effective
 436 social dialogue"), Eurofound will explore the possibility to develop further activities in this area.

437 A new wave of the European Company Survey, in cooperation with other Agencies, is foreseen for
 438 2023-24, and will integrate the topics of workers participation and social dialogue at workplace level.

439 Activity 5 (Anticipating and managing the impact of change) will consider the role of social dialogue
 440 in the context of restructuring and digitalisation. Social partners, particularly at company level, play
 441 a key role in the anticipation and management of change, for example the adaptation of the
 442 workplace and job content, and when more significant restructuring is required. Similarly, strategic
 443 area 6 (promoting social cohesion and convergence) will consider the role of social dialogue to
 444 contribute to some social outcomes.

445 **Objective**

446 Eurofound's objective is to support the EU institutions, Member States and social partners in
 447 promoting social dialogue, and to monitor and analyse developments in industrial relations systems
 448 and the social dialogue at national and European level. Eurofound should contribute regular, timely
 449 and authoritative information on a comparative basis on the main developments affecting the
 450 actors, processes and key outcomes of industrial relations, and make available data and expertise to
 451 support social dialogue.

452 **Expected results**

453 In this Activity, by providing reliable and timely information on trends and developments in national
 454 industrial relations systems and working-life outcomes (potentially including new data on labour
 455 disputes and industrial action), Eurofound will support the European institutions, national public
 456 authorities and social partners at various levels in their work of policy formation, social dialogue, and
 457 the regulation of employment relations.

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

464 Specific findings will seek to contribute to the discussion on minimum wages, to initiatives
 465 promoting “fair”, “decent” and “transparent” wages (also in line with Principle 6 of the European
 466 Pillar of Social Rights and the priority of gender pay equality), and to monitoring of the Directive on
 467 working time.

468 *2021 Programme: Industrial Relations and Social Dialogue*

469 **Overview**

470 In 2021, Eurofound will report on trends and developments in national industrial relations systems,
 471 including social dialogue, and working-life outcomes. Where relevant the results of monitoring these
 472 developments will be analysed in other Activities. The Network of Eurofound Correspondents will
 473 each contribute an annual national working paper and quarterly national updates. The national
 474 working-life profiles, which provide information on the structures, institutions and regulations which
 475 shape working-life, will also be updated in 2021.

476 Regular monitoring of industrial relations systems will be maintained, and comparative reports will
 477 be published on developments affecting working-time and minimum wages (levels and systems for
 478 setting them, in the context of the European policy debate). Specific topics will also be selected for
 479 comparative reporting and may include the role of collective bargaining in relation to the challenge
 480 of technological transformation. In the event that the Management Board has approved
 481 implementation of the Industrial Action Monitor, following the earlier feasibility study, the database
 482 will be prepared to go online if resources are available.

483 National processes of social dialogue will be analysed, and information on the role of social partners
 484 in shaping reforms and public policy will be updated. Such involvement includes tripartite and
 485 bilateral consultation and negotiations. Where relevant, information will be gathered from tripartite
 486 institutions.

487 Eurofound will support the European social dialogue by conducting a series of studies on the
 488 representativeness of social partner organisations in specified sectors. Six studies will be published,
 489 and preparations will begin for others, in sectors selected in consultation with the European
 490 Commission.

491 Eurofound will update its knowledge base on capacity-building for social dialogue (drawing on its
 492 own research findings and data, including the recommendations from the seminars in 2019, and on
 493 social partners own work) and explore the development of an online resource (toolkit) to support
 494 capacity-building by social partner organisations, as well as other activities. The Agency will be
 495 available to participate in capacity building actions of the Social Partners.

496

497 **Projects and outputs**

Project description	Outputs	Year
<i>Representativeness studies</i>	<i>6 reports</i>	<i>2021</i>
<i>National social dialogue and policy formation</i>	<i>Report</i>	<i>2022</i>

<i>Capacity-building for effective social dialogue</i>	<ul style="list-style-type: none"> • Working paper • Web resource 	2021 2022
<i>National reporting on industrial relations, social dialogue and working life</i>	<ul style="list-style-type: none"> • Quarterly updates • Working papers • Ad-hoc articles 	2021 and ongoing Annual
<i>Working-life profiles and database on wages, working-time and collective disputes</i>	<ul style="list-style-type: none"> • Updated working-life country profiles • Updated database (wages, WT and disputes) 	2021 2022
<i>Minimum wages – annual review</i>	<ul style="list-style-type: none"> • Report 	Annual
<i>Developments in working-time, 2019-20</i>	<ul style="list-style-type: none"> • Report 	2021
<i>Developments in collective bargaining and collectively agreed pay</i>	<ul style="list-style-type: none"> • Report 	2022
<i>Topical updates</i>	<ul style="list-style-type: none"> • Reports and articles 	2021
<i>Industrial action monitor¹⁰</i>	<ul style="list-style-type: none"> • Report • Quarterly data release 	2022 and ongoing

498

499

Resources

500

EUR 1,174,500 and FTE 7.7 (*provisional data*)

501

2.3 Activity 3: Employment and labour markets

503

Multiannual perspective

Overview

506 Despite the overall improvement in the employment situation, significant challenges remain on the
507 EU labour market, including high levels of unemployment in some countries and regions. Eurofound
508 will fulfil its function to provide knowledge which can inform policy to improve the functioning and
509 inclusiveness of the labour market. Eurofound will collect data, analyse trends in employment and
510 labour market developments and provide the Commission and other EU institutions, Member States
511 and social partners with support to devise employment policies. This will be achieved by continuing
512 Eurofound's role in the monitoring of trends on the labour market and impacts of these trends for
513 different groups and the lessons which can be drawn for policymakers.

514 A first research strand in this activity will focus on the change of the structure of the labour market.
515 It will identify growing and declining sectors, occupations and qualifications, based on ongoing
516 updates and analyses of Eurofound's established monitoring instruments, the European Jobs
517 Monitor (EJM) and the European Restructuring Monitor (ERM), as well as Eurostat data. The
518 European Jobs Monitor (EJM) will continue to map job growth and decline across occupations and
519 sectors and identify shifts in the tasks profiles and some aspects of the quality of jobs, including

¹⁰ Subject to decision by Executive Board in 2020 and available resources.

520 educational attainment. Some focus will be placed on jobs employing a large number of workers or
 521 those growing fastest. The cooperation with the European Commission's Joint Research Centre in
 522 this area is expected to continue. Work on restructuring could continue with the ERM examination
 523 of large-scale events and legislative and support measures, including the facilitation of transitions for
 524 workers affected and measures developed by social partners and public authorities. This could be
 525 supplemented by more in-depth qualitative research on company practices at restructuring
 526 (including the role of social dialogue). Regional perspectives could also be considered. Research on
 527 restructuring will continue to contribute to activities of the European Globalisation Adjustment Fund
 528 (EGF). The results of the two instruments will be presented in an integrated way to provide an
 529 overview of structural changes on labour markets.

530 Analysis of restructuring would also feed into the activity 5 (anticipating and managing the impact of
 531 change) as regards some types of restructuring (e.g. linked to climate change, digitalisation,
 532 offshoring or reshoring) that would be further researched in that area.

533 A second research focus will be on labour shortages and under-utilised potentials. Based on research
 534 conducted in Work Programme 2017-2020, analysis will mainly explore policy interventions and
 535 company practices. Eurofound will analyse various types of labour market and social policy measures
 536 as regards their effectiveness, with a specific focus on measures to foster activation/active inclusion
 537 and manage workplace diversity targeting unused or under-utilised human resources and talent (for
 538 example, in terms of geographic or occupational mobility, skills mismatches and working time,
 539 including 'labour market slack', or oriented towards specific target groups underrepresented in the
 540 labour market like people with disabilities, women, youth etc.). Related work of the Commission,
 541 OECD and other organisations will be considered. Cooperation with Cedefop and the European
 542 Labour Authority will be explored as regards skills and labour mobility in the context of employment
 543 policies to tackle labour shortages. More generally, the use of other resources (e.g. European
 544 Vacancy monitor) and exchange with other European actors working on the issue of labour
 545 shortages and under-utilised potentials could be explored (e.g. Public Employment Services
 546 network).

547 This activity will also feed into the preparation of the new round of the European Company Survey,
 548 foreseen for 2023-24.

549 **Objective**

550 Eurofound will monitor and analyse how the labour market structure is changing, in terms of net job
 551 creation and job loss by sector and occupation, as well as regards key characteristics of the job
 552 structure (for example, employment polarisation and changing task composition in jobs).
 553 Furthermore, Eurofound will provide up-to-date information on restructuring, as regards its
 554 employment effects, policies and legislation. Finally, this research activity will address the key
 555 challenge of labour shortages by exploring the effectiveness of relevant policy responses.

556 **Expected results**

557 Analysis on labour market structural change and shifts in supply and demand will allow stakeholders
 558 to go beyond standard statistical data to better understand recent trends and developments and
 559 identify related opportunities and challenges. This can contribute to the EU objective on quality jobs
 560 as well as to the development of the forthcoming comprehensive and coordinated industrial policy.
 561 Next to generally monitoring large-scale restructuring in a phase of expecting the next economic

562 crisis, the ERM can particularly be a knowledge base for activities of the European Globalisation
 563 Adjustment Fund and the European Social Fund+, particularly considering the proposals to broaden
 564 the scope of the Fund post-2020 to cover all large-scale restructurings.

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

573 *2021 Programme: Employment and labour markets*

574 **Overview**

575 Reporting of structural changes in the labour market will be based on the European Jobs Monitor
 576 (EJM), European Restructuring Monitor (ERM) and Eurostat data. These have both been utilised by
 577 the Commission in their monitoring of employment and restructuring. In 2021, the ERM events and
 578 legal databases will be updated with fresh data. Expanding the scope of the ERM events database
 579 will be considered, for e.g. identifying cases of reshoring or of restructuring arising from
 580 digitalisation or the transition to the low-carbon economy (also see Activity 5).

581 Based on the outcomes of the WP2020 project on policy measures to address labour shortages,
 582 research will be launched assessing the effectiveness of specific types of interventions to foster
 583 activation of groups currently underrepresented on the labour market such as youth, women,
 584 people with disabilities, migrants etc. Some focus will be placed on making effective use of talents
 585 and skills at the workplace (including through continuous training) and managing workplace
 586 diversity... Cooperation with Cedefop, as regards skills strategies, and the European Labour
 587 Authority, as regards mobility, will be explored and existing research carried out by European
 588 Commission will be taken into account.

589

590

591

592

593 **Projects and outputs**

Project description	Outputs	Year (availability of outputs)
1. EJM database ongoing update	Updated database	2021
2. ERM legal database update	Updated database	2021

3. ERM events database ongoing update	Updated database Blog articles	2021
4. Reporting on structural change on the labour market (EJM, ERM and others sources)	Report	2021
5. Policy interventions to tackle labour shortages: review of policy evaluations	Report	2022

594

595 **Resources**596 EUR 282,200 and FTE 4.3 (*provisional data*)

597

598 **2.4 Activity 4: Living Conditions and quality of life**

599

600 *Multiannual perspective*601 **Overview**

602 Trends in living conditions and quality of life will assess the challenges and opportunities to inform
603 policies to promote a fairer and more inclusive society. Subject to the results of the feasibility study,
604 Eurofound's proposed new survey on working and living conditions would improve the Agency's
605 capability to address issues at the intersection of the worlds of work and life. This includes questions
606 related to the family and work (not least gender issues) and household income. The data from the
607 new survey would be used to analyse family and care responsibilities, access to and affordability of
608 related social services, as well as distribution of paid and unpaid work, and their impact on
609 participation in society and employment with emphasis on work life balance. The data on household
610 resources would be used to assess the extent and implications of poverty, including in-work poverty
611 and joblessness in households.

612

613 To respond to key demographic changes in European societies, Eurofound will focus on some
614 implications of demographic ageing. This involves capturing and assessing the social situation of
615 older citizens with analysis of income security and role of public services in facilitating independent
616 ageing. Eurofound's research perspective will address preferences and opportunities of the citizens
617 to participate in society and employment, as well as to contribute to the development of services
618 that enable older people to do so. The new demography also has implications for the younger
619 generation, which will be explored with research on social mobility and transmission of advantages
620 and disadvantages between generations.

621

622 Many responses to challenges and opportunities for the improvement of living conditions are
623 designed, delivered or facilitated by institutions and public services. The quality and fairness (access
624 and affordability) of these services, with potential focus on social, care and health services, will be
625 investigated based on available results of the proposed new Eurofound survey and other data
626 sources, such as EU-SILC, the Fundamental Rights Survey, etc.. Eurofound will inform policymakers
627 by producing evidence on trends and drivers in this field. Research on quality of society will also

628 contribute to activity 6 (promoting social cohesion and convergence) on issues such as trust, social
629 tensions and quality of public services, as has been previously explored in the EQLS.

630

631 Research in this activity will consider the active inclusion approach, linking activation policies with
632 income support and quality social services in an integrated way.

633

634 **Objective**

635 To provide knowledge on state, trends, risks to as well as means to improve living conditions in the
636 European Union – looking broadly at the quality of society as well as at communities at local or
637 regional level – and addressing social inequalities.

638 Specifically, to inform policy debates on ageing and measures to improve the social situation of older
639 citizens, on support for independent living, and for households with children, and on developing
640 quality services to complement informal care throughout the life course.

641 **Expected results**

642 The results of the research will contribute to initiatives and assessments of the implementation of
643 the Pillar of Social Rights and sustaining the European social model; particular attention will be paid
644 to the regional dimension. Specific findings regarding groups affected by demographic change, by
645 care responsibilities, by developments in work-life balance, as well as regarding access to quality
646 public services could be used in European Semester for social policy related CSRs, especially in
647 relation to care. This research can support discussions around initiatives like the Child Guarantee and
648 gender equality. Results from research on care services can contribute to the European semester
649 discussions related to social spending and social services as well as to the monitoring and evaluation
650 of the implementation of the Cohesion fund and ESF+. The results might inform the annual reports
651 of the Social Protection Committee and EC's reports on Employment and Social Developments in
652 Europe.

653

654 *2021 Programme: Living conditions and quality of life*

655 **Overview**

656 Eurofound will investigate the intergenerational transmission of (dis)advantage by comparing
657 patterns over time of social mobility and income inequality. Using EU-SILC modules 2011 and 2019,
658 Eurofound will analyse persistence of (dis)advantages in socio-economic status and its drivers,
659 considering also urban/rural divides in relations to prospects for social advancement, taking into
660 account previous Eurofound and OECD work.

661 Research on services and informal care for older people will be initiated including some focus on
662 regions most affected by demographic ageing. Eurofound will explore the disparities in availability and
663 use of services that facilitate lives of older citizens between countries (and regions). It will also carry
664 out a review of selected examples of distance-spanning solutions for health and care services,
665 especially in case of regions most affected by demographic ageing and depopulation. Projects of the
666 Fundamental Rights Agency on digitalisation and social services and independent living of people with
667 disabilities will be taken into account. Analysis of the data from the SHARE database of older people
668 is considered. Measures to support informal carers will be identified and assessed.

669

670 **Projects and outputs**

Project description	Outputs	Year
Intergenerational transmission of (dis)advantage: 2011 and 2019 compared	<i>Research report</i>	2022
Role of public services in enabling ageing in the community	<i>Policy brief based on findings from preceding EF projects in 2019-2020</i>	2021
	<i>Research report</i>	2023

671

672 **Resources**673 EUR 179,030 and 3.1 FTE (*provisional data*)

674

675 **2.5 Activity 5: Anticipating and managing the impact of change**

676

677 ***Multiannual perspective***678 **Overview**

679 The megatrends mentioned in the general context section are driving a rapid change of the economy
680 and labour market. Digitalisation and the transition to a low-carbon economy are currently two of
681 the most relevant drivers. Eurofound will focus on the impact of these drivers, sometimes associated
682 with new business models and a different organisation of work, for employment creation and labour
683 market integration, employment relations and working conditions, together with the implications for
684 labour market institutions, particularly the regulatory framework, social dialogue and social
685 protection.

686

687 Eurofound will explore these aspects associated with the deployment of digitalisation, not least
688 artificial intelligence. This could include, in the area of working conditions, issues such as leadership
689 and HRM practices, teamwork, human-machine interaction, working time, control and surveillance.
690 As far as possible, data from the EWCS2020 and ECS 2019, including the possibility of short follow up
691 survey to respondents, could be exploited for this purpose. Cooperation with EU-OSHA could be
692 considered as regards implications of digitalisation for health and safety, particularly psychosocial
693 risks.

694

695 The impact of the transition to a low-carbon-economy, considering the target of a climate neutral
696 Europe, including the circular economy is less known. Eurofound will investigate the effects
697 particularly on employment (shifts and transformation of jobs) and working conditions, as well as
698 the distributional impacts of climate change policies. Some of this work can build on results of the
699 Pilot project on the future of manufacturing (FOME) implemented by Eurofound.

700

701 Building on research of activity 3 (Employment and labour markets), restructuring in relevant sectors
702 will be identified and analysed. Restructuring specifically linked to digitalisation and the transition to
703 a low carbon economy could be identified with the European Restructuring Monitor (ERM)
704 databases, by adjusting the events database and complemented with qualitative research. The
705 analysis would also include the specific role of social dialogue and employee representatives in the

706 design and implementation of the change process, e.g. social plans, including support for transitions
707 of workers affected and other measures, such as active labour market policies, collected in the ERM
708 support and legal databases.

709

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

717

718 Future scenarios of potential developments of work and employment will be elaborated. This would
719 include a discussion with stakeholders about possible pathways and measures to achieve the desired
720 outcomes.

721

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

725

726 **Objective**

727 Eurofound will explore the impact of digitalisation and the transition to a low carbon economy on
728 employment levels, working conditions (including social protection) and employment relations, and
729 the role of industrial relations and social dialogue in shaping and implementing such change.

730 Furthermore, the implications for labour market institutions, particularly social partners and the
731 regulatory framework, as well as for different regions and social groups will be analysed. Existing
732 measures and initiatives to manage change will be mapped and pathways towards a desirable future
733 explored.

734 **Expected results**

735 By delivering on this objective, stakeholders will have evidence to inform decisions about where and
736 how to intervene in order to manage change, optimise positive impacts and prevent undesired
737 consequences of digitalisation and the transition to a low-carbon economy on work and
738 employment. The focus on the impact of these drivers of change on the workplace level will provide
739 insight into how to best support employers and workers to take advantage of the opportunities and
740 mitigate the challenges related to these developments which are high on the policy agenda (for
741 example, included in the EU Strategic Agenda 2019-2024 or related to the Digital Services Act or the
742 Digital Education Action Plan. The exploration of the impact on labour market institutions, including
743 regulations and social partners, can contribute to the discussions on whether the traditional
744 frameworks are fit for purpose in a changing world of work. The examination of the distributional
745 impacts of climate change policies, and of measures to maximise social justice will inform the Just
746 Transition Fund. The monitoring of reforms and newly emerging interventions can foster an
747 exchange of policy approaches and lessons learned, in terms of informing on 'what works, what does
748 not'.

749

750 **2021 Work Programme: Anticipating and managing the impact of change**

751 **Overview**

752 In 2021, Eurofound will continue its research on the impact of digitalisation on working life. A
 753 specific focus will be devoted to the effects of the deployment of digitalisation at company level on
 754 employment and working conditions (including social protection). This will be done along
 755 Eurofound's established 'vectors of change': automation, digitisation and coordination through
 756 platforms.

757 In the field of automation, the impact of 'intelligent machines' on work organisation and working
 758 conditions will be explored. In the area of digitisation, an update on the previously conducted
 759 research on ICT-based mobile work will be conducted. Furthermore, the human and ethical
 760 implications of, for example, Artificial Intelligence and Big Data in the workplace will be explored.
 761 Finally, the use of platform work to organise company-internal tasks or to outsource them will be
 762 analysed. The monitoring of the evolution of the platform economy will be continued. In all three
 763 areas, the role and implications for social partners and social dialogue will be considered. This will be
 764 exploit existing research (for example funded by the European Commission) and data from the EWCS
 765 and ECS. A qualitative case study approach is also needed to capture more in-depth information.
 766 Additionally, this research strand will be supported by Eurofound's monitoring tools.

767 A second research strand will deal with the impact of the transition to a low-carbon economy,
 768 starting in 2021 with the conceptualisation phase. A literature review will be conducted to compile
 769 the state of play of information available regarding the effects of the transition to a low-carbon
 770 economy on work and employment. This will be supplemented by a short follow up survey among
 771 respondents of the ECS2019. This will gather indications on how, for example, companies are
 772 affected by regulatory requirements related to climate change or implications for business models
 773 like the circular economy. Such information will be the basis for an exploration of effects of the
 774 transition to a low-carbon economy on workers, for example, in terms of potential impacts on
 775 job/task profiles or work organisation and implications for company-level social dialogue.

776 Furthermore, research on the distributional impact of policies to reduce carbon emissions will start
 777 by exploring which population groups and regions are at risk of experiencing negative impacts (e.g.
 778 difficulty to afford energy).

779 A third research strand will take a sectoral approach, exploring structural change in financial
 780 services. Eurofound will explore the developments from a quantitative and qualitative perspective
 781 (drawing on the EJM and ERM and company case studies)

782 The ERM events database will be adapted to allow for the identification of large-scale restructuring
 783 cases related to digitalisation and the transition to a low-carbon economy and the support
 784 instruments and legal databases will be expanded to also cover national policy interventions dealing
 785 with these drivers of change.

786 Cooperation with other actors conducting research in these fields, like JRC or EU-OSHA as regards
 787 digitalisation and the ILO as regards their planned work on social dialogue in a changing world of
 788 work, as well as European think tanks will be explored.

789 **Projects and outputs**

Project description	Outputs	Year (outputs available)
Automation		
1. The impact of new developments in Human-Machine-Interaction on work organisation and working conditions	Case studies, report	2022
Digitisation		
2. ICT-based mobile work – Update on working conditions and policy developments	Policy brief	2022
3. Human and ethical implications of digitisations at the workplace	Case studies, report	2022
Platforms		
4. The impact of work organisation through platform work (company-internal platforms and outsourcing)	Case studies, report	2022
5. Maintenance of the web repository on the platform economy	Updated databases, short analyses (dossiers)	2021
Transition to a low-carbon economy		
6. Conceptualisation: Desk research, ECS 2019 follow-up survey	Literature review, dataset from the ECS2019 follow-up survey; Working Paper	2021
7. Distributional impact of measures to reduce carbon emissions and policies to mitigate this impact.	Working paper	2022
Other		
8. Adaptation of the ERM databases to cover digitalisation and the transition to the low-carbon economy	Expanded ERM databases; short overview of illustrative cases, support instruments and regulations	2021
9. Structural change in financial services: Developments, restructuring processes and outcomes	Report, case studies	2022

790

791 **Resources**792 EUR 429,000 and 8.5 FTE (*provisional data*)

793

794 **2.6 Activity 6: Promoting Social Cohesion and Convergence**

795

796 *Multiannual perspective*

797 **Overview**

798 Despite recent growth and a recovery of labour market participation, several Member States still
799 face relevant challenges. Moreover, growth has been unequally distributed among various groups in
800 the population, leaving many Europeans with a growing perception of economic and social insecurity
801 and a sense of discontent, which is expressed at both a national and European level. Promoting
802 upward convergence towards better working and living conditions and strengthening economic and
803 social cohesion are of utmost importance for the European Union. This activity will not only continue
804 and expand upon the convergence theme of the previous work programme, but also will more
805 explicitly focus on how to explain and address the increased challenges to the social cohesion of the
806 Union.

807

808 In the first strand of this activity, Eurofound will continue to regularly report on trends of upward
809 convergence in the socio-economic dimension as well as in employment, working and living
810 conditions in Europe at both Member State and regional level. This will be complemented with an
811 investigation of the convergence performance in Europe compared to other developed countries, for
812 example within the United States. This can provide a comparative measure to assess the
813 convergence performance of the European Union. The convergence web repository will be updated
814 and further developed.

815

816 Furthermore, Eurofound will focus on the drivers and implications of economic and social
817 convergence within the European Union, with attention to the interrelationships between various
818 dimensions of convergence and factors that drive convergence, such as social investment, mobility
819 and institutional frameworks, such as regulation, welfare systems, public services and social
820 dialogue, and structural reforms. This will provide information to policymakers on possible means to
821 promote convergence. Specific focus will be placed on explaining convergence in the Euro Area, and
822 not least in terms of the contrasts between different groups of countries. Eurofound will also
823 consider how industrial relations processes, in particular collective bargaining, is influencing
824 convergence of some outcomes.

825

826 The second strand of research will focus on social cohesion in the European Union, to inform policy
827 makers on means to promote policies towards a fairer and more inclusive society. Economic and
828 social disparities both in the labour market (such as income and employment security) and in terms
829 of access to and quality of crucial goods and services, such as housing and social protection will be
830 examined from a social cohesion perspective. Links with the migration and integration topic will be
831 considered. This analysis will be conducted for various groups in society, including the middle
832 classes. Making use of Eurofound surveys data, the issue of future prospects and perceptions of
833 fairness will be considered. Furthermore, Eurofound will investigate the expressions of a lack of
834 cohesion associated, not only to the material and economic situation, but also in terms of trust in
835 institutions and tensions between groups in society (for example ethnic and religious groups) as well
836 as in citizen participation.

837

838 **Objective**

839 The overall objective of the activity is to investigate the link between the developments of disparities
 840 among Member States and among social groups and developments in social cohesion in Europe. In
 841 particular, this activity aims at monitoring key trends and determinants of upward economic and
 842 social convergence in Europe as well as to identify key policy drivers for strengthening Member
 843 States resilience and promote sustainable upward convergence. Furthermore, it aims also at
 844 investigating trends and determinants of social cohesion, with special emphasis on the impact of
 845 raising levels of disparities among social group. Main drivers of inequality and key policy levers to
 846 support the reduction of multi-dimensional inequalities and initiatives to promote social cohesion
 847 will be investigated. Options for actions to policymakers for reducing inequalities and strengthening
 848 social cohesion in Europe will be provided.

849 **Expected results**

850 The evidence produced in this activity will inform policymakers on latest trends and drivers on
 851 convergence, inequalities and social cohesion in Europe. Research on convergence will relate to the
 852 EU objective of sustainable economic and social convergence and will help to identify gaps and
 853 overlaps between these two objectives. It will seek to contribute to the debate about the European
 854 Pillar of Social Rights, its implementation and monitoring role (in particular through the European
 855 Semester process) as well as about the reform of the Economic and Monetary Union. Furthermore,
 856 the work on cohesion can contribute to the EU priorities identified by the European Council on
 857 strengthening cohesion, reducing inequalities and the role of social protection by providing policy
 858 makers options for actions which will be very relevant for the new European Commission. For these
 859 reasons, the results produced as part of this activity would contribute to the work of the different
 860 services of the European Commission and the Employment Committee (EMCO), the Social Protection
 861 Committee (SPC), the Economic and Financial Committee (EFC), the Council and the European
 862 Parliament, including in relation to the European Semester.

863

864 ***2021 Programme: Promoting Social Cohesion and Convergence***

865

866 **Overview**

867 Building on the work done in the previous work programme, in 2021 Eurofound will continue to
 868 provide regular updates on upward convergence at European and regional level in the dimensions
 869 mentioned in the European Pillar of Social Rights and its accompanying Social scoreboard.
 870 Eurofound will also start the investigation of drivers of social convergence, with particular attention
 871 to the geographical divide. Policies to strengthen resilience and to promote sustainable upward
 872 convergence will be investigated. Finally, the activity will explore if and how industrial relations
 873 processes, in particular collective bargaining, influence convergence of some outcomes (e.g. wages,
 874 working time).

875 Eurofound will also start work on measuring of levels and drivers of social cohesion.

876 Research in 2021 will investigate social inequalities in Europe, with a special focus on access to
 877 employment, education, health and housing. Levels, drivers and implications of inequalities as well
 878 as policies to support the reduction of inequalities will be reviewed.

879 Relying on social capital literature, an analysis over time of social cohesion trends will be performed.
 880 The impact of material and other factors on social cohesion and trust will be investigated. The
 881 analysis will be performed for various groups in society and results compared at Member State level
 882 to highlight similarities and differences. Initiatives to promote inclusiveness will be also considered.

883 **Projects and outputs**

Project description	Outputs	Year
State of play: Convergence in 2021 at Member States and Regional level.	- <i>Policy brief</i> - <i>Update of web repository</i>	2021
Explaining convergence: the geographical divide.	- <i>Research report</i> -	2022
Industrial relations influence on convergence	- <i>Working paper</i>	2022
Social Inequalities: access to employment, education, health and housing.	- <i>Research report</i> -	2022
Social Cohesion and the impact of material and other factors	- <i>Research report</i> -	2022

884

885 **Resources**

886 EUR 217,180 and FTE 4.5 (*provisional data*)

887

888 **2.7 Activity 7: Survey Management and Development**

889

890 *Multiannual perspective*

891 **Overview**

892 Eurofound surveys cover a broad range of policy-relevant areas within Eurofound's strategic
 893 priorities and feed into a substantial part of the multiannual work programme. The Agency has been
 894 conducting over the years three European Surveys (EWCS since 1990, EQLS since 2003 and ECS since
 895 2004).

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

899 For the period 2021-2024, Eurofound plans to implement the following actions:

900 Continue to develop the long-term survey strategy, which includes an examination of the viability of
 901 different and more cost-effective data-collection modes, considering both overall survey quality and
 902 comparability over time. A further element is to reconsider the way the surveys are managed and
 903 includes assessing different options for the way the surveys are organised in terms of contracting,
 904 opportunities for further collaboration with other EU-Agencies as well as better synergy and options

905 for enlarging sample sizes through more collaboration with Member States. Further developmental
906 work will include the investigation of potential alternative sources of data, such as big data analysis.

907 After the outcome of the feasibility study is available, the Management Board will decide whether to
908 test a new survey, with fieldwork planned for 2022-2023, which aims to measure the
909 interconnectedness of working and living conditions in Europe (see: Operational Activities 1 and 4). In
910 case of a negative conclusion, a new round of the EQLS will be prepared to be implemented in 2022-
911 23. In case of a positive outcome, this slot will be occupied by the new Survey. Whether this proposed
912 survey will in the long term replace both the EWCS and the EQLS will be determined by the Board after
913 an ex-post evaluation of the proposed joint survey in 2024 and with regard to various other challenges
914 facing surveys (such as survey mode, sampling issues and non-response rates). In order that a negative
915 outcome of this evaluation would not entail a break in the continuity of high quality EWCS data, the
916 preparation of a new round of the usual EWCS will also commence during this programming period to
917 allow for the implementation of the fieldwork of 8th EWCS in 2026 (beyond the timeframe of this
918 programming period) and thus maintaining its current survey structure. A steering group with Board
919 representatives will accompany the feasibility study and any potential further development of the new
920 survey.

921 By combining elements of working and living conditions in a single survey, the instrument might be
922 able to capture characteristics of multiple household members, allowing for an improved monitoring
923 of key issues related for example to work-life balance, gender, family and care responsibilities, and
924 to be able for the first time, to examine the role of working life for poverty and inequalities.
925 Moreover, the new survey could reduce the fieldwork burden in the long term, providing an
926 opportunity for making better use of resources. This survey should retain the important EWCS
927 indices, such as those of job quality, and to ensure the continuous exploitation of data on working
928 conditions that is comparable across countries and over time.

929 A new round of the European Company Survey is proposed in cooperation with Cedefop in 2023-24.
930 The 2019 survey covered the areas of work organisation, HR practices, workers participation, social
931 dialogue, skills strategies and digitalisation at workplace level.

932 Exploitation of data of previous surveys, namely 2020 EWCS, will also continue during the
933 multiannual cycle as indicated in Activity 1.

934 **Objective**

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

939 **Expected results**

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

942

943 ***2021 Programme: Survey management and development***

944 **Overview**

945 In 2021, preparations for the next round of surveys will commence, whilst finalisation of the 2020
 946 EWCS will also take place. Depending on the Board decision taken after the outcome of the
 947 feasibility study, the Agency will also test designs for the combined household survey and develop a
 948 new online questionnaire module. An inventory and documentation of Eurofound data and a big
 949 data experiment are also planned. Finally, work will include a review of survey procurement
 950 procedures.

951 **Projects and outputs**

Project description	Outputs	Year
1. Pilot to design combined household survey experiment	Data-set, questionnaire development, sampling plan and working paper	2021
2. Preparations of the surveys (combined household survey or 5 th EQLS)	Final questionnaire, sampling and coding strategies, test data-set	2022
3. Finalisation work 2020 EWCS	External Data Quality Assessment Report and possibly a Post-test WP	2021
4. Methodological survey development	Dataset, Working Paper, Questionnaire; Data documentation	2022
5. Survey management	Internal Papers	2022

952

953 **Resources**

954 EUR 1,560,000 and 4.8 FTE (*provisional data*)

955

956 **2.8 Activity 8: Reacting to Ad hoc information requests**

957

958 **Overview**

959 In order to be able to react to changing information needs that could not be foreseen at the time of
 960 programme development and to ad-hoc request of policy makers, Eurofound reserves capacity to
 961 provide background papers, customised reports and short studies on request to its stakeholders. The
 962 capacity reserved can also be used to research upcoming and unforeseen issues at the initiative of
 963 Eurofound. The Bureau will be fully informed about requests received and ad-hoc research work.

964

965 **Objectives**

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

967

968 **Outputs**

969 Customised reports of existing findings

970 Studies replying to Stakeholder Enquiries

971 Background papers

972 Contributions to publications

973 Reports paid for by stakeholders

974

975 **Expected results**

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

978

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

983

984 **Resources**

985 EUR 300,000 and 2.2 FTE (*provisional data*)

986

987 **3. Horizontal activities**

988

989 **3.1 Activity 9: Communication**

990

991 **The multiannual perspective**

992 **Overview**

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

996 In 2021 Eurofound is working within a different communication context with a changed policy
997 setting, a revised Founding regulation and a communication climate which is experiencing intense
998 disruption. New tools and channels are constantly evolving, and policymakers' preferences are
999 adapting in response.

1000 Against this background Eurofound's efforts must be keenly targeted at ensuring that its knowledge
1001 reaches the relevant actors at both EU and national level to shape and implement better polices in
1002 the core areas of the Agency's remit. User feedback, analytics and evaluations provide a clear picture
1003 of how best to do that in the most timely, relevant and cost-effective way.

1004 **Objective**

1005 Four key objectives provide the framework for the corporate communication and dissemination
1006 plan:

- 1007 1. Implement a policy focus in all communication outputs, prioritising production and promotion of
1008 policy-relevant products over others and highlighting expertise.
- 1009 2. Implement a digital-first approach to content production and dissemination, prioritising online
1010 and mobile over traditional channels
- 1011 3. Exploit collaborative partnerships for communication activities with EU Institutions (specifically
1012 Commission, Parliament) other EU agencies, social partners, international organisations and
1013 other multipliers.
- 1014 4. Prioritise EU level and develop further national level communication, integrating a national-
1015 approach to analysis and data provision, strengthening communication with EU bodies of
1016 national representatives (e.g. EU committees.) and exploring strategic collaboration aimed at
1017 tripartite bodies, national governments and social partners and other relevant organisations.,

1018 **Expected results**

1019 Communication activity will ensure policymakers and key stakeholders have timely and easy access
1020 to Eurofound's most relevant information, findings and analysis in a manner and format which
1021 allows them to shape better policies for the improvement of social, employment and work-related
1022 issues. Campaigns targeted at raising awareness of Eurofound findings, its areas of expertise and its
1023 new programme of work, will ensure stakeholders know where and how to access the right

1024 information in the right way to facilitate their work. The results of this activity specifically – but not
 1025 exclusively - will be to increase web download numbers and user activity, increase the number of
 1026 references to Eurofound’s work in EU policy documents, increase the number of Eurofound expert
 1027 contributions to key policy relevant events and grow the number of Eurofound citations in academic
 1028 journals. Other results will be to raise further awareness about the Agency and its work with new
 1029 audiences and improve levels of satisfaction of existing groups. This will be reflected in continued
 1030 positive user feedback, ongoing requests for targeted expertise from policymakers at EU and
 1031 national level, wider media reach and impact, higher levels of social media interaction and increased
 1032 numbers of registered contacts.

1033

1034 *2021 Communication and dissemination plan*

1035 **Overview**

1036 In 2021, Eurofound will adapt its communication activities at corporate level to ensure optimal
 1037 presentation and promotion of the new programme’s priorities. This will include changes to the
 1038 website, highlighting the core focus of the strategic areas. Presentation by these access points - the
 1039 creation of which will build on the existing website topic section – will be prioritised over the access
 1040 through the observatory. Work will take place to further improve multimedia and multilingual access
 1041 to the key messages and policy issues in these areas.

1042 Communication with stakeholders and target audiences via social media platforms will be adopted
 1043 to reflect the changes and revised corporate outputs. A new corporate video presenting Eurofound’s
 1044 objectives and work, in parallel with a new corporate output, will be produced. ‘Further work will be
 1045 carried out on the upgraded Eurofound data explorer to provide better access to and use of all
 1046 survey and other data resources, specifically the results of the European Company Survey and the
 1047 European Working Conditions Survey. Web application development will take place to deliver a
 1048 range of new or adapted resources outlined in the programme of work. The Agency’s webinar series
 1049 will be adapted to the new programme’s priorities and the new ‘Ask the expert’ initiative will be
 1050 rolled out. In this context, there will be a specific focus on making Eurofound’s experts and expertise
 1051 more accessible in different forms across different channels. Collaboration with key partners among
 1052 the EU Institutions, social partners, tripartite bodies and governments will be prioritised and
 1053 formalised for all communication activities, particularly in the area of targeted policy-oriented
 1054 contributions and initiatives as well as social media campaigns. In particular, Eurofound’s
 1055 collaboration with the EU Presidencies will continue with input to the Portuguese and Slovenian
 1056 Presidencies during this year. Plans for the Foundation Forum will continue during 2021 with a view
 1057 to the two-day high-level event taking place in latter part of the year.

1058 The overall volume of outputs will be reduced, and the policy focus of these will be prioritised. The
 1059 Living and working in Europe yearbook will be produced and published, wrapping up the previous
 1060 four-year programme. The finalisation and promotion of the key outputs from 2020 will be
 1061 completed, specifically the two flagship reports on convergence and digitalisation.

1062 The communication and dissemination plan also includes all communication outputs mentioned in
 1063 the operational activities, which will be promoted and disseminated within the framework outlined.

1064

1065 **Projects and outputs**

Project description	Outputs	Year
<i>Corporate production and publication</i>	<i>Corporate publications and outputs Corporate signage and branding – PD 2021-2024 Corporate web content and applications Data visualisation Library and information services</i>	2021
<i>Corporate campaigns</i>	<i>Event management, Forum, visits and partnerships Exhibition space, hardware and logistics Dissemination, electronic, OP and print Social media monitoring, social media advertising Media partnerships, media monitoring, distribution and partnerships Photo, video and audio Motion graphics</i>	
<i>Research publications</i>	<i>As indicated in operational activities</i>	

1066

1067 **Resources**1068 EUR 1,476,000 and 16 FTE (*provisional data*)

1069

1070 **3.2 Activity 10: Management and Development**

1071

1072 **Multiannual perspective**1073 **Overview**

1074 Eurofound operates within the EU institutional framework. It is committed to delivering results to a
 1075 high professional standard while at the same time making efficient and effective use of resources
 1076 available. Eurofound's activities are executed in an open and transparent (regulatory) framework of
 1077 governance and performed in a spirit of collaboration and teamwork. , In supporting the strategic
 1078 objective of the organisation, the focus will be on:

1079 **Developing and engaging people and strengthening capabilities to implement a high-performing**
 1080 **organisation.**

- 1081 ➤ Continuous investment in training and development of staff in support of the proposed
 1082 areas of intervention.

- 1083 ➤ Managing the engagement and commitment of the people to the organisation's objectives
 1084 aimed at increased performance in the organisation and retention of staff through sense of
 1085 ownership, responsibility and accountability.

1086

1087 **Providing the information and intelligence to make well-informed decisions about the use of the**
 1088 **scarce resources.**

- 1089 ➤ The programming cycle is supported by data and evidence on its achievement according to
 1090 established evaluation criteria and performance monitoring information with a view to
 1091 organisational improvement, learning and future sustainability.
 1092 ➤ Further strengthening activity-based budgeting (ABB) and activity-based management (ABM)
 1093 in support of the Agency's outsourcing strategy and of optimising the allocation of internal
 1094 resources.
 1095 ➤ Efficient and effective working methods and delivery of tasks through the application of
 1096 project and process management standards.

1097

1098 **Supporting results-based operations in line with regulatory compliance and governance principles**
 1099 **for EU agencies**

- 1100 ➤ Promoting ethical behaviour and conduct to avoiding conflict of interest, irregularities and
 1101 ensuring zero tolerance to fraud based on the Agency's Internal control framework
 1102 ➤ Further professionalising the Agency's approach to quality management in line with
 1103 established and emerging practices in comparable EU agencies and appropriate to
 1104 Eurofound's operations.

1105

1106 **Objective**

1107 The Agency carries out its mandate with staff performing towards their potential through:

- 1108 - the implementation of development programmes with blended learning options;
 1109 - support from effective professional project and process management tools;
 1110 - access to data and analysis about programme implementation based on efficient digital
 1111 solutions.

1112 During the programme period the Agency will implement its sustainability framework about
 1113 economic, social and environmental impact with standards that ensure comparable measurement.

1114

1115 **Expected results**

1116 Optimisation of competencies and capabilities of staff in meeting the programme requirements

1117 Reasonable assurance of sound financial management as based on the building blocks of internal
 1118 control and specific audits

1119

1120

1121

1122 **2021 Programme: Management and Development**1123 **Overview**

1124 The transition into the new four-year programme will be supported by:

- 1125 • The annual learning activities for staff development, combined with the development and
1126 initial piloting of a revised competency framework.
- 1127
- 1128 • Adjustments in the organisational performance dashboard of performance indicators and
1129 qualitative analysis of past performance and stakeholder feedback.
- 1130
- 1131 • A closer integration between project management and financial systems for improved
1132 accuracy and direct access to data on programme implementation.
- 1133
- 1134 • Well-functioning internal control components and zero-tolerance to fraud through annual
1135 risks assessment, regular monitoring and the annual corporate ethics month.

1136

1137 **Projects and outputs**

Project description	Outputs	Year
Staff development (and HR systems)	<i>A revised competency and skills mapping framework.</i>	2021
Evaluation and monitoring: organisational performance and learning	<i>2021-2024 evaluation policy Multiannual framework contract for evaluation and feedback services Performance 2017-2020 reports</i>	2021
Activity based management	<i>An integrated IT-based system</i>	2021/2022
Project and process management	<i>Training and guidelines based on the upgrade of the project management system</i>	
Governance	<i>Management Board meetings Internal control annual assessment and risk review Corporate annual report 2020, including sustainability report</i>	2021 2021 2021

1138

1139 **Resources**1140 EUR 418,000 and 6,5 FTE (*provisional data*)

1141

1142 4. Implementation approach

1143 4.1 Methodologies and tools

1144 Eurofound will implement a wide range of research approaches, methodologies and data sources in
1145 this programming period. Eurofound survey instruments have already been described under ‘2.7
1146 Activity 7: Survey Management and Development’. Other methodologies and tools are:

- 1147 • Analysis by Eurofound of other datasets, mainly those of Eurostat. This includes both the direct
1148 use of Eurostat and other data sources but also the matching of various datasets to create
1149 unique sources of information, for example, as is done with the European Jobs Monitor.
- 1150 • Gathering national level information and comparing regulations and practices. This is primarily
1151 conducted with the **Network of Eurofound Correspondents (NEC)** based in all member states.
1152 The representativeness studies are an example of this approach. The NEC contributes to all areas
1153 of Eurofound’s research especially in areas where no harmonised data sources exist, and by
1154 describing and comparing institutional frameworks, policies and practices. In preparation of a
1155 new tender procedure for the next framework contract with the correspondents, the service
1156 model will be evaluated, and requirements will be reviewed. Synergies with the European
1157 Commission Networks will be explored.
- 1158 • The systemising of information publicly available, such as in the European Restructuring Monitor
1159 or the pilot on an industrial action monitor. Eurofound will be exploring other options to use big
1160 data and user generated information.
- 1161 • The approach to policy evaluation is primarily based on an assessment of previously conducted
1162 evaluations. This entails a compilation and critical review of many studies and when feasible
1163 meta-evaluations. Another feasible approach is the use of expert interviews.
- 1164 • With the increased focus on change in this programming period some emphasis will be placed
1165 upon future oriented methodologies, such as scenario building, forecasting and backcasting.
1166 These are often to be used together in discussion with stakeholder groups. Explorative
1167 methodologies can also include case studies of emerging, but as yet rather minor, phenomena.
- 1168 • This programming period will make more use of research conducted by others, in academia,
1169 other EU institutions and bodies, international organisations, think tanks etc. Such research can
1170 be used for several issues in the Change and Cohesion strategic areas. It can also be applied to
1171 provide policy relevant inputs to key policy debates.
- 1172 • The agency will explore the use of national administrative registers and databases where
1173 appropriate, in the awareness that access to and comparability of data are difficult.
- 1174 • There will be a relatively extensive option for ad-hoc studies both those requested by the
1175 stakeholders or initiated by Eurofound in response to changing policy needs over the
1176 programming period.

1177 Most of the resources will be devoted to Surveys and the Network of correspondents. Other tools
1178 and approaches will be considered where appropriate.

1179 4.2 Collaboration and partnerships

1180 Eurofound seeks and maintains a close working relationship with other EU Agencies. It will continue
1181 to build on the well-established collaboration with the older Agencies in the employment and social
1182 affairs policy field (Cedefop, ELA, EU-OSHA and ETF), as well as other Agencies related to Eurofound
1183 work (FRA, EIGE). Memoranda of Understanding and coordination of work programmes can lead to
1184 the selection of joint activities of shared interest. In this context, Eurofound seeks to continue its

1185 partnership with Cedefop, and possibly other EU agencies and institutions for the next European
 1186 Company Survey. Eurofound will seek a similar memorandum of understanding with the European
 1187 Labour Authority. This may include the possibility of joint actions on mobility, if considered
 1188 appropriate for both Agencies.

1189

1190 Eurofound will seek to further build on its relations with the European Commission. This includes
 1191 activities with the Joint Research Centre. Cooperation could be expanded in areas such as
 1192 supporting capacity building of social partners in the framework of the European Social Fund (ESF)
 1193 and on restructuring activities for the European Globalisation Adjustment Fund (EGF). The Agency
 1194 will also explore new avenues of cooperation with DG Research and Innovation to expand
 1195 Eurofound's current role. Finally, in the context of the revision of a new framework contract for the
 1196 network of correspondents in 2022, Eurofound will explore the possibilities for joining forces or
 1197 achieve more synergies with the European Commission Networks.

1198

1199 Cooperation in the area of communication is more detailed in the following section. Eurofound will
 1200 seek opportunities to cooperate with entities that can act as multipliers or provide synergies with
 1201 the Agency's activity. This would include exploring cooperation with entities mentioned in the
 1202 Founding regulation, such as the national tripartite bodies.

1203

1204 The Agency is open to carry out, where relevant and at the request of the Commission, pilot projects
 1205 and preparatory actions, as is indicated as one of Eurofound's tasks in its Founding Regulation.

1206 **4.3 Strategy for relations with third countries and international organisations**

1207 Eurofound maintains close working relationships with international organisations such as the ILO
 1208 and the OECD allowing for a global perspective in the analysis of EU policy issues. During the
 1209 programming period it hopes to repeat a global analysis of working conditions together with the ILO
 1210 based on the existing framework agreement for cooperation.

1211 Eurofound expects to continue its work in candidate countries, building on the positive role of EU
 1212 Agencies in supporting the EU strategy for the enlargement countries. Eurofound will propose to
 1213 continue the inclusion of these countries in the Agency's surveys, which allows countries not only to
 1214 compare themselves with others but to also see their own development in living and working
 1215 conditions over time.

1216 Eurofound will also explore the possibility of a similar approach to other countries in the framework
 1217 of the Eastern and Southern part of the European Neighbourhood Instrument.

1218 Resources dedicated to international relations are reduced and included in the activities of the
 1219 annual work programme. Some limited mission costs are covered in the ordinary budget line for
 1220 missions of the Agency.

1221

1222 **5. Human and financial resource outlook: resource programming 2021-**
 1223 **2024**

1224 **5.1 Financial resources**

1225 At the time of writing there is still substantial uncertainty about the upcoming multi-annual financial
 1226 framework (MFF) for the years 2021 till 2027. The impact of the possible departure of the United
 1227 Kingdom are still unclear.

1228 The figures below are based on the Commission's proposal for the next MFF. They foresee a nominal
 1229 freeze of Eurofound' subsidy for the 7 years ahead at the level of 21,620,000 EUR. Under the
 1230 assumption of an annual inflation rate of 2%, the nominal budget freeze results in a budget
 1231 reduction of about 8% in real terms over the four planning years.

1232 The planned title 3 (operational expenditure) level for 2021 is about EUR 6.1 million. This is already
 1233 significantly lower than 2010 which was about EUR 7.8 million. To maintain this title 3 level over the
 1234 following 3 years despite the expected inflation-driven increases in title 1 and 2 more than EUR 0.6
 1235 million would have to be saved in the two titles representing personnel and other administrative
 1236 cost, such as maintenance of buildings and utilities.

1237 While reducing staff numbers are a possible way of reaction it should be noted that a further staff
 1238 reduction of 5%, which could be achieved by not replacing some staff that retire or whose contracts
 1239 come to an end, would yield a saving of about EUR 0.5 million. Also, after the 10% reduction
 1240 implemented between 2014 and 2018, any additional staff cut will directly impact on all posts,
 1241 therefore reducing research capacity, too.

1242

	2019	2020	2021	2022	2023	2024
	Budget	PD 2020	MFF	MFF	MFF	MFF
Revenue						
<i>Subsidy</i>	20779	21195	21620	21620	21620	21620
<i>Other revenue</i>	200	200	200	200	200	200
<i>Total</i>	20979	21395	21820	21820	21820	21820
Expenditure						
<i>Title 1</i>	13810	13925	14080	14240	14490	14700
<i>Title 2</i>	1520	1600	1640	1660	1650	1650
<i>Title 3</i>	5649	5870	6100	5920	5680	5470
<i>Total</i>	20979	21395	21820	21820	21820	21820

1243

1244

1245

1246

1247

1248 **5.2 Human Resources**

1249 The following table sets out the projected staff evolution up to 2024

Staff population	Staff population planned for 2020	Staff population planned for 2021	Staff population planned for 2022	Staff population planned for 2023	Staff population planned for 2024
Total AD ¹¹	51	51	51	51	51
Total AST ¹²	40	40	40	40	40
Total CA ¹³	13	13	13	13	13
SNE ¹⁴	1	1	1	1	1
Structural service providers ¹⁵	7 ¹⁶	7	7	7	7
TOTAL	112	112	112	112	112

1250

1251 Eurofound does not expect changes in overall staffing in the period 2021-2024. Details of the staff
1252 population and evolution are in Annex III.

1253 The stable headcount is a reflection of the unchanged mandate and the continuation of most tasks.
1254 It is important to note that between 2013 and 2018 Eurofound had to reduce its establishment plan
1255 posts (AD and AST) by 10% and significant measures and reorganisations had to be undertaken to
1256 compensate for the staff loss while still delivering on the work programmes and even increasing
1257 Eurofound's reputation and visibility.

1258

¹¹ Total Administrators are Officials and Temporary Agents

¹² Total Assistants are Officials and Temporary Agents

¹³ Contact Agents, in FTE

¹⁴ Seconded National Expert

¹⁵ **Service providers** are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

¹⁶ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security

1259 **5.3 Development of tasks and efficiency gains**

1260 While the revision of Eurofound's Founding Regulation (Regulation (EEC) No 1365/75) led to an
1261 update of its mandate, it did not include any substantial changes which would influence the
1262 resources requirements. This Programming Document does, therefore, not include any new tasks or
1263 growth in existing tasks.

1264 The Agency might, however, be entrusted with tasks such as pilot projects or through contribution
1265 agreements which would need to be resourced beyond the figures here presented.

1266 In the context of a possibly frozen budget for the next 7 years, efficiency gains are the only way to
1267 counter the likely effects of inflation and other cost increases. With more than 60% of its budget in
1268 the area of staff and staff-related cost (title 1), largely regulated by the EU Staff regulation, the
1269 possibilities for efficiency gains are in the number of staff employed and, to a much smaller amount,
1270 in areas like missions, buildings and savings in the procurement of services.

1271 An important lever for efficiency gains could be the increase of services that are shared between
1272 different EU Agencies or between an Agency and the Commission. Compared to several years ago
1273 the Agencies significantly professionalised their approach to sharing of services: systematic
1274 screening of potential tasks to share, substantial increases in the number of shared procurement
1275 allowing for administrative savings and economies of scale and regular monitoring and reporting of
1276 the progress achieved in this area.

1277 Similarly, the amount of shared services and joint procurements with the Commission also increased
1278 consistently over past years. An example for this is the introduction of the Commission's HR system,
1279 Sysper, in Eurofound which will be fully implemented during the period of this Programming
1280 Document.

1281 While these developments certainly led to higher quality of goods and services procured, as well as
1282 economies of scale, the reduction in administrative burden and cost is much less obvious. The
1283 procedures to participate in joint procurements and in shared services do create coordination cost
1284 that limit the potential savings. This is even more the case if an Agency leads a joint procurement or
1285 offers services to others. In the case of the Commission this regularly leads to the request for very
1286 significant fixed annual charges, e.g. for the use of Sysper or the possibility to participate in IT
1287 procurement tenders.

1288 Next to sharing of services and joint procurements, the delivery of more and better digital solutions
1289 to support the Agency is a key element to realise efficiency gains. The digital-driven redesign of
1290 processes and projects to reduce the administrative burden will be another focus for the years to
1291 come.

1292

1293 **Annex I: Resource allocation per activity**

1294

1295 *First estimate of proposals for 2021 - October 2019*

Activity	Operational cost Title 3 cost (EUR)	Staff time in FTE [1]	Total cost (EUR)
Working conditions and sustainable work	63,000	3.4	981,000
Industrial relations and social dialogue	1,174,000	7.7	3,263,000
Employment and labour markets	283,000	4.3	1,454,000
Living conditions and quality of life	179,000	3.1	1,007,000
Anticipating and managing the impact of change	429,000	8.5	2,731,000
Promoting social cohesion and convergence	217,000	4.5	1,438,000
Survey management and development	1,560,000	4.8	2,875,000
Ad hoc requests	300,000	2.2	897,000
Corporate communication infrastructure	1,477,000	16.0	5,339,000
Management and governance	418,000	6.5	1,835,000
Grand total	6,100,000	61.1	21,820,000
Budget title 3 (draft)	6,100,000		

1296 [\[1\]](#) Full time equivalent

1297

1298 **Annex II: Financial Resources (Tables) N+1 - N+3**1299 **Table A1 - Expenditure**

1300

Expenditure	2020		2021	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	13,925,000	13,925,000	14,080,000	14,080,000
Title 2	1,600,000	1,600,000	1,640,000	1,640,000
Title 3	5,870,000	5,870,000	6,100,000	6,100,000
Total expenditure	21,395,000	21,395,000	21,820,000	21,820,000

1301

1302

EXPENDITURE	Commitment appropriations						Envisaged 2022	Envisaged 2023
	Executed Budget 2019, ¹⁷	Budget 2020	Draft Budget 2021		VAR 2021 / 2020			
			Agency request ¹⁸	Budget Forecast				
Title 1								
Staff Expenditure		13,925,000	14,080,000	14,080,000	1.1%	14,240,000	14,490,000	
11 Salaries & allowances		12,448,000	2,730,000	2,730,000	2.3%	12,912,000	13,140,000	
- of which establishment plan posts		11,978,000	12,253,000	12,253,000	2.3%	12,460,000	1,268,300	
- of which external personnel		470,000	477,000	477,000	2.6%	452,000	457,000	
12 Expenditure relating to Staff recruitment		263,000 ¹⁹	214,000	214,000	-18.6%	207,000	214,000	
13 Mission expenses		320,000	290,000	290,000	-9.4%	300,000	305,000	
14 Socio-medical infrastructure		266,000	266,000	266,000	0.0%	271,000	276,000	
15 Training		160,000	160,000	160,000	0.0%	160,000	160,000	
16 External Services²⁰		468,000	420,000	420,000	-10.3%	390,000	395,000	
17 Receptions and events								
Title 2								
Infrastructure and operating expenditure		1,600,000	1,640,000	1,640,000	2.5%	1,660,000	1,650,000	
20 Rental of buildings and associated costs		693,000	723,000	723,000	4.3%	733,000	723,000	

¹⁷ All commitments made from C1, C4 and new R0 appropriations in 2019

¹⁸ This column reflects the Agency request to the EU-budget.

¹⁹ Provision for recruitment of new Director

²⁰ This chapter includes, amongst others, fees for SLAs for Commission's services, trainees and seconded national expert (SNE).

EXPENDITURE	Commitment appropriations					Envisaged 2022	Envisaged 2023
	Executed Budget 2019, ¹⁷	Budget 2020	Draft Budget 2021		VAR 2021 / 2020		
			Agency request ¹⁸	Budget Forecast			
21 Information and communication technology		722,000	732,000	732,000	1.4%	742,000	742,000
22 Movable property and associated costs		100,000	100,000	100,000	0.0%	100,000	100,000
23 Current administrative expenditure		20,000	20,000	20,000	0.0%	20,000	20,000
24 Postage / Telecommunications		65,000	65,000	65,000	0.0%	65,000	65,000
25 Meeting expenses							
26 Running costs in connection with operational activities							
27 Information and publishing							
28 Studies							
Title 3 Operational expenditure (to be specified by chapter)		5,870,000	6,100,000	6,100,000	3.9%	5,920,000	5,680,000
TOTAL EXPENDITURE		21,395,000	21,820,000	21,820,000	2.0%	21,820,000	21,820,000

1303

1304

1305 *Payment appropriations*

EXPENDITURE	Payment appropriations					Envisaged 2022	Envisaged 2023
	Executed Budget 2019, ²¹	Budget 2020	Draft Budget 2021		VAR 2021/ 2020		
			Agency request	Budget Forecast			
Title 1 Staff Expenditure		13,925,000	14,080,000	14,080,000	1.1%	14,240,000	14,490,000
11 Salaries & allowances		12,448,000	2,730,000	2,730,000	2.3%	2,912,000	13,140,000
- of which establishment plan posts		<i>11,978,000</i>	<i>12,253,000</i>	<i>12,253,000</i>	2.3%	<i>12,460,000</i>	1,268,300

²¹ All commitments made from C1, C4 and new R0 appropriations in 2019

EXPENDITURE	Payment appropriations					Envisaged 2022	Envisaged 2023
	Executed Budget 2019, ²¹	Budget 2020	Draft Budget 2021		VAR 2021/ 2020		
			Agency request	Budget Forecast			
- of which external personnel		470,000	477,000	477,000	2.6%	452,000	457,000
12 Expenditure relating to Staff recruitment		263,000 ²²	214,000	214,000	-18.6%	207,000	214,000
13 Mission expenses		320,000	290,000	290,000	-9.4%	300,000	305,000
14 Socio-medical infrastructure		266,000	266,000	266,000	0.0%	271,000	276,000
15 Training		160,000	160,000	160,000	0.0%	160,000	160,000
16 External Services²³		468,000	420,000	420,000	-10.3%	390,000	395,000
17 Receptions and events							
Title 2 Infrastructure and operating expenditure		1,600,000	1,640,000	1,640,000	2.5%	1,660,000	1,650,000
20 Rental of buildings and associated costs		693,000	723,000	723,000	4.3%	733,000	723,000
21 Information and communication technology		722,000	732,000	732,000	1.4%	742,000	742,000
22 Movable property and associated costs		100,000	100,000	100,000	0.0%	100,000	100,000
23 Current administrative expenditure		20,000	20,000	20,000	0.0%	20,000	20,000
24 Postage / Telecommunications		65,000	65,000	65,000	0.0%	65,000	65,000
25 Meeting expenses							
26 Running costs in connection with operational activities							
27 Information and publishing							
28 Studies							
Title 3 Operational expenditure (to be specified by chapter)		5,870,000	6,100,000	6,100,000	3.9%	5,920,000	5,680,000
TOTAL EXPENDITURE		21,395,000	21,820,000	21,820,000	2.0%	21,820,000	21,820,000

²² Provision for recruitment of new Director

²³ This chapter includes, amongst others, fees for SLAs for Commission's services, trainees and seconded national expert (SNE).

1306

1307 **Table A2 – Revenue**

Revenues	2020	2021
	Revenues estimated by the agency	Budget Forecast
EU contribution	21,195,000	21,620,000
Additional EU funding: ad hoc grants and delegation agreements	Pm	pm
Other Revenue	200,000	200,000
Total revenues	21,395,000	21,820,000

1308

1309

1310

REVENUES	2019	2020	2021		VAR 2021 / 2020	2022	2023
	Executed Budget ²⁴	Revenues estimated by the agency	As requeste d by the agency	Budget Forecas t		Envisaged	Envisaged
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION		21,195,000	21,620,000	21,620,000	2.0 %	21,620,000	21,620,000
- Of which assigned revenues deriving from previous years' surpluses		<i>pm</i>	Pm	Pm		Pm	pm
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)		pm	Pm	Pm		Pm	pm
- Of which EFTA		<i>pm</i>	Pm	Pm		Pm	pm
- Of which candidate countries		<i>pm</i>	Pm	Pm		Pm	pm
4 OTHER CONTRIBUTIONS		pm	pm	pm		pm	pm
- Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)		pm	pm	pm		pm	pm
5 ADMINISTRATIVE OPERATIONS		18,000	18,000	18,000	0%	18,000	18,000
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)		<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	0%	<i>15,000</i>	<i>15,000</i>

²⁴ Revenue received and cashed in 2019

REVENUES	2019	2020	2021		VAR 2021 / 2020	2022	2023
	Executed Budget ²⁴	Revenues estimated by the agency	As requeste d by the agency	Budget Forecas t		Envisaged	Envisaged
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT		182,000	182,000	182,000	0%	182,000	182,000
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL REVENUES		21,395,000	21,820,000	21,820,000	2.0%	21,820,000	21,820,000

1311

1312

1313 **Table A3 - Budget outturn and cancellation of appropriations**

Budget outturn	2017	2018	2019
Revenue actually received (+)	20 440 843,26	20,763,521.81	
Payments made (-)	-16 762 783,98	17,144,531.09	
Carry-over of appropriations (-)	-3 957 046,16	3,588,557,55	
Cancellation of appropriations carried over (+)	37 528,29	103,315.96	
Adjustment for carry over of assigned revenue appropriations from previous year (+)	241 458,60	9,773.12	
Exchange rate differences (+/-)	-1 719,71	-1,547.62	
Adjustment for negative balance from previous year (-)			
Total	-1 719,70	141,974.63	

1314

1315

1316

1317 **Annex III: Human resource outlook and staff evolution**

1318

1319 Table A5: Human resource outlook:

Staff population		Staff population in voted EU budget 2018 ⁴¹	Staff population in voted EU budget 2019	Staff population actually filled at 31.12.2019	Staff population planned for 2020	Staff population planned for 2021	Staff population planned for 2022	Staff population planned for 2023
Officials	AD	5	5		5	4	4	4
	AST	6	6		6	6	6	6
	AST/SC	0	0		0	0	0	0
TA	AD	45	44		46	47	47	47
	AST	35	36		34	34	34	34
	AST/SC	0	0		0	0	0	0
Total		91	91		91	91	91	91
CA GF IV		3	6		6	6	6	6
CA GF III		4	3		3	3	3	3
CA GF II		5	2		2	3	3	3
CA GF I		2	2		2	1	1	1
Total CA²⁵		14	13		13	13	13	13
SNE⁴⁵		1	1		1	1	1	1
Structural service providers ²⁶		7	7		7	7	7	7
TOTAL		113	112		112	112	112	112
External staff ²⁷ for occasional replacement ²⁸			2		2	2	2	2

1320

1321

²⁵ FTE²⁶ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission, the following general criteria should be fulfilled: (1) no individual contract with the Commission; (2) on the Commission premises, usually with a PC and desk; (3) administratively followed by the Commission (badge, etc.); and (4) contributing to the value added of the Commission. Expressed as FTE. In the case of Eurofound: 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security personnel²⁷ FTE²⁸ For instance, replacement due to maternity leave or long sick leave.

1322 Table A7: Staff evolution

Category and grade	Establishment plan in EU budget 2017 ²⁹		Establishment plan in EU budget 2018		Staff population actually filled at 31.12.2018		Modifications envisaged in establishment plan 2019 in application of flexibility rule		Establishment plan 2019		Establishment plan 2020		Establishment plan 2021		Establishment plan 2022	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16																
AD 15		1		1		1				1		1				
AD 14		1		1		1				1		1		2		2
AD 13	1	4	2	4		1			2	3	2	3	2	3	2	3
AD 12	2	7	1	7	3	4			1	8	1	8	1	8	1	8
AD 11	0	5	1	5		3			1	5	1	5	0 ³⁰	5	0 ³¹	5
AD 10	2	4		4		1				5		6		6		6
AD 9	1	3		5	1	5			1	7	1	6	1	6	1	6
AD 8	1	6	1	7	1	6				7		8		8		8
AD 7		7		6		9		1		6		5		6		6
AD 6		4		3		7				2		2		2		2
AD 5		1		1		3				1		1		1		1
Total AD	7	43	5	44	5	41			5	46	5	46	4	47	4	47

1323

²⁹ Upgrades in the establishment plan have been inserted in order to allow for reclassification and promotions. In certain grades, AD 5 particularly, the cohort largely date from a certain period of recruitment and many have or will reach at least the multiplication factor for the grade as indicated in Annex IB to the Staff Regulations. Not to include such provision will not allow for career development.

³⁰ One Official post to be converted into Temporary Agent

³¹ One Official post to be converted into Temporary Agent

Category and grade	Establishment plan in EU budget 2017 ³²		Establishment plan in EU budget 2018		Staff population actually filled at 31.12.2018		Modifications envisaged in establishment plan 2019 in application of flexibility rule		Establishment plan 2019		Establishment plan 2020		Establishment plan 2021		Establishment plan 2022	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AST 11		0		1						1		2		2		2
AST 10		2		1		2				2		1		1		1
AST 9		5		5		3				6		7		7		7
AST 8		8		7		3			1	7	1	7	2	7	2	7
AST 7	2	8	2	8	1	10			2	7	2	5	2	5	2	5
AST 6	3	1	3	2	1	3			2	1	2	2	2	2	2	2
AST 5	1	8	1	7	2	5			1	5	1	5		5		5
AST 4	1	1		2		5				2		1		2		2
AST 3		1		1		3				2		2		1		1
AST 2	1			1		2		1 ³³		1		2		2		2
AST 1		1		1	1	1				0		0		0		0
Total AST	8	35	6	36	5	37			6	34	6	34	6	34	6	34
AST/SC 6																
AST/SC 5																

³² Upgrades in the establishment plan have been inserted in order to allow for reclassification and promotions. In certain grades, AD 5 particularly, the cohort largely date from a certain period of recruitment and many have or will reach at least the multiplication factor for the grade as indicated in Annex IB to the Staff Regulations. Not to include such provision will not allow for career development.

³³ A request for conversion of an AST 1 post to AST 2 was refused by the Budgetary Authority in the 2018 Budget. To facilitate career development of role holders in AST 1 application of the flexibility rule has been agreed with DG BUDG.

AST/S C 4															
AST/S C 3															
AST/S C 2															
AST/ SC 1															
Total AST/S C															
TOTAL	15	7 8	11	8 0	10	7 8		2	11	8 0	11	8 0	10	8 1	
	93		91		88		2		91		91		91		

1324

Annex IV: Human Resources policies

Recruitment policy

a) Officials

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

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

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

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

b) Temporary agents

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

All newly recruited staff will be offered a fixed-term contract, with the possibility of an indefinite contract on first renewal. Fixed-term contracts are for a duration of five years, unless, exceptionally, the nature of the role to be filled or the skills required is for a shorter duration. As a general rule, a temporary agent will become indefinite on first renewal.

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

The entry grades are in accordance with the requirement of the Staff Regulations and with the model decision for the Agencies. For the most junior administrative assistant role (for example,

secretary or finance assistant) the entry level was AST 1.³⁴ For more complex administrative assistant roles (for example, HR Officer, Information Officer, Contracts Officer, Editor or Personal Assistant), the entry level is AST 3 or AST 4. Almost all AD staff are recruited at AD 5, AD 6 or AD 7 levels. Eurofound is recruiting social researchers in the beginning of their career at AD5 and AD6 level. Researchers with extensive experience in managing research projects and programs are recruited at AD7. The determining factor in deciding on the appropriate entry point is the level of experience that the candidate needs in order to assume the responsibilities of the role. For instance, in the area of research, Research Managers recruited at AD 7 are normally more mature candidates, with a significant level of experience and expertise and are expected to assume a project managerial role immediately. Research Officers, on the other hand, who are recruited at AD 5, will generally be less experienced and are assigned to carry out work of a more technical/scientific nature initially, for example conducting research rather than managing it. In this role, the Research Officer develops the skills of a Research Manager over time and by the time of promotion to AD 7 in due course will be expected to assume all aspects of the role of Research Manager.

c) Contract agents

Contract agents are engaged by Eurofound to carry out junior research roles, support roles and for assistance with operational activities.

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

- there is no post available in the approved staffing table to source a suitable candidate and there is a work overload problem, perhaps long term;
- there is a short- or medium-term project where the appointment of a permanent resource is not justified;
- to fill a post on a short-term basis, due to extended illness or, exceptionally, maternity leave;
- a post is being created on a pilot basis and a contract agent is employed until the success of the new post can be assessed in due course;
- the post is a general operative or manual/administrative of the type previously engaged as Category D temporary agents (such as receptionist).

Eurofound offers contracts of up to five years' duration. These contracts may be renewed if there is a need for the role to be continued and subject to budgetary constraints. On second renewal, a contract would become indefinite.³⁵

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

³⁴ From 1 January 2014, the most junior grade has been AST/SC 1. Posts at this level have not been provided for in the staff table since there are no posts in the Agency that can be classified as Secretarial.

³⁵ In the case of FG IV staff, subject to confirmation that they have achieved a level of B2 in a third language.

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

d) CAST Permanent is a new contract agent selection procedure for a number of profiles comprising Function Groups II, III & IV which has been developed by EPSO. **Seconded national experts**³⁶ Eurofound has one seconded national expert (SNEs) at present, who acts as a policy advisor. SNEs have been used on numerous occasions to carry out research manager or research officer type work.

The procedure followed is a request to national administrations and bodies, through their respective Permanent Representations in Brussels. Candidates are nominated to Eurofound, which in turn invites them to interview to assess their suitability for the advertised role. If suitable, they are offered a secondment of two years, with payment of a daily allowance in accordance with the rules on SNEs adopted by the Commission.

e) Structural service providers³⁷

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

Interim staff

- Such staff are provided to meet shorter-term staffing needs, arising from inability to fill a vacancy immediately or to carry out work when the role holder is on long-term sick leave.
- They have been engaged to carry out a range of functions:
 - receptionist;
 - general facilities officer;
 - web content officer;
 - HR officer/generalist;
 - HR assistant;
 - finance assistant;
 - operations officer;
 - research officer;
 - personal assistant;
 - secretary;
 - ICT helpdesk assistant.
- Contracts for interim staff usually range between 2 and 11 months. In exceptional cases, temporary agency staff may be engaged for a longer period, where they have key skills and the life of a project may exceed 11 months.
- They are supplied by a recruitment agency with which Eurofound has a four-year framework contract, following an open tendering procedure. Their employment contracts are with the recruitment agency and not with Eurofound.

³⁶ NB: SNEs are not employed by the Agency.

³⁷ NB: Structural service providers are not employed by the Agency.

ICT contractors

- They provide consultancy services and additional technical support to the staff of the ICT unit. This support relates to ICT projects for which specific technical expertise is not available internally within the ICT unit.
- They are provided under the terms of a framework contract, awarded following an open tendering procedure carried out by Eurofound or DIGIT (European Commission). Framework contracts have a duration of between one and four years.
- Their services are provided as required and relate to specific ICT projects approved in the annual Strategic ICT Plan. Support may also be provided during very busy periods or to cover for the absence of key ICT technical personnel (such as network administrator).

Service contractors

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

f) Appointment of heads of unit

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

Appraisal of performance and reclassification/promotions

Table B1: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 01.01.2017		How many staff members were promoted/reclassified in 2018		Average number of years in grade of reclassified/promoted staff members	Multiplication rates (%) – Annex IB, Staff Regulations
	Officials	TA	Officials	TA		
AD 16						
AD 15						
AD 14		2				
AD 13		3				15
AD 12	2	4				15
AD 11	1	4		1	5	25
AD 10		1				25
AD 9	1	2				25
AD 8	2	5	1	1	6.5	33
AD 7	1	7		2	2.6	36
AD 6		7		3	3	36
AD 5	1	5		3	2.63	36
Total AD	8	40	1	10		
AST 11						

AST 10		2				20
AST 9		3				20
AST 8		3		1	6	25
AST 7		9				25
AST 6	1	4	1	2	6.25	25
AST 5	3	3	1			25
AST 4		5		1	3	33
AST 3		4		2	3.65	33
AST 2	1	4		2	4.3	33
AST 1	4	1		1	3.8	33
Total AST	9	38	2	9		
Total	17	78	3	19		

Table B2: Reclassification of contract staff

Function group	Grade	Staff in activity at 1.01.2017	How many staff members were reclassified in 2018		
CA IV	18				
	17				
	16				
	15				
	14	1			
	13	3	1		
CA III	12				
	11				
	10				
	9	2			
	8	1			
CA II	7				
	6	1			
	5	2			
	4	1			
CA I	3				
	2	1			
	1	1	1		
Total		13	1		

Mobility policy

Mobility (internal mobility, between the Agencies, and between the Agencies and the institutions)

Mobility within the Agency

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

and if internal candidates are successful, they are appointed to the position. There were three successful internal transfers during the year 2018.

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

Redeployment

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

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

TA, Article 2(f) is the standard contract type for agencies, as defined in Article 2(f) of the CEOS and Eurofound will continue to maximise number of TA posts. Over a period of time, it is proposed to shift more administrative tasks to contract agent posts.

*e. Gender and geographical balance***Table D1: Gender balance on 31.12.2019**

Female	Contract agent	FG I	1	
		FG II	1	
		FG III	3	
		FG IV	3	
	Official	AD	3	
		AST	4	
	Temporary agent	AD	16	
		AST	25	
	Total			
	Male	Contract agent	FG I	1
FG II			1	
FG III				
FG IV			2	
Official		AD	2	
		AST	1	
Temporary agent		AD	25	
		AST	12	
Total			100	
Total				

Table D2: Gender balance in senior and middle management positions³⁸ – 31 December 2019

	Number of Staff	Percentage
Female	5	50%
Male	5	50%

Geographical balance

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

Table D3 – Staff by nationality on 31.12.2019

Member State	%
Austria	3
Belgium	6
United Kingdom	6
Bulgaria	1
Netherlands	8
Finland	1
France	8

³⁸ Holding a management allowance

Germany	6
Greece	3
Hungary	2
Ireland	25
Italy	7
Lithuania	2
Luxembourg	1
Poland	5
Portugal	1
Slovakia	1
Spain	11
Sweden	3

f. Schooling

There is a European School, Type II, providing education up to level 5, based in Dunshaughlin, Co. Meath. However, it does not offer the European Baccalaureate. The Centre for European Schooling (CES) is an Accredited European School. The CES opened on 1 September 2002 and is entirely devoted to the education of children who would be considered Category I students in a European School. Students are enrolled at St. Seachnall's National School (primary) and Dunshaughlin Community College (secondary) and attend the CES for Language I, Language II and Language III classes (and also European Hour & Ethics in primary school). The curricula are taught in all languages. Students follow mainstream curricula for all other subjects and, at secondary level, take the Irish State examinations at the end of Third and Sixth Year.

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

Eurofound and the Permanent Representation have had an arrangement for many years with a private school, St Andrew's School, which operates at both primary and secondary level. The school already provides additional tuition in children's mother tongues to the children of Eurofound staff, funded wholly by the Irish Government and also prepares children for the International baccalaureate. This school is used by many of the Eurofound staff. Until recently, preference was given to children of Eurofound staff by this school. However, legislation in the pipeline may prevent schools from granting preference to one category of child over another and the children of Eurofound staff must be considered on the same basis as all other children. Effectively, this may mean that children should be placed on the waiting list several years before they are due to start school. This places the children of recently recruited staff at a complete disadvantage. On the basis

of the above, there is a level of uncertainty in relation to provision of education for the children of Eurofound staff that ensures that they receive tuition in their mother tongue. Staff have expressed a wish for Eurofound to engage with Irish Authorities in relation to having a recognised priority of access to schools and to assuring continued State funding of mother tongue tuition.

Annex V: Buildings

Current buildings

	Name, location and type of building	Other comments
Information to be provided per building:	Dublin: Main building and conference centre	
Surface area (in square metres)	Approx. 2,500 sq. m.	
– of which office space	2,000 sq. m.	
– of which non-office space	500 sq. m., conference centre	
Annual rent (in €)	n/a	
Type and duration of rental contract	n/a	
Host country grant or support	n/a	
Present value of the building	XXX (to be updated 12.2019)	31.12.2019

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

	<i>Name, location and type of building</i>	<i>Other comments</i>
<i>Information to be provided per building:</i>	<i>Brussels: 18, Avenue d'Auderghem</i>	<i>Brussels Liaison Office</i>
<i>Surface area (in square metres)</i> – <i>of which office space</i> – <i>of which non-office space</i>	<i>100 sq. m.</i>	
<i>Annual rent (in €)</i>	<i>€ 22,920</i>	<i>In 2019</i>
<i>Type and duration of rental contract</i>	<i>Lease agreement with annual termination clause</i>	
<i>Host country grant or support</i>	<i>n/a</i>	
<i>Present value of the building</i>	<i>n/a</i>	

Building projects in the planning phase

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

Building projects submitted to the European Parliament and the Council

Eurofound does not plan any building projects likely to have significant financial implications that will be submitted to the European Parliament and the Council. Nor are there building projects submitted previously in accordance with Article 203 of the Financial Regulation.

Annex VI: Privileges and immunities (table)

The Irish government and Eurofound concluded a Seat Agreement and a related Memorandum of Understanding on 10 November 2015. It entered into effect on 19 July 2016.

These documents replaced previous arrangements that were based on written correspondence between Eurofound and the services of the Irish government.

The new Seat Agreement and Memorandum of Understanding are based on the Vienna Convention (Protocol on privileges and immunities), as well as guidelines and templates prepared by the Commission and the Agencies' Legal Network.

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

Annex VII: Evaluations

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

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

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

Annex VIII Risks

Risks is one of the five building blocks of the Internal control framework, adopted at the Management Board meeting in November 2018. Risk management is an ongoing activity of identifying and carefully assessing potential problems that could affect the execution of the organisation's activities and the achievement of its objectives.³⁹ The risks refer to the multi-annual programme period of 2021-2024. It documents the most significant residual risks following an assessment of likelihood and impact. The actions are in addition to the internal controls in place and are specific for the relevant annual period. For the programme 2021 the risk identification process highlighted four risks with potential impact on the programme and organisation as a whole. The risk register is monitored throughout the implementation of the programme period. The risks will be reported on in the consolidated annual activity report. A risk review takes place every year. The assessment and response to these risks with a view to 2021 will be repeated during the course of 2020 in the light of new developments and in-depth preparation of the programme. For the 2021 programme implementation the main risk area continues to be around matching available (scarcer) financial and human resources with the external expectations and internal ambitions.

Risk title & Description	Risk type	Risk Response	Action (draft to be reviewed in 2020)
The budgetary situation (i.e. likely reductions in budget and human resources) making it difficult for the Agency to live up to the expectations of its stakeholders and fulfilling its mandate adequately.	Financial; External environment; Organisation	Reduce	Implement the multi-annual activities in a modular fashion to facilitate a flexible adaption (reducing activities) in case of changing priorities Possible implications for the human resource capacity of the regular planned activities of the work programme will have to be factored in when deciding on the implementation of ad hoc requests
Uncertainty about the implications of methodological challenges and financial developments, in the context of considerations on the overall budget and priorities of Eurofound, which risk the medium-term sustainability of the Agency's survey activity.	Strategic and Financial	Reduce	Implementing the measures proposed to further explore in 2020: -Extending the cycle of the surveys to 6 years -Partnership with other Agencies -Feasibility of different methodologies and alternatives
Overlap and lack of synergies with other organisations in areas of common interest and policy contribution	Strategic and Financial	Avoid	Timely exploration of synergies, for example: -Joint management of survey activities -Collaboration between national networks in the area of Eurofound's mandate Continued exchange and monitoring of (draft) programmes with other Agencies and organisations
Organisation not optimally aligned with the programme objectives and structure	People and organization;	Avoid	Adapting internal structures with a focus on effective collaboration

³⁹ Based on the Commission's Implementation Guide on Risk management, November 2015

Internal communication		
---------------------------	--	--

1 **Annex IX: Draft procurement plan**

Activities 2021	Value (EUR) title 3
Working conditions and sustainable work	
Analysis of data from the 7th EWCS describing job quality and working life outcomes in 2020 as well as trends (peer review).	5,000
Industrial Relations and Social Dialogue	
Representativeness studies	45,000
Minimum wages – annual review	15,000
Industrial policy analysis	10,000
Anticipating and managing the impact of change	
Survey Management and Development	
ECS 2019 follow-up survey	208,000
Survey preparation (combined household survey or 5th EQLS) ⁴⁰	1,200,000
External Data Quality Assessment 7 th EWCS	50,000
Methodological survey development - big data	30,000
Management and governance	
HPE Content Manager – Helpdesk support and consultancy	15,000

⁴⁰ Total value of a multi-annual framework contract. Subject to the decision of the Management Board in 2020 following the feasibility study.

2 **Annex X: Plan for grant, contribution or service-level agreements**

3 No such agreements for 2021 in place (status October 2019)

4 **Annex XI: Environment management**

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

10 Eurofound considers environmental sustainability as one element towards greater corporate
11 sustainability within the context of the UN's sustainability development goals (SDGs). While in the
12 past considerable efforts were put into individual improvement actions, such as upgrading of the
13 lighting system, increased window insulation, a state-of-the art video conferencing system, to
14 reduce the number of missions, the reduction of paper consumption, the instalment of charging
15 points for electrical cars and many more, no long-term strategy was implemented.

16 From 2020 on concrete steps are taken that will ensure an EMAS certification within 2-3 years.

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

26 Public procurement is an important instrument towards sustainability and the transition to a circular
27 economy. In 2020 Eurofound will adapt its procurement strategy to chart how to best integrate
28 sustainability into existing procurement practices and systems. It will build on and use the handbook,
29 toolkit and criteria for social and green public procurement available from the European
30 Commission. Specifically, the focus will be on internal awareness raising and training to gather
31 support based on the procurement plans for 2020/21 identifying appropriate environmental/social
32 purchasing demands for a suitable pilot.

33 Collaboration within the appropriate Agency networks will be an important support.

34 **Annex XII: Organisation chart 2020**

35