



Decision No 42 of the Management Board of the European Foundation for the Improvement of Living and Working Conditions (“Eurofound”) adopting the 2020 Consolidated Annual Activity Report together with an assessment of Eurofound’s activities

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

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

HAS ADOPTED:

The Consolidated Annual Activity Report for the year 2020 together with an assessment of Eurofound’s activities, as well as its submission to the European Parliament, the Council, the Commission, and the Court of Auditors.

Done by a written procedure, on 25 June 2021

For the Management Board

The Chairperson

Attachment: Consolidated Annual Activity Report 2020

¹. OJ L 30, 31.1.2019, p. 74.

Consolidated annual activity report 2020

Contents

Management Board’s assessment	4
Executive summary	6
Agency in brief	6
The year in brief	7
Performance at a glance.....	7
Key achievements	8
1 – Policy achievements of the year	10
1.1 Programme results	10
COVID-19	10
Working conditions and sustainable work	13
Industrial relations	14
Labour market change	15
Quality of life and public services	15
The digital age: Opportunities and challenges for work and employment.....	16
Monitoring convergence in the European Union	17
Corporate communication and infrastructure	17
1.2 Progress against key performance indicators 2020.....	18
1.2.1 Key performance indicators	19
1.2.2 Outputs and uptake by strategic area – 2020	20
1.2.3. Use of Eurofound’s expertise in key EU policy documents	20
1.2.4. Contributions to policy development through events	22
1.2.5. Uptake of Eurofound’s knowledge through Eurofound’s website	23
1.2.6. Recognition of the scientific quality of Eurofound’s research	24
1.2.7. Programme delivery	24
1.2.8. Stakeholder satisfaction perspective	25
2 – Management.....	27
2.1 Management Board	27
2.2 Major developments.....	28
Collaboration	29

2.3 Budgetary and financial management	30
2.3.2. Contribution agreements and service-level agreements	33
2.3.3. Control results to ensure legality and regularity of the underlying transactions	33
2.4 Delegation and sub-delegation of the powers of budget implementation.....	36
2.5 Human resources management.....	37
2.6 Strategy for efficiency gains	40
2.7 Assessment of audit and evaluations.....	40
2.8 Follow-up of recommendations and action plans for audits	41
2.9 Follow-up of observations from the discharge authority	42
2.10 Sustainability (including environmental management).....	44
2.11 Assessment by management	46
2.12 Implementation of evaluation programme	47
Evaluation and option appraisal: Future of the Network of Eurofound Correspondents	48
3 – Internal control.....	51
3.1 Effectiveness of the Internal Control Framework	51
<i>Component 1: Control environment</i>	<i>51</i>
<i>Component 2: Risk assessment</i>	<i>51</i>
<i>Component 4: Information and communication</i>	<i>52</i>
Access to documents.....	53
Historical archiving.....	54
<i>Component 5: Monitoring</i>	<i>54</i>
3.2 Conclusions of assessment of internal control systems	54
3.3 Statement of the Internal Control Coordinator	55
4 – Management assurance	56
4.1 Review of the elements supporting assurance.....	56
4.2 Reservations.....	56
5 – Declaration of assurance	57
Declaration of the Authorising Officer.....	57

Management Board's assessment

In 2020, the COVID-19 pandemic changed the way we live and work. Eurofound's response to the new situation was rapid and resourceful, providing valuable input to the EU's policy response to the developing crisis. At the same time, the Agency continued to respond to the needs of its stakeholders, EU institutions, national governments, employers and trade unions with high-quality, policy relevant work.

The Management Board commends Eurofound's initiative during this period, developing innovative ways to collect data on how the pandemic affects the working and living conditions of many Europeans. The Board notes various high-level policy documents and initiatives that have already made use of the Agency's knowledge, such as the European Skills Agenda, the *Employment and Social Developments in Europe 2020* report and various European Parliament briefings. Furthermore, the Board particularly recognises the high level of requests from stakeholders for Eurofound's expertise. The ongoing contributions to meetings and events have seen wide-ranging uptake and demonstrates continued appreciation for the value of Eurofound's work among the key policymakers in the EU. This is also demonstrated in the stakeholder feedback study.

All Eurofound's key performance indicators for 2020 met their target and often improved in comparison with the previous year, and the Board commends the staff of Eurofound for demonstrating such a high level of commitment during exceptional circumstances.

2020 was also the last year of the four-year work programme *Towards upward convergence 2017–2020*, and the Management Board notes with satisfaction the implementation of an ambitious programme. Throughout the year, staff worked hard to adapt the new programme to the changing living and working conditions marked by the pandemic, the departure of the UK and the new priorities of the European Commission. Intense discussions on the future of Eurofound's pan-European surveys finally resulted in a way forward and the Management Board welcomes the decision to make the surveys future proof with a clear priority to keep the time series comparable over time, thus retaining the quality and integrity of the surveys. The move to virtual meetings required a different style of working which Eurofound's staff facilitated well, ensuring the continuity of its activities.

The Management Board acknowledges with appreciation the contribution of the former Executive Director, Juan Menéndez-Valdés, and his efforts to further align Eurofound's work with stakeholder priorities as well as the various positive milestones during his term in office, such as the signature of the Seat Agreement with the Irish government (2015), a positive ex post evaluation of the Agency's programme (2011, 2018/2019), the smooth implementation of a new Founding Regulation (2019) and the Foundation Forum in 2017 on the eve of the Social Summit in Gothenburg.

In terms of collaboration, the Management Board wishes to confirm its continued full support for further consolidation of the close cooperation Eurofound has with the European Commission, the European Parliament, the EU-level social partner organisations, the Presidencies of the European Council, other EU institutions, bodies and committees, national governments and social partners, as well as partnerships with international organisations such as the OECD and the ILO.

Collaboration with other EU agencies continued throughout 2020 and resulted in significant well-received joint work demonstrating the synergies of collaboration, not least the joint publication of the European Company Survey 2019 with Cedefop and considerable support for EIGE's Gender Equality Index.

The Board is satisfied with the information provided by the Authorising Officer in this report, namely on the work programme and resources implementation, the management and internal control systems, the observations of the European Court of Auditors and the Budgetary Authority, as well as on the accounts and financial management. It notes that the Acting Executive Director as Authorising Officer gives assurance without reservation that the report gives a true and fair view, that resources were used for the intended purposes and that the control procedures in place give guarantees concerning the legality and regularity of underlying transactions.

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

Dublin, 15 June 2021

Stefan Gran

Chair of the Management Board

Executive summary

Agency in brief

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

According to the revised Founding Regulation (Regulation (EU) 2019/127):

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

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

Eurofound's vision is that the Agency's knowledge will contribute to effective policies that will lead to the improvement of quality of life and work in a fair and competitive Europe.

Eurofound has a strong knowledge base in the area of working conditions and industrial relations, labour markets and structural change and living conditions and quality of life.

It is in these core areas of expertise that Eurofound can make the most valuable contribution and increase knowledge which will assist policymakers in their decision-making. The unique added value provided by Eurofound, as defined by key stakeholders, lies in the provision of EU-wide comparative coverage and the reliability of the data provided.

The Agency operates within the EU institutional framework. The tripartite character of Eurofound's governing structure will continue to ensure the continued relevance of Eurofound's programme of activities for its stakeholders and target groups. The financial perspective for Eurofound for the period 2017–2020 was characterised by minimum growth, challenging the organisation to do things better with the same or less in real terms, especially in a situation where the cost of some key activities was increasing. It is against this background that Eurofound must fulfil its mandate to increase and communicate knowledge likely to assist in the development of social, employment and work-related policies.

Eurofound has a strong focus on strengthening the collaboration with other agencies and international organisations to enhance efficiencies and synergies while avoiding overlap. Collaboration extends further with the engagement of the Agency's activities in the candidate countries through the European Commission's Instrument for Pre-accession Assistance (IPA).

Eurofound endeavours to contribute knowledge that will assist policymakers in achieving upward convergence of living and working conditions in the EU.

To achieve this objective, Eurofound selected six strategic areas of intervention in which it is implementing a series of activities. The six strategic areas of intervention were identified because well-designed policies in these areas will support upward convergence of living and working conditions and because Eurofound can provide scientifically sound and unbiased, timely and policy-relevant knowledge given its areas of expertise. The six strategic areas of intervention set for the period 2017–2020 were:

- Working conditions and sustainable work
- Industrial relations
- Labour market change
- Quality of life and public services
- The digital age: Opportunities and challenges for work and employment
- Monitoring convergence in the European Union

The year in brief

Performance at a glance

95 – the number of key EU policy documents in which Eurofound’s expertise is referenced, out of 274 registered EU policy documents

109 – the number of expert contributions to policy development at events organised by Eurofound’s priority organisations, out of a total number of contributions at 202 events

188,556 – the number of downloads of publications in PDF format from Eurofound’s website

3,174,382 – the number of HTML page views on Eurofound’s website

1,034 – the number of references in peer-reviewed journals recognising the scientific quality of Eurofound’s research

99.9% – the level of 2020 budget utilisation (target 98%)

94.5% – the percentage of positions filled in the establishment plan (see Annex 4, Establishment plan) (target 97%)

98% – the percentage of outputs delivered during the reporting year (target 80%)

Key achievements

The COVID-19 pandemic had far-reaching implications for the economy and the way people live and work. In response to the unfolding crisis, Eurofound adapted its work programme to respond to quickly emerging information needs. A fast response meant that the Agency was one of the first bodies to provide new knowledge on the initial impact of the pandemic and subsequent policy measures.

The *Living, working and COVID-19* e-survey captured the pandemic's implications for people across Europe in two rounds in 2020 (April and July 2020) with results published the same year. The new COVID-19 EU PolicyWatch database was set up to cover measures that were introduced across EU Member States to cushion the social and economic effects on businesses, workers and citizens. The policy responses and implications were further analysed in the report *COVID-19: Policy responses across Europe*.

These findings were taken up in various key EU policy documents initiating a policy process, including the [Council conclusions on Enhancing Well-being at Work](#) of 8 June 2020, the [Commission's Proposal for a Joint Employment Report 2021](#) the [European Skills Agenda for sustainable competitiveness, social fairness and resilience](#), the first ever European Commission [Strategic Foresight Report: Charting the course towards a more resilient Europe](#), and the European Parliament's [Report on a strong social Europe for Just Transitions](#). Equally, Eurofound's expertise was requested for presentations at policy and stakeholder meetings, such as the Employment Committee's [Indicators Sub-Group's](#) virtual meeting, the European Economic and Social Committee's Section for Employment, Social Affairs and Citizenship (EESC SOC) section meeting and joint webinars with the OECD and the ILO.

As the COVID-19 pandemic impacts on virtually all aspects of work and life, Eurofound was able to contribute to policy developments on a range of topics throughout the year. With the rise in telework in line with social distancing measures, the debate on the right to disconnect was initiated by the European Parliament. Eurofound's knowledge was used in the Parliament's [report on the right to disconnect](#), including its definition and on how sensitive issues such as compensation for overtime, minimum standards for protection, social protection and positive aspects of the right to disconnect can be considered.

In addition, 2020 was a year in which the discussion on minimum wages in Europe intensified. In June, Eurofound published *Minimum wages in 2020: Annual review*, which was adapted to reflect the COVID-19 crisis. In the context of the European Commission's initiative on fair minimum wages for workers in the EU, Eurofound's knowledge was reflected in 15 key policy documents from the Commission (and in particular in the [proposal for a directive on adequate minimum wages in the EU](#)), Parliament and EU social partners. Similarly, many requests for presentations on this topic and on pay transparency were accepted, for example, during the virtual social partner hearing organised by DG EMPL, a workshop on 'Decent wages across Europe' organised by S&D and 'IdeasLab2020' hosted by CEPS.

In relation to the possible EU initiative on improving the labour conditions of platform workers, Eurofound has provided its strong knowledge base in this area to the stakeholders. This knowledge was used, for example, to define and characterise platform work and to identify its challenges in the [European Commission's Study to gather evidence on the working conditions of platform workers](#), which contained 133 citations.

Convergence – one of Eurofound's other strategic areas – was also high on the policy agenda in 2020, in the context of the European Pillar of Social Rights. Eurofound made a presentation on convergence in the European Pillar of Social

Rights to the joint meeting of the Social Protection Committee (SPC) and the Employment Committee's (EMCO) Indicators Sub-Group (ISG). During the second half of the year, Eurofound was asked to contribute a key chapter for a publication produced in advance of the high-level conference 'Our Social Europe – Strong Together' organised within the framework of the German Presidency.

One of Eurofound's key outputs in 2020 was the publication of the overview report of the *European Company Survey 2019: Workplace practices unlocking employee potential*, which was jointly implemented, analysed and published with the European Centre for the Development of Vocational Training (Cedefop). The launch webinar saw the participation of the Executive Directors of both Agencies, Gabriele Bischoff MEP and Joost Korte, Director-General of DG EMPL. This event was followed by two further webinars exploring more granular details of the findings.

Despite the changed context, Eurofound stepped up its collaboration and cooperation with key stakeholders in 2020. More than 10 webinars were organised with partners such as the European Commission, the European Parliament, the ILO and other EU agencies. Collaboration with the new European Labour Authority (ELA) is ongoing; the Agency signed a service-level agreement for use of the services of Eurofound's accounting officer. In the context of starting its new Programming document 2021–2024, ongoing discussions with the European Environment Agency (EEA) adds further potential for collaboration.

In the last year of a four-year work programme (2017–2020), Eurofound evaluated its user feedback and satisfaction for this four-year period. Satisfaction with Eurofound's research content increased between 2017 and 2019 and was stable at a very high level between 2019 and 2020.

The Management Board adopted the programme for 2021–2024, reflecting a strong ambition to contribute to informing effective policies that can lead to recovery and resilience.

Staff resilience and organisational performance exceeded expectations, given the unexpected change in programme priorities and work arrangements. A stable technical infrastructure, based on the implementation of a cloud-based digital strategy, ensured a smooth transition to remote working. It is, however, the continued positive commitment of staff to contribute to Eurofound's mission in an efficient and effective manner that ensured full budget implementation, delivery of 98% of the Agency's planned outputs for 2020 and stronger results – measured by the number of engagements with key EU organisations and the number of references to Eurofound's expertise in key EU policy documents.

1 – Policy achievements of the year

Eurofound's strategic objective for its multiannual programme is 'to provide scientifically sound, unbiased, timely and policy relevant knowledge that contributes to better informed policies for upward convergence of living and working conditions in Europe'. Eurofound's programme activities are designed to contribute to six policy relevant themes, referred to as strategic areas of intervention. For the 2017–2020 programme, these were: Working conditions and sustainable work; Industrial relations; Labour market change; Quality of life and public services; The digital age: Opportunities and challenges for work and employment; and Monitoring convergence in the European Union.

Section 1.1 presents the main results for these strategic areas as set out in the 2020 programme and how they contributed to the EU priorities. In its annual publication *Living and working in Europe*, Eurofound provides more in-depth findings of selected research completed between 2017 and 2020.

Section 1.2 highlights Eurofound's progress in relation to its objective using seven key performance indicators (KPIs) and includes findings from the 2020 survey on Eurofound's stakeholders' views of its work.

1.1 Programme results

COVID-19

Implementation of Eurofound's 2020 work programme was strongly affected by the COVID-19 pandemic, which struck Europe in early 2020 with far-reaching implications for the economy and the way people live and work. Not only did Eurofound adapt quickly to telework, the Agency also continued to deliver its work programme, adapting it where required to the changing context. In order to reflect these unprecedented circumstances, Eurofound developed and launched its first ever online survey, a new database and a variety of other amended research and communication outputs. Eurofound's fast and unique response meant that the Agency was one of the first bodies to provide new knowledge on the first impact of the pandemic which resulted in significant policy and media reactions. Overall, Eurofound's response served to enhance its expertise and reputation in the areas of living and working conditions and further consolidated its ability to deliver high-quality results in adverse times.

At the outset, Eurofound developed the *Living, working and COVID-19* e-survey to capture the pandemic's implications for people across Europe. A first round was conducted in April, when most Member States were implementing lockdown measures, and a second in July, when most economies were re-opening. A first fact sheet *Living, working and COVID-19: First findings* was published in early May followed by a report in September. With the publication of the fact sheet, Eurofound became the first European institution to deliver fresh data on the COVID-19 crisis. With inputs by colleagues from all units, using a range of innovative and creative tools and approaches, it was an immense learning curve. But the results were testament to the truly cooperative effort.

In parallel, the Agency also established the COVID-19 EU PolicyWatch database, which aims to map the measures introduced to cushion the social and economic effects on businesses, workers and citizens. The database also includes information on the role played by social partners in the design and implementation of the measures. The policy responses and implications were further analysed in the report [COVID-19: Policy responses across Europe](#).

The early and very timely delivery of Eurofound’s COVID-19 response ensured a high uptake measured by policy references, media articles, academic citations and downloads. In addition, the Agency took concrete steps to ensure that the adaptation of all communication and research outputs reflected the impact of the COVID-19 crisis in some form. New online material was specially developed, and a new topic page was published. This page mapped relevant previous research outputs and information on the issue and subsequently specific COVID-19 related publications, webinars and other information, increasing and strengthening Eurofound’s unique offering in this area.

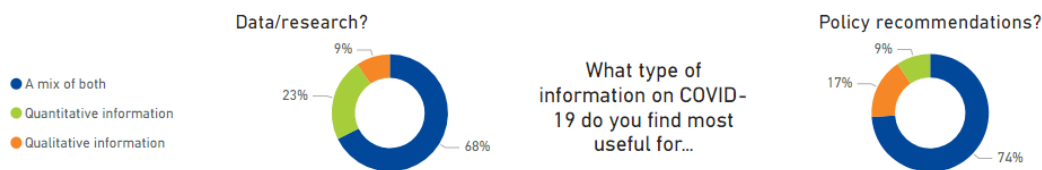
The fact that Eurofound’s research during this time highlighted that women and young people are disproportionately affected by the COVID-19 crisis also placed the spotlight on the Agency’s existing and ongoing work in these areas, resulting in increased uptake.

In terms of specific results, the two publications resulting from the survey rounds resulted in over 7,000 downloads each, topping the 2020 list of top downloads. In terms of references in key EU policy documents, the *First Findings/Overview* report were recorded 10 times in 2020. They have also already been cited 25 times in scientific publications – an indicator that usually takes some years to record an impact. The publication of the report *COVID-19: Policy responses across Europe* in October was also well received.

Title	Downloads in 2020	No. of key EU policy documents that referenced the publication in 2020
Living, working and COVID-19: First findings (April 2020) and Overview report (September 2020)	7,938 + 7,259	10
COVID-19: Policy responses across Europe	1,792	4

The media impact was equally impressive with over half (54%, 377 out of 703) of recorded articles referencing the survey results. Most notably, Eurofound was referenced in many EU national newspapers such as *El Pais*, *Le Monde* or *Irish Times*, but also received international recognition in the *Financial Times* and *New York Times*. Most articles came from Spain (132 articles), Ireland (76 articles), Italy (61 articles) and Greece (54 articles). The media interest continues to be strong and Eurofound is visible thanks to the strong research provided.

Respondents to Eurofound’s 2020 user feedback survey were asked about the use and usefulness of the organisation’s COVID-19 outputs: 94% of respondents, who indicated that they had used the outputs, said that they were useful to them. The results also show that respondents believe that a mix of both quantitative and qualitative information is most useful for data and research purposes, as are policy recommendations for a COVID-19 response.



Of course, the COVID-19 crisis led to a reduction, if not a complete cessation, in face-to-face meetings and events. Whereas Eurofound would have organised a number of such events previously, in 2020 there was a switch to webinars. They offer a cost-effective, quick and interactive way to engage audiences and broadcast Eurofound findings. A First Findings webinar on 10 June and a joint webinar with the European Parliament Liaison Offices in

Dublin and Stockholm were hosted and organised on topics around the COVID-19 crisis. Conversion from registrations to actual attendance was between 30 and 50%, which is significantly higher than the industry average.

Contribution to EU priorities

In light of the above, it comes as no surprise that Eurofound outputs can also already be found in various **policy documents and initiatives**. Uptake of this knowledge was reflected, for example, in:

- the [European Skills Agenda for sustainable competitiveness, social fairness and resilience](#)
- the first ever European Commission 2020 [Strategic Foresight Report: Charting the course towards a more resilient Europe](#)
- the Commission report on [Employment and Social Developments in Europe 2020](#)

All of the European Parliament briefings and reports published on the subject of the social and employment impact of the pandemic draw substantially on Eurofound's *Living, working and COVID-19* e-survey and its COVID-19 EU PolicyWatch database, for example:

- the European Parliament's DG IPOL briefing entitled [Mitigating the employment and social effects of the COVID-19 pandemic, European and international policy recommendations](#)
- the European Parliament briefing on [Covid-19: Exit strategy](#)

Eurofound's work has also been used to confirm that the bulk of national short-term working measures, as also supported by the SURE initiative, mainly benefited people in stable employment up to the outbreak.

Contributions to debates on the issue of the COVID-19 pandemic and its impact were of course numerous during this period.

- Eurofound hosted its own [live webinar](#) to present the first findings of the e-survey in early June.
- A [live presentation](#) on the results was delivered to the Parliament's Employment and Social Affairs Committee.
- An expert presentation of the survey findings was presented to the Employment Committee's [Indicators Sub-Group](#)'s virtual meeting.
- An online presentation on *Living, working and COVID-19: First findings* was also delivered to the EESC SOC section meeting.
- The specific results of the online survey relating to youth were presented to the [EYE 2020 \(European Youth Event\)](#) virtual conference organised by the Parliament.
- Eurofound work also fed into the online discussion on 'Preventing a lost generation 2.0' organised by CESI Youth.
- On 22 June, Eurofound contributed to the OECD's live webinar on 'Current measurements of trust: What's missing for a post-Covid world?'
- Also during the summer period, Eurofound organised a [joint webinar](#) with the ILO on various aspects of the *Living, working and COVID-19* e-survey findings.

Working conditions and sustainable work

With the COVID-19 pandemic, two topics in the area of working conditions emerged as key: telework and the right to disconnect.

Teleworking took off in all EU countries during the pandemic and according to Eurofound's *Living, working and COVID-19* e-survey over three-quarters of EU employees now want to continue working from home at least occasionally, even when COVID-19 restrictions are lifted. There was a huge surge in interest in Eurofound's publications relating to this topic. Two publications can be found among the top 10 downloaded publications: *Working anytime, anywhere: The effects on the world of work* (a report from 2017) and *Telework and ICT-based mobile work: Flexible working in the digital age* (2020).

Eurofound actively collaborated on a joint webinar organised by the European Commission on the related issue of **the right to disconnect**, and separate presentations on this subject were delivered to the European Parliament's EMPL Committee and to Commissioner Schmit at CESI@home.

Eurofound has also been a relevant contributor to the debate on the right to disconnect initiated by the Parliament, which is calling on the Commission to put forward a proposal that would review and analyse the boundaries between work and the private sphere, establish minimum requirements for remote working and the right to disconnect. Eurofound's knowledge was used in the Parliament's briefing on the [right to disconnect](#), including in its definition and on how sensitive issues such as compensation for overtime, minimum standards for protection, social protection and positive aspects of the right to disconnect can be considered.

Efforts were geared towards finalising the analysis of European Working Conditions Survey (EWCS) 2015 data. As far as possible, new angles were integrated to reflect the challenges posed by the COVID-19 pandemic. This was the case for the final policy brief *At your service: Working conditions of interactive service workers*. A strong link to the situation of critical workers in healthcare was included to increase the relevance of the policy brief to the debate on working conditions during the COVID-19 crisis. A further policy brief in the series entitled *Privilege or necessity? The working lives of people with multiple jobs* was also published.

For the first time, the topic of employee engagement was explored in depth using EWCS data. The policy brief *How does employee involvement in decision-making benefit organisations?*, published in July, was well received by stakeholders. The policy brief had been updated to reflect the COVID-19 situation and highlighted the positive role of 'high-involvement' forms of work organisation to support trust and well-being of employees, engagement and skills development, drawing attention to the potential of these forms in a recovery phase. The summarised results presented in the policy brief were complemented by an extensive working paper *Employee involvement, work engagement and skill development*.

The report *Working conditions in sectors* had been developed in close consultation with the European sectoral social partners and was finalised in the spring of 2020 – it was published in early November. It examines differences between sectors on the basis of four topics: Changing tasks, training and employability; non-standard employment and employment security; health, well-being and flexible work organisation; and the role of employee representation and voice.

The flagship report *Working conditions and sustainable work – An analysis using the job quality framework* presents new findings based on an analysis of trends in job quality over time and combines this with a look at the status quo in

working conditions and an analysis of challenges ahead. This report consolidates research findings for this strategic area of intervention over the 2017–2020 period.

Industrial relations

In 2020, the topic of minimum wages continued to be an important one for Europe. In June, the Agency published *Minimum wages in 2020: Annual review*, which was adapted to reflect the COVID-19 crisis. The COVID-19 crisis also disproportionately hit sectors and occupations with high shares of minimum wage earners. It has become the sixth most downloaded report of the year (2,302 downloads). Its predecessor (*Minimum wages in 2019: Annual review*) was Eurofound's most quoted report in key EU policy documents.

On the **initiative on fair minimum wages for workers in the EU**, Eurofound's knowledge was reflected in 15 key policy documents issued by the Commission, Parliament and EU social partners. The findings used include the monitoring of minimum wage development over the years, information related to collective bargaining, and gaps in the capacity to ensure universal protection. Eurofound knowledge was used in five of the documents relating to the Commission's initiative, for example, in the Inception Impact Assessment, *EU initiative on fair minimum wages* and the [consultation with social partners on a possible action addressing the challenges related to fair minimum wages](#). In their responses to Commission consultations, Eurofound's knowledge was used by European-level social partners BusinessEurope, SMEUnited and ETUC. The European Parliament also used Eurofound research in its briefing on [fair minimum wages for Europe](#). Eurofound's findings were used by the EESC in its [opinion on decent minimum wages across Europe \(SOC/632\)](#).

Stakeholders also maintained a high level of interest in minimum wage and pay issues and Eurofound experts provided presentations and input on these issues throughout this period. Eurofound contributed to an event with the European Confederation of Independent Trade Unions (CESI) on minimum wages, and made a significant input into the virtual social partner hearing organised by DG EMPL on pay transparency. Eurofound's work on minimum wages was also presented at the S&D workshop on 'Decent wages across Europe' and Eurofound partnered with CEPS for the two-day 'IdeasLab2020', providing input to the panel on 'Social European, Social Citizenship: What future for a European minimum wage or unemployment insurance?'

In 2020, five representativeness studies were published. The sectors in focus were sea fisheries, paper, human health, education, local and regional government and social services.

Work continued on the involvement of social partners in policymaking, with the publication of the scheduled report in June. Following the COVID-19 outbreak, the 2020 project was refocused on the involvement of social partners in those policy measures adopted in the context of the health crisis, as well as in the elaboration of the National Reform Programmes for 2020.

Work also progressed on various ad hoc requests for which Eurofound reserves some capacity throughout the year in order to meet emerging stakeholder needs. An article entitled 'EU labour law directives and national collective agreements: A clash of cultures?', which had been requested by the European Commission, was published in July. It explores the transposition of EU directives in the field of social and employment policy and industrial relations, through collective agreements in Member States. Another ad hoc report requested by the Commission – on the role of social partners at national level in tackling discrimination at the workplace – was published at the end of August. The Commission had also asked Eurofound to feed into their ex ante impact assessment on gender pay transparency

measures. The results were published as a working paper in October.

The flagship report for the strategic area of industrial relations was published in December (*Industrial relations: Developments 2015–2019*). The 120-page report was based on work over the 2015–2019 period, drawing on Eurofound’s extensive monitoring of industrial relations systems and social dialogue. It provided an overview of the state of industrial relations just prior to the outbreak of COVID-19 and the measures taken to protect public health. It was disseminated with a news release entitled ‘[Safeguarding fair, well-functioning and balanced industrial relations in Europe key to inclusive growth and progress](#)’ as well as a series of social media posts and mentions in Eurofound’s various newsletters.

Labour market change

The overview report of the *European Company Survey 2019: Workplace practices unlocking employee potential*, jointly undertaken with Cedefop, was published on 13 October with a [webinar](#). The launch was accompanied by the publication of a significant number of [data visualisation](#) pages and a news release entitled ‘[Only one-fifth of European companies find secret to combining optimal workplace wellbeing and business performance](#)’. This was then followed by two webinars and a podcast, which looked at some of the findings, such as employee involvement and skills, in more detail. Work on the thematic analyses of the survey is ongoing (some of it jointly with Cedefop).

The flagship report *Labour market change: Trends and policy approaches towards flexibilisation* and its supplementary online resource was published in April. Substantial dissemination and promotion activities were carried out throughout the year, making the report the fifth-most downloaded report of 2020 (with 2,421 downloads).

Research carried out by the Network of Eurofound Correspondents on labour shortages in the EU Member States – a mapping of shortages in sectors, occupations and regions and a mapping of policy interventions – added to the activities taking place as a result of COVID-19.

Work on the European Jobs Monitor (EJM) database and the resulting thematic report on employment shifts relating to gender and age is ongoing in cooperation with the Joint Research Centre (JRC) in Seville. The ‘jobs approach’ established by the EJM was also used to derive a ‘teleworkability index’, indicating the potential of occupations whose tasks could be fulfilled through teleworking. Two joint working papers with JRC Seville were published on this topic.

Updating the European Restructuring Monitor (ERM) events database is a continuous process. Reporting has been increasing since summer 2020 as a consequence of COVID-19. Brief reports on announced restructuring cases are regularly provided to DG EMPL. A specific category related to COVID-19 was added to the ERM support and legal instruments databases, and information from the COVID-19 EU PolicyWatch database was integrated.

Quality of life and public services

The *Living, working and COVID-19* e-survey allowed Eurofound to capture the immediate impact of the economic and social crisis on the quality of life and work of European citizens as described at the start of this section. Reflecting the timeliness and the high quality of the data collected, a total of around 50 requests were received from universities and research institutes, including the European Trade Union Institute (ETUI), the JRC of the European Commission and the OECD, to access the microdata.

Along with the e-survey, various other publications covered this strategic area in 2020 as part of the work programme. Based on the secondary analysis of data from the fourth round of the European Quality of Life Survey (EQLS 2016), the policy brief *What makes capital cities the best places to live?* was published in January.

Furthermore, the work on public services resulted in several publications in 2020. In March, the report *Addressing household over-indebtedness* was published; this was followed in April by the report *Impact of digitalisation on social services* and in October by the report *Access to care services: Early childhood education and care, healthcare and long-term care*.

Two ad hoc reports related to public services were requested by the European Commission: *Out-of-school care: Provision and public policy* (published in April) and *Long-term care workforce: Employment and working conditions* (published in December). The policy brief entitled *Women and labour market equality: Has COVID-19 rolled back recent gains?* (another ad hoc request from the European Commission) was also published in December.

The digital age: Opportunities and challenges for work and employment

The COVID-19 crisis showed that platform workers were particularly vulnerable due to forced work stoppages, a lack of social protection and unclear responsibility for health and safety issues. The web repository for platform work was continuously updated; new categories related to COVID-19 were added to the publications database and the initiatives section, as was a specific dossier page. On this topic, Eurofound's research on future scenarios for specific types of platform work by 2030 was finalised and published as an additional module on the web repository for the platform economy, with the main policy pointers summarised in the report *Back to the future: Policy pointers from platform work scenarios*.

With regard to a possible **EU initiative on the working conditions and access to social protection of platform workers**, Eurofound provided its strong expertise to the stakeholders. The Commission's [Study to gather evidence on the working conditions of platform workers](#) made 133 references to Eurofound's knowledge on its 285 pages. Eurofound's expertise was deemed useful in defining and characterising platform work¹ and in identifying its challenges,² and the Eurofound web repository was acknowledged as a valuable source.³ The topic was also well covered in the [Joint Employment Report 2020](#),⁴ adopted by the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) minister on 8 April 2020. The European Parliament also used these findings in its DG IPOL

¹ The study noted that '[T]he challenges related to the working conditions and social protection of platform workers are mapped in accordance with a job-quality framework based on the Work, Employment and Social Relations (WES) model', which in turn is based on an analysis of the EWCS.

² The study noted that '[P]latform workers are also at risk of reduced access to social protection; they often forego social protections, pay for more expensive options, or rely on social protection from a main occupation where they have an employment contract.'

³ The study noted that '[A] useful initiative for information is Eurofound's platform economy repository. The repository is an online resource for data and literature on platform work, mostly but not exclusively with a European focus. Eurofound has been very active in producing research and increasing awareness of platform work in Europe, and the repository partly realises this goal.'

⁴ The report noted that Eurofound provided 'useful insights to understand how the respective labour markets adjusted to the crisis', complemented 'the analysis performed by the Joint Research Centre's COLLEEM II survey', presented 'a taxonomy of platform work', and showed 'interesting findings in terms [of] skills needed' in platform work.

study [Platform economy and precarious work](#).⁵

In January 2020, the consolidated reports *Game-changing technologies: Transforming production and employment in Europe* and *Telework and ICT-based mobile work: Flexible working in the digital age* were published (the latter quickly becoming one of the most downloaded reports of the year). As a follow-up to the telework report, a related topical update (*Regulations to address work–life balance in digital flexible working arrangements*) and a working paper (*Right to disconnect in the 27 EU Member States*) were published during the summer.

The flagship report on digitalisation (to be implemented as an online resource), as well as the project ‘Nature of work in the digitised workplace’ will be published in 2021.

Monitoring convergence in the European Union

The project on ‘Monitoring convergence in social protection’ was adapted to the recent developments occurring as a result of the COVID-19 pandemic. A policy brief looking at the impact of the crisis on material deprivation and coordinated minimum income as a tool for preventing divergence was published in December 2020.

Work on the flagship report on monitoring convergence in the EU began with desk research and the statistical analysis was started. This report will be published in 2021.

Finally, the ad hoc report entitled *Upward convergence in the EU: Definition, measurement and trends* was published in September 2020. This report was requested by the German Federal Ministry of Labour and Social Affairs in the context of the high-level conference ‘Our Social Europe – Strong together’ organised within the framework of the German Presidency. The Eurofound contribution constitutes a key chapter in *The Federal Ministry of Labour and Social Affairs’ Thematic Reader* accompanying the conference and confirms the growing interest around Eurofound’s work on convergence.

In terms of engagements and contributions to policy developments, much activity took place around convergence and the issues related to the European Pillar of Social Rights, with Eurofound presenting to the joint meeting of the Social Protection Committee (SPC) and the Employment Committee’s (EMCO) Indicators Sub-Group (ISG) on convergence in the European Pillar of Social Rights.

Corporate communication and infrastructure

In terms of corporate communication, Eurofound adapted quickly to a new modus operandi and the new requirements in the context of COVID-19, which had an intense impact on communication in all its forms. The early days of the pandemic called for crisis communication and both internal and external communication efforts were adapted in light of the ongoing crisis.

The development and dissemination of the *Living, working and COVID-19* e-survey saw many new innovations in terms

⁵ The study noted that: ‘[T]he typology of Eurofound (2018a) is the most comprehensive to date’ and Eurofound ‘has identified 10 types of platform work that have reached critical mass in Europe. (...) Low pay is particularly an issue among platform workers who are not able to set their own price, carry out low-skilled tasks that can be performed by anyone, online or on-location, and that are allocated to them by the platform. (...) The risk of income precariousness in platform work is also linked to pay insecurity, instability and unpredictability.’

of communication, the use of new tools and contracts and the establishment of partnerships across the continent. Feature campaign activities helped to raise awareness of the survey, feeding into debates at EU and national levels. Substantial efforts also went into media outreach, resulting in more than 5,000 articles in media outlets, such as *Le Monde*, *New York Times* and *Financial Times* (compared to 3,400 articles in 2019) referring to Eurofound and its data, expertise and information. This work also resulted in a spike in page views in the online newsroom on Eurofound's website (54,000 in 2020 compared to 29,000 in 2019). Additionally, the use of specific media partnerships, such as with the *Social Europe* journal, enabled Eurofound to push highly relevant content to highly relevant target audiences, and thus expand its stakeholder base.

COVID-19 also forced the gradual move to online meetings. Since June, Eurofound has organised a total of 10 webinars with a variety of key stakeholders, such as the European Commission, the European Parliament, the ILO and other EU agencies. As most of these webinars were joint affairs, this also adhered to the objective of improving partnerships. Overall, 17 joint events were organised in 2020 (compared to 9 in 2019). In total, over 1,500 people attended these webinars, with high levels of participation and engagement (around 90% remained online for the duration of events). Contributions to key stakeholders and organisations increased both in absolute and relative numbers with KPI 6 standing at 108 out of 196 (55%) compared to 97 out of 212 (45%). See Annex 9b for a list of all events.

The website continued to be the main communication vehicle for Eurofound with a significant increase in download and page view figures compared with 2019: downloads totalled 188,000 (2019: 175,000) and page views came to 3.1 million (2019: 2.5 million). Much effort was put into the creation and adaptation of web applications, such as data visualisation tools, and web applications were upgraded to facilitate online usability and access for different surveys and databases. As such, Eurofound is on the right track with its ambitious and innovative 'digital first' strategy designed to optimise its reach and impact through digital content. Furthermore, social media reach was expanded, and follower numbers increased on the various platforms. In addition to delivering almost 100% of its programme, the Agency stepped up the production of new formats such as infographics. Taking user feedback into consideration, Eurofound also launched more audiovisual forms of communication, including the production of six videos focusing on each of the activities covered in the Programming document 2021–2024.

At the same time, 2020 also saw the transition phase of the UK leaving the EU coming into force. Eurofound had established its corporate Brexit action plan in advance, which was then implemented and adapted on an ongoing basis.

Following the European Parliament elections in 2019 and the establishment of the new Commission, Eurofound also responded by mapping existing information and results as well as upcoming research to the new priorities. This is available on the website and continues to be updated.

1.2 Progress against key performance indicators 2020

Eurofound monitors its impact and performance through its corporate evaluation and performance monitoring system. This consists of seven key performance indicators (KPIs) and various supporting metrics, notably related to the uptake and outcome of Eurofound's activities, complemented by user feedback and evaluation activities. Progress in achieving the programme's strategic objective in what was the last of the four-year programme (2017–2020) has demonstrated the sustainability of Eurofound's performance. Despite the severe disruptions in the work organisation and adaptations to the annual work programme, all KPIs show a positive result in terms of efficient use of financial

and human resources, and in providing scientifically sound, unbiased, timely and policy-relevant knowledge to ensure better informed policies. In all strategic areas, the indicators show healthy figures in the provision of expertise through direct engagement with policymakers and in key EU policy documents. Stakeholder satisfaction with Eurofound’s content gradually increased between 2017 and 2019 and was stable between 2019 and 2020. Research shows that users prioritise reliable, up-to-date and scientifically sound evidence. This is further evidenced by the following data:

- 1.2.1 Key performance indicators
- 1.2.2 Outputs and uptake by strategic area – 2020
- 1.2.3 Use of Eurofound’s expertise in key EU policy documents
- 1.2.4 Contributions to policy development through events
- 1.2.5 Uptake of Eurofound’s knowledge through Eurofound’s website
- 1.2.6 Recognition of the scientific quality of Eurofound’s research
- 1.2.7 Programme delivery
- 1.2.8 Stakeholder perspective

1.2.1 Key performance indicators

Key performance indicators		2020	2019	Source
1. Budget implementation – target 98%		99.9%	99.9%	Budgetary outturn account
2. Staff capacity – target 97%		94.5%	97.8%	The establishment plan approved in the Programming document 2020, and HR record of recruitments resulting in posts filled by 31 December 2020
3. Programme delivery – target 80%		98% 45 out of 46 deliverables	91% 51 out of 56 deliverables	Report from Eurofound project management system based on outputs listed in the Programming document 2020
4. Recognition of the scientific quality of Eurofound’s research (references in articles of peer-reviewed journals)		1,034	880	Academic journal citations based on Scopus data
5. Uptake of Eurofound’s knowledge through Eurofound’s website	HTML page views	3,174,382	2,548,102	Data from Google Analytics
	PDF downloads	188,556	175,761	
6. Contributions to policy development at priority events (out of contributions to events in total)		109 out of 202 (54%)	97 out of 212 (45%)	Eurofound events database

7. Use of Eurofound's expertise in key EU policy documents (out of total EU policy documents)	95 out of 274 (34.6%)	52 out of 185 (28%)	Eurofound EU impact tracking database
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Note: See Annex 1 for comparison with data over the four-year programme period 2017–2020.

1.2.2 Outputs and uptake by strategic area – 2020

Strategic area	Number of outputs delivered within the programme period (KPI 3)	Peer-reviewed articles citing Eurofound research (KPI 4)	Downloads/page views (KPI 5)		Contributions at meetings of priority organisations (KPI 6)	References in key EU policy documents (KPI 7)
Working conditions and sustainable work	5	510	8,568	36,781	19	46
Industrial relations	16	52	16,929	220,248	21	36
Labour market change	5	114	13,958	70,584	5	22
Quality of life and public services	2	141	9,221	58,717	26	26
The digital age: Opportunities and challenges for work and employment	3	27	13,147	47,708	29	14
Monitoring convergence	1	7	1,511	5,355	2	4

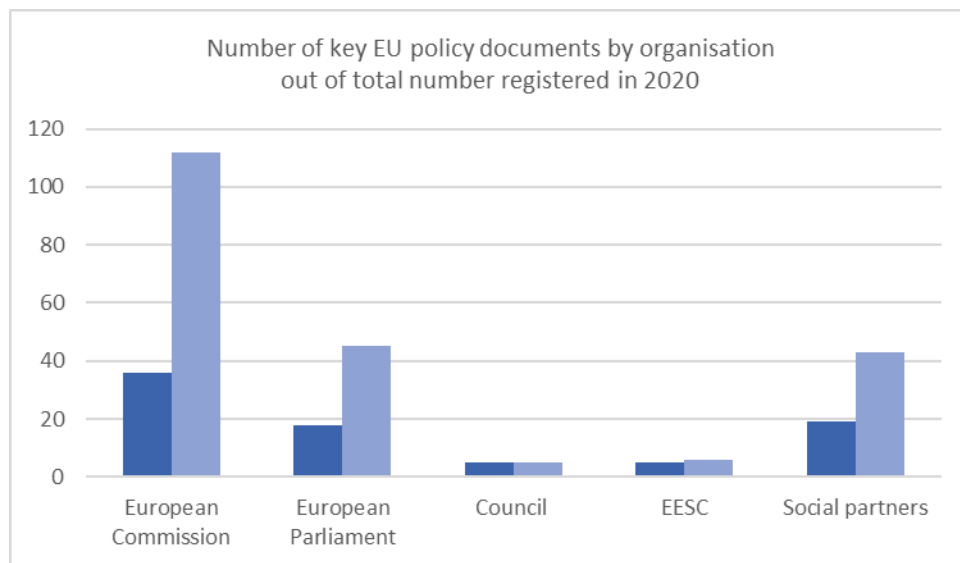
1.2.3. Use of Eurofound's expertise in key EU policy documents

Definition of indicator	2020	2019	2018	2017
Use of Eurofound's expertise in key EU policy documents (out of total registered EU policy documents)	95 out of 274 (34.6%)	52 out of 185 (28%)	81 out of 272 (30%)	99 out of 314 (32%)

Eurofound contributed to 274 EU policy documents in 2020 of which **95 were key EU policy documents**. Key EU

policy documents are those that initiate policy processes, are of a consultative/advising nature or are reports with comprehensive uptake of Eurofound’s knowledge. The breakdown by EU-level organisation type is shown in the figure below.

Number of key EU policy documents by EU institution and EU social partner organisation



Top outputs mentioned in key EU policy documents, 2020

The following table shows the Eurofound outputs with findings referenced in more than one key EU policy document in 2020.

Eurofound publication titles, year published	References in key EU policy documents
Minimum wages in 2019: Annual review; Minimum wages in 2020: Annual review	19 (13+6)
Living, working and COVID-19: First findings – April 2020, 2020 COVID-19: Policy responses across Europe, 2020	14 (10+4)
Sixth European Working Conditions Survey – Overview report, 2016	13
Employment and working conditions of selected types of platform work, 2018 Platform work: Maximising the potential while safeguarding standards? 2019	12 (8 + 4)
Energy scenario: Employment implications of the Paris Climate Agreement, 2019	8
Working anytime, anywhere: The effects on the world of work, 2017	7

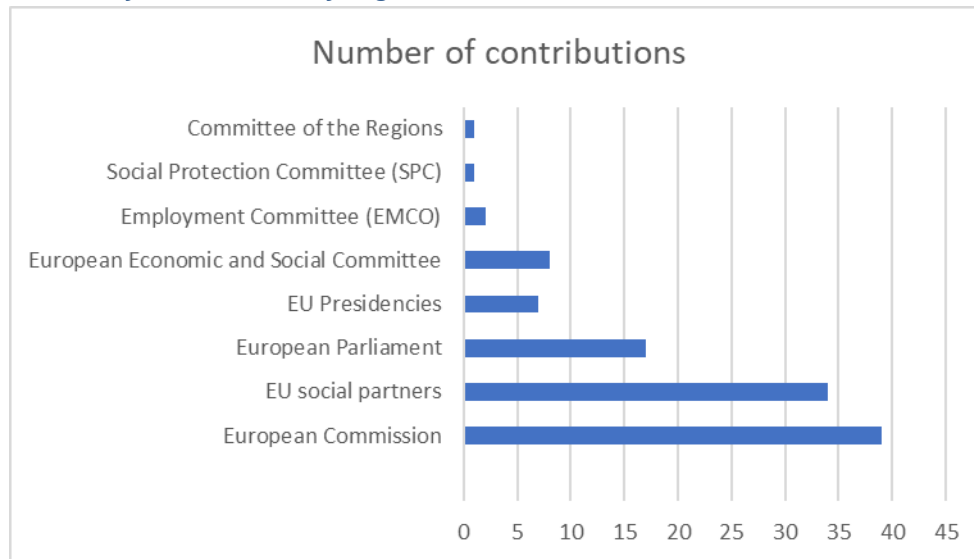
(joint report by the ILO and Eurofound)	
Telework and ICT-based mobile work: Flexible working in the digital age, 2019	5
The gender employment gap - challenges and solutions, 2016	
Gender equality at work	4
Sixth European Working Conditions Survey (2015 edition), 2020	
Striking a balance: Reconciling work and life in the EU, 2018	
Upward convergence in the EU: Concepts, measurements and indicators, 2018	
Parental and paternity leave – Uptake by fathers, 2019	
Violence and harassment in European workplaces: Extent, impacts and policies, 2015	
The involvement of social partners in national policymaking, 2019	
Involvement of the national social partners in the European Semester 2017: Social dialogue practices, 2018	3
Aspects of non-standard employment in Europe, 2017	
Exploring how to support capacity-building for effective social dialogue (working paper), 2019	
European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society, 2017	
Concept and practice of a living wage, 2018	

1.2.4. Contributions to policy development through events

Definition of indicator	2020	2019	2018	2017
Contributions to policy development at priority events (out of contributions to events in total)	109 out of 202 (54%)	97 out of 212 (45%)	97 out of 236 (41%)	95 out of 194 (49%)

This KPI measures the number of active contributions that Eurofound provides to named priority organisations. Against a background of the severe limitations in opportunities for physical meetings and the rapid adaptation to other platforms, Eurofound continued to make a strong contribution to high-level policy debate. Overall, 212 contributions were made by Eurofound staff to policy-relevant events throughout the year, with 97 of these (46%) to what are considered priority organisations. This percentage is a positive increase on 2019.

Number of contributions by organisation



For the EU Presidencies of Croatia and Germany, as for many stakeholders, the informal EPSCO meetings did not take place and were moved to a different set-up, reducing Eurofound's opportunity to contribute to the meetings.

1.2.5. Uptake of Eurofound's knowledge through Eurofound's website

Definition of indicator		2020	2019	2018	2017
Uptake of Eurofound's knowledge through Eurofound's website	HTML page views	3,174,382	2,548,102	2,890,074	3,014,859
	PDF downloads	188,556	175,761	161,974	178,406

Top 10 downloaded outputs, 2020

No.	Title	Downloads
1	Living, working and COVID-19: First findings – April 2020	7,938
2	Living, working and COVID-19: Overview report	7,259
3	Sixth European Working Conditions Survey –Overview report	4,788
4	Working anytime, anywhere: The effects on the world of work	4,423
5	Labour market change: Trends and policy approaches towards flexibilisation	2,421
6	Minimum wages in 2020: Annual review	2,302
7	Telework and ICT-based mobile work: Flexible working in the digital age	2,125

8	European Quality of Life Survey 2016: Overview report	2,013
9	COVID-19: Policy responses across Europe	1,792
10	European Company Survey 2019 – Workplace practices unlocking employee potential	1,610

1.2.6. Recognition of the scientific quality of Eurofound’s research

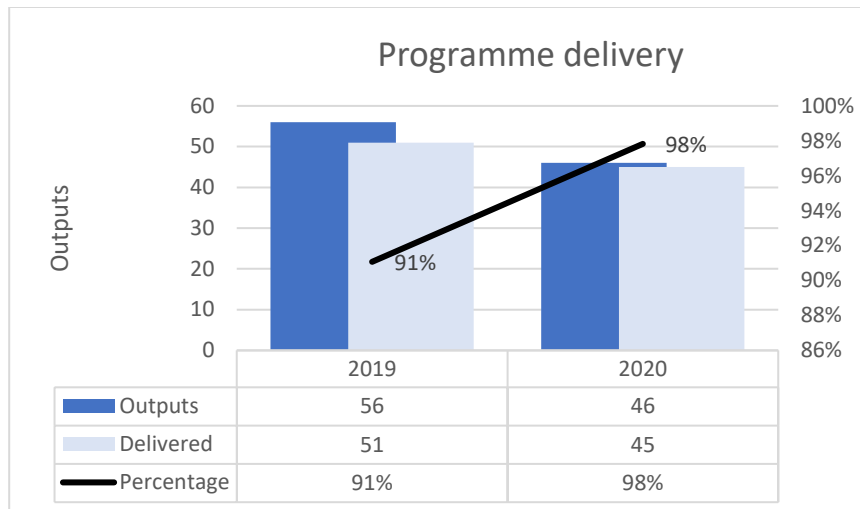
Definition of indicator	2020	2019	2018	2017
Recognition of the scientific quality of Eurofound’s research (references in articles of peer-reviewed journals)	1,034	880	720	633

This KPI measures the recognition of scientific quality and credibility of Eurofound’s work in the academic community, as expressed in academic journal citations. Based on Scopus data, at least 1,034⁶ peer-reviewed articles cited Eurofound publications during 2020. The continued increase in the number of articles citing Eurofound indicates the solid and scientifically sound reputation that Eurofound has built based on its work.

1.2.7. Programme delivery

Eurofound’s effectiveness in delivering its work programme is measured by the number of outputs delivered in 2020 as per the plan. All major outputs planned for delivery in the work programme year constitute the measurement baseline and count positively against the target when delivered within the year. A total of 45 outputs out of the 46 originally planned were delivered in 2020, hence the final achievement is 98%, which is well above the target of 80% and represents an improvement when compared to the previous year’s result of 91%. This is a remarkable result given the disruption caused by the COVID-19 pandemic. Inevitably, some delays did have to be managed. In total, 31 outputs (67% of the total) experienced some delay, yet still delivered by year-end. See Annex 9c for the list of all publications in 2020.

⁶ This figure includes a 5% error margin, as not all data have been validated.



See section 2 for further details on performance in the area of financial and human resources.

1.2.8. Stakeholder satisfaction perspective⁷

Eurofound's content

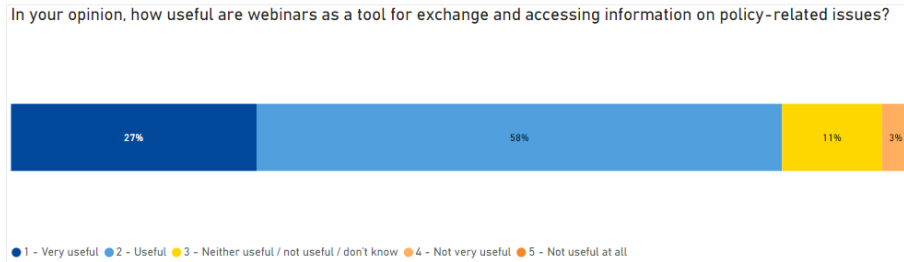
- Overall, satisfaction with Eurofound's content gradually increased between 2017 and 2019 and was stable between 2019 and 2020. Users prioritise reliable, up-to-date and scientifically sound evidence.
- Eurofound was the most frequently mentioned source of information for the respondents' work for the previous four years, gradually increasing from 52% in 2017 to 64% in 2020.
- The majority reported that they would recommend Eurofound to a colleague.
- Responses show that the work performed by Eurofound's users varies widely in terms of their focus on policy as well as on research.
- Survey results show that respondents most frequently looked for country comparisons, survey research and evaluations of existing policies, programmes or interventions.
- User satisfaction among respondents is highest with research reports, survey data and policy briefs.
- Eurofound's COVID-19 outputs were well received by survey respondents; a significant majority found these outputs (very) useful. Respondents used more written content during the pandemic and expect also to use more of this format in the next 12 months (see also section 1.1).

Eurofound's communication channels

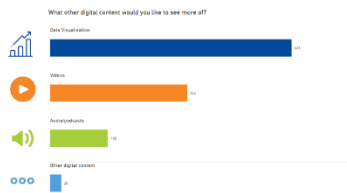
- The Eurofound website remained the most frequently identified channel for accessing Eurofound information in both 2019 and 2020. Respondents were satisfied with the information they accessed on all channels.

⁷ The fieldwork took place between November and December 2020. The survey was primarily distributed by email to more than 9,456 of Eurofound's users. A total of 544 complete and usable responses were received.

- As in previous years, the user feedback survey looked in more detail at the format of webinars and in 2020, 86% of respondents who had attended a webinar (conducted by Eurofound or other organisations) over the previous year generally agreed that webinars are a useful tool for exchanging and accessing information on policy-related issues.



- There was a strong demand for more data visualisation and digital content from users, as well as some demand for videos.
- Users' preferences for webinar content stayed the same from 2019 to 2020, with the interest in presentations and expert Q&As further increasing.
- Respondents found that the major advantage of a digital approach is that it can reach a wider audience. Respondents expressed concerns around digital content being less engaging, demanding good internet connectivity, and having to function on different platforms.



2 – Management

2.1 Management Board

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

From March on, all Board meetings were held online. The Executive Board exceptionally met five times in the year, including an additional ad hoc meeting in August. Holding meetings more frequently than usual was due to the fact that discussions were needed to adjust the work programmes of 2020 and 2021 as a result of the pandemic crisis and due to the in-depth discussion related to the future of Eurofound's pan-European surveys. The Management Board meeting took place on Friday, 6 November, preceded as usual by the Group meetings.

Both the Management Board and the Executive Board moved quickly and easily to online meetings, ensuring continuity of its activities. All discussions and decisions necessary for the governance and steering of the organisation happened as required.

In addition to the pandemic-related adjustments to the work programmes and the future of the surveys, the recruitment process for a new Executive Director was a recurring feature in all meetings. The Executive Board and Management Board were updated regularly by the Commission on the progress of the recruitment procedure, which was also observed by a Member of the Management Board. While the recruitment process was delayed due to the COVID-19 crisis, the Management Board did select a new Executive Director at its meeting on 5 March 2021 and it is expected that the new postholder will take up office during the first half of 2021.

At its January meeting, the Executive Board was briefed on the findings of the ex ante evaluation report of the Programming document 2021–2024, a process that accompanied the development of the programme and aimed to ensure that it was robust enough in terms of certain criteria (efficiency, effectiveness, coherence and relevance). Also, the internal control plan for the year and the action plan following the Commission's cross-agency evaluation was presented and discussed during that meeting (see the section entitled 'Action plans in response to previous evaluations' on progress in implementing the action plan).

Options for the development of Eurofound surveys were discussed in both regular and ad hoc meetings of the Executive Board, culminating in a decision agreed by the Management Board in November that outlined a path for exploring options whilst retaining the quality and integrity of the surveys.

As usual, the Executive Director updated the Board in regular progress reports on the implementation of the work programme, the resources situation, the necessary transfers within the budget and – particularly relevant during 2020 – the staff situation and day-to-day operations in Eurofound during the pandemic. The findings of audits and any actions taken with respect to audit recommendations, as well as Eurofound's internal control measures, were also regularly reported.

The Committee on Staff Matters adopted two decisions. The Chair of the Committee reported back to the Board about the decisions taken by the Committee on behalf of the Board.

See Annex 9a for a list of Management Board members and Advisory Committees; status as of 31 December 2020.

Overview of decisions taken by the Management Board in 2020

Decision No.	Description	Date of Decision
22.	Programming document 2021–2024 – draft to be sent to Commission, Council and Parliament by 31 January	31/01/2020
23.	Revision of procurement plan/update to financing decision 2020	04/05/2020
24.	Delegation of power to make non-substantial amendments to the work programme	04/05/2020
25.	Adoption of minutes of second Management Board meeting, 8 November 2019	16/06/2020
26.	Adoption of Rules on Conflicts of Interest	16/06/2020
27.	Adoption of the Consolidated Annual Activity Report (CAAR) 2019	22/06/2020
28.	Adoption of the Final Accounts 2019	22/06/2020
29.	Adoption of the Final Programming Document 2021	06/11/2020
30.	Appointment of the Chairperson and Deputy Chairpersons	06/11/2020
31.	Establishment of Advisory Committees (2021–2024)	06/11/2020
32.	Adoption of Anti-fraud Strategy	06/11/2020
33.	Adoption of Amending Budget 2020	23/12/2020
34.	Adoption of Final Budget 2021	23.12.2020

2.2 Major developments

After having served the maximum of two five-year terms as Executive Director, **Juan Menéndez-Valdés left the Agency** at the end of November. DG HR started the recruitment process for a new Executive Director at the end of 2019. Despite a delay due to the COVID-19 crisis, a new Executive Director is expected to take up his post in the summer of 2021.

The **COVID-19 pandemic** struck Europe in early 2020 with far-reaching implications for the economy and the way people live and work across Europe. Eurofound managed its business continuity successfully and ensured the work programme could be implemented with the necessary flexibility to adapt to these unprecedented circumstances as outlined in section 1. There was an increase in ad hoc requests linked to initiatives from the European Commission and the need to respond to the COVID-19 pandemic. Other projects had to adapt scope and timelines, and new priorities such as the Living, working and COVID-19 e-survey required a reallocation of budget and procurement and contracting arrangements. A significant upgrade of the project management system was delivered just in time for the planning of the 2021 programme.

The Business Continuity Plan was triggered on Friday, 13 March 2020 and ended on 2 October 2020. No amendments to the plan were necessary. The Agency aligned itself with the guidelines of the Irish government's 'Plan for Living with COVID-19'. All essential processes for the administrative running of the organisation continued seamlessly – recruitments, departures, appraisals, promotions, procurements, commitments and payments, IT support and rollout

of new tools. The recent move to a cloud-based IT system was a distinct advantage. The facilities management and canteen services were adjusted to the different levels of mandatory remote working. In May and June, extensive work was done to prepare the offices for staff returning to the office from July on. Between July and October, relatively few staff worked on site (between 10 and 20 people), based on the decision of the Irish government that everyone should work from home continuing well into 2021.

Staff adapted remarkably well despite challenging personal circumstances for many. Organisational performance levels were high, with the positive results as outlined in section 1. Longer-term concerns around staff well-being were acknowledged at an early stage, with the management team monitoring on a weekly basis and encouraging staff from early on to respect the agreed working hours and to take their leave. A well-rounded support programme was prepared in consultation with the Staff Committee for full rollout early in 2021.

The restrictions on travel and work across Europe meant that all meetings, events and visits were cancelled, postponed or adapted to take place virtually. Staff adapted quickly to delivering presentations and video messages online. A Eurofound-wide working group prepared a set of recommendations for a corporate 'digital first' approach, which will see its implementation commence in 2021.

One of the most challenging tasks has been to find a way to recommence data collection on working conditions and job quality in Europe following the cessation of fieldwork for the seventh edition of the EWCS in March of 2020 due to the pandemic. As it was clear that face-to-face interviewing would not be possible for the foreseeable future, efforts focused on continuing cooperation with the fieldwork contractor while changing the survey to one based on computer-assisted telephone interviewing (CATI). By taking a modularisation approach to the questionnaire, it was possible to maintain around 60% of the questions in the original questionnaire, while interview time was cut from 45 minutes to 20 minutes (the maximum acceptable for telephone interviewing). After a pilot phase, it was decided to aim for 70,000 interviews with workers in the 35 participating countries. This required considerable adaptation of the existing contracts, all of which was completed in December. Fieldwork will be completed in summer 2021.

Collaboration

In 2020, Eurofound and Cedefop continued to cooperate on the fourth European Company Survey, jointly conducted in 2018/2019, both in terms of publication of the survey's secondary analysis reports and the dissemination activities that were organised (including a launch event for the joint overview report and a conference on workplace practices, jointly organised with the Institute of Labor Economics (IZA)). Eurofound is a key data provider for EIGE's Gender Equality Index and actively participated in the Gender Equality Index 2020 online conference. Regular exchanges of information take place between EU-OSHA and Eurofound through their respective participation in the OSH Knowledge Advisory Group and the Advisory Committee on Working Conditions. Eurofound is also seeking to establish a Memorandum of Understanding (MoU) with the ELA and the EEA in the near future. Eurofound has observer status on the Management Board of the ELA and actively participates in ELA workshops involving intra-EU bodies. Eurofound has also signed a service-level agreement with the ELA, sharing the services of Eurofound's accounting officer. Cooperation with the EEA in the area of anticipating and managing the impact of the transition to a carbon-neutral economy has also been established.

Sharing of services continues to be a strategic priority. MoUs and coordination of work programmes with EU-OSHA, Cedefop, ETF, EIGE and FRA aim to select joint activities of shared interest that ensure synergies and avoid overlaps. Action plans were mutually agreed for shared activities in 2021.

2.3 Budgetary and financial management

2.3.1. Report on budgetary and financial management

Budget implementation

Definition of indicator	Target	2020	2019	2018	2017
Budget implementation	98%	99.9% Amending budget: €21,388,000	99.9% Amending budget: €22,024,000	99.6% Amending budget: €20,710,000	100% Amending budget: €20,480,000

Eurofound faced several disruptions in the actual implementation of the budget in the form of cancellations of basically all missions and meetings from Q2 on, substantially reduced facilities costs and project-related changes caused by the COVID-19 pandemic. Continuous monitoring of the budget implementation enabled Eurofound to reallocate the budget in a way that still ensured a very high budget implementation while delivering on the work programme with adjustments endorsed by the Management Board.

Budget outturn

The budget outturn account for 2020 was sent to the Commission in early January 2020 (see Annex 2). The balance of this account shows a budget surplus of €273,570.37.

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

On 20 December 2019, the Management Board adopted the final budget 2020 by written procedure. The total budget for 2020 was €21,395,000. An amending budget was approved on 23 December 2020 by the Management Board. The changes and transfers of funds between the different budget lines made it possible to achieve a high budget execution. The total amending budget amounted to €21,741,655.

Overall, in respect of C1 appropriations, i.e. the subsidy granted within the EU general budget and other general revenue, Eurofound again achieved a very high budget implementation rate of 99.9% (2019: 99.9%). Only €17,560 (or 0.1%) of C1 appropriations were cancelled.

(1 000 euro)

REVENUE			EXPENDITURE										
Source of revenue	Revenue entered in the final budget for the financial year	Revenue collected	Allocation of expenditure	Final budget appropriations in 2020					Appropriations carried forward from previous financial year(s)				
				entered	committed	paid	carried forward	cancelled	entered	committed	paid	to be carried forward	cancelled/ reclassified
General Community Subsidy (IC1)	21,195	21,195	Title I Staff	13,495	13,495	13,309	186	0	279	0	210	0	69
Other revenue – miscellaneous (IC1) – 5900	1	1	Title II Administration	1,621	1,603	1,220	383	18	412	0	401	0	11
Other revenue – services rendered (IC1) – 6000	211	171	Title III Operating activities	6,291	6,291	2,690	3,601	0	3,312	0	3,249	0	63
Internally Assigned revenue (IC4)	0	1	Expenditure from Internally Assigned revenue (C4 and C5)	1	0	0	0	0	6	1	0	0	5
Externally Assigned revenue (IPA IR1)	0	0	Expenditure from Externally Assigned revenue (IPA R0)	0	0	0	0	0	443	296	41	298	104
Externally Assigned revenue (Other IR1)	335	335	Expenditure from Externally Assigned revenue (Other R0)	335	335	136	199	0	492	290	111	381	0
TOTAL	21,742	21,703	TOTAL	21,742	21,724	17,355	4,369	18	4,943	587	4,012	679	252

C1 = Appropriations for Current Year
C4 = Appropriations for re-use
R0 = Appropriations arising from assigned revenue

C8= Appropriations Carried over from previous year
C3 = Appropriations Carried over by decision of Board
C5= Carry Over Appropriations for re-use

- *Transfers and amending budgets*

Some 131 credit transfers were executed in order to enable a high budget execution and allow for the budget requirements as per the final financial forecast. Most of the budget transfers related to the increase in funds for the seventh EWCS as a result of the new method of conducting the fieldwork via phone interviews and the increase in the Irish salary country co-efficient from 119.2 to 129 (with Brussels salaries being set at 100). Lastly, additional funding was allocated to web application development activities and upgrades of current ICT infrastructure, such as additional audiovisual equipment in meeting rooms to allow for more online and hybrid meetings in the future.

The Management Board was informed of credit transfers in the Executive Director's progress reports. On 23 December 2020, the Management Board adopted an amending budget in which revenue and expenditure budget lines were adjusted according to the latest forecast in November.

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

Actual appropriations of €4,168,672 (2019: €4,002,731) were carried forward; for the most part, these related to multiannual projects, the Network of Eurofound Correspondents and the seventh EWCS, which were implemented, by and large, in accordance with the 2020 work programme.

The cumulative planned carry forward commitments of €4,097,215 were established during Q2 of 2020 by basing them on initial project, contract and procurement plans. Actual cumulative total carry forward appropriations were about €70,000 higher than originally planned.

Commitments of €4,002,731 carried forward from 2019 to 2020 were largely consumed as planned; €142,000 or 3.6% of all commitments carried forward were cancelled (€129,000 or 3.8% at the end of 2019). The cancellations mainly related to services not delivered and minor overestimations for contingencies in some provisional commitments.

- *Overview of procurement procedures for contracts above €15,000⁸*

Type of procedure applied	Number of procedures resulting in contracts	Value	Proportion of the value (%)
Open procedure	7	€3,177,386.00	63
Negotiated procedure for medium-value contracts	1	€65,500.00	1
Negotiated procedure for low-value contracts	7	€397,510.62	8
Negotiated without prior publication of a contract notice based on points 11.1 (a) to (f) of Annex I of the Financial Regulation ⁹	7	€1,263,451.96	25
Negotiated without prior publication of a contract notice based on points 11.1 (h), (j), (k), (l), and (m) of Annex I of the Financial Regulation	1	€120,000.00	2
Total:	23	€5,023,848.58	100

- *Information on interest charged by suppliers due to late payments (> 30 days)*
This did not occur during 2020.

- *Activity based budget – 2020 implementation*

Activity-based management allows the planning, management and monitoring of budget allocation to Eurofound’s main activities. In the programme period 2017–2020, 12 operational activities and two horizontal activities contributed to six strategic areas of intervention. The consumption of all planned resources (human and financial) amounted to 99%, demonstrating the organisational capacity to adapt and redirect resources in line with the necessary changes in the work programme in response to information needs emerging throughout 2020 in response to the COVID-19 pandemic. There was an increase in ad hoc requests linked to initiatives from the European Commission and the need to respond to the COVID-19 pandemic. By far the most resource-consuming research activity were the surveys, which accounted for 20% of all resources consumed. This activity showed an implementation rate of 125%, i.e. it consumed a higher share of financial and human resources than planned. This was the result of the extraordinary efforts required to adapt the survey approach to the pandemic situation. All other research activities have a resource share of less than 10% of the total budget. Corporate communication and infrastructure activities consumed a share of 24% of all resources and 94% of planned resources were eventually

⁸ This overview does not include: a) specific contracts/orders awarded under framework contracts; b) inter-institutional contracts organised by other contracting authorities; and c) contract amendments under Article 172(2) and 172(3) of the Financial Regulation.

⁹ Directly as an effect of the pandemic on Eurofound’s activities: nearly 75% related to the contract amendment for the seventh European Working Conditions Survey and 25% related to canteen services in the last year of its framework contract (subsequently not consumed).

consumed in 2020. When focusing on staff resources only, a consumption rate of 97% (2019: 81%) was recorded for 2020.

A comparison of the initial cost allocation per activity with its final execution is shown in Annex 5. An overview of budgetary revenue and expenditure is shown in the annual accounts, included as Annex 7.

2.3.2. Contribution agreements¹⁰ and service-level agreements¹¹

A **grant agreement** with DG NEAR was signed in 2019 under the Instrument for Pre-accession Assistance II (IPA II). The implementation of the main activity in the accession countries – namely the fieldwork for a new edition of the European Working Conditions Survey – came to a halt. The subsequent decision to change the survey mode from face-to-face to telephone-assisted mode as the only way forward to continue the fieldwork meant not only a delay but also new investment in the set-up of the questionnaire. Consequently, the budget allowed only for a restart of the survey in the Western Balkan countries only. The grant agreement will be amended accordingly, and its duration will be extended until 2022.

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

- to provide a measurement of compliance with the minimum wage regulation and discuss the methodological and policy issues related to this measurement (module 1)
- to build a database on minimum wages in collective agreements (module 2)
- to verify the presence of minimum tariffs in collective agreements (module 3)

There is a time frame for implementing the project and a budget of €1,000,000.

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

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

Legality and regularity of transactions

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

Ex ante control systems are in place based on a stable validation path for each commitment, payment, decommitment and recovery. Transactions go through a ‘default workflow’ of initiation, verification and authorisation in the Agency’s accounting and budgeting system (ABAC). Legal entities are flagged in the Early Detection and

¹⁰ Articles 7.2 and 7.5 of the Financial Regulation.

¹¹ Article 43.2 of the Financial Regulation.

Exclusion System, which is checked in advance of an award decision and at commitment and payment stage. For each financial transaction, we observe the ‘four-eyes principle’. Verifying officers apply ex ante controls at operational and financial level. There are regular meetings between these members of staff to discuss any observations. No specific issues needed to be addressed during 2020. It was, however, suggested that regular training opportunities are ensured for staff to refresh their knowledge of the expenditure life cycle. This is planned for 2021.

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

Ex post verification

In compliance with Article 45(5) and (6) of Eurofound’s Financial Regulation an ex post verification covered a sample of the 2020 transactions that had gone through the light verification workflow. The sample for each payment category for ex post verification is shown here.

Type of transaction	Sample
Reimbursements of interviewees	5%
Mission expenses	10%
Participants’ expenses	5%
Network of European Correspondents	5%

In total, 60 transactions in the 2020 sample were verified. The COVID-19 pandemic caused severe restrictions in travel and meetings from March 2020 onwards. As a result, only approximately 20% of the normal number of mission-related transactions took place and around 16% of the normal number of meeting reimbursements were made. Therefore, instead of the usual sample shown above, *all* mission- and meeting-related transactions covering the latter half of 2020 were included in the sample. While the list of transactions (ABAC download) included commitments to the Network of Eurofound Correspondents for the first half of 2020, these were omitted in the latter half (due to a technical issue as established afterwards). However, this was only spotted after the verification exercise was completed. As a result, only 1.45% of commitments to the Network of Eurofound Correspondents were verified in 2020 (no errors were detected).

	number of verifications listed in finance 'summary' tabs	Finance selected amount to verify in 2020	percentage verified	Outcome
Reimbursements for Interviewees (BL 1180)	30	2	6.7%	No errors.
Missions (BL1300)	96	26	27.1%	No errors.
Participants’ Expenses (BL3040 and 3042)	50	11	22.0%	No errors.
Network contract payments (BL3030)	346	18	5.2%	No errors.

Exceptions register

Article 45.2 of the Financial Regulation requires the Authorising Officer to put in place internal management and control systems and procedures suited to the performance of his/her duties. An essential building block of the internal control system is to have appropriate arrangements in place to ensure that all instances of overriding of controls or deviations from established policies and procedures under exceptional circumstances are documented, justified and approved at an appropriate level before action is taken.

During 2020, seven exceptions (2019: 18) were approved and recorded, none with material impact. The total amount accounted for 0.07% of the total budget in 2020. Two related to omissions by participants in ensuring timely adherence to the rules of reimbursement. The five other cases all centred around requests for payment of services provided without the (adequate) legal commitment (order) in place. In four cases this occurred while an existing framework was in place. This pointed to a lack of knowledge of the Financial Regulation. Mandatory training on the expenditure life cycle and regular information sessions on financial management and procurement were implemented as mitigating actions.

Anti-fraud

No cases of fraud detection or correction were reported.

Eurofound updated its anti-fraud strategy for Management Board approval in November. It is implementing an action plan to increase staff awareness of their responsibility to ensure zero tolerance of fraud.

Risk assessment

The impact of the pandemic required a review of the corporate risk register. This was done as part of the peer review exercise at agency level during the summer. Eurofound led the review with Cedefop, ETF, EU-OSHA and the Translation Centre. The likelihood and impact of adverse psychological consequences of remote working arrangements in the light of long-term uncertainty was flagged as a medium risk. It remained a recurring item of concern and action on the part of the management team and human resources. On the financial resources side, there was a high risk of underutilising the budget due to the uncertainty about the continuation of the seventh EWCS. As reported in section 2.2, a change of mode facilitated a restart and all relevant commitments were in place by the end of December.

2.3.4. Cost and benefits of controls

Eurofound's risk-based approach to the design and implementation of its controls is proportionate to their effectiveness.

The light workflow removes the administrative burden of individual controls ex ante in the case of recurring expenditure that is standardised in nature. It remains important to critically assess workflows for further simplification, especially when more than 'four eyes' are checking the same transaction. At the same time, the checks need to be implemented with accuracy and a level of consistency. The cost of the controls mainly corresponds to a time cost: time required by human resources that are fully assigned to operational tasks. The Agency therefore relies heavily on the work of the European Court of Auditors and the European Commission's Internal Audit Service in ensuring a reasonable balance between the internal cost and the effectiveness of the control environment.

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

The Executive Director, being Eurofound's Authorising Officer within the meaning of the Financial Regulation of 2019, particularly Articles 2 and 45, has permanently delegated powers of budget implementation to the Deputy Director, Heads of Units and other staff, in accordance with Article 46 of the Financial Regulation. The delegations cover the immediate area of responsibility of the delegated staff members except for the Deputy Director, who has full authorisation in the absence or unavailability of the Executive Director.

All budgetary transactions delegated to staff are limited to €80,000, except for mission expenditure, which has an upper limit of €5,000 per transaction. In practice, this means that relevant title 1 (staff and staff-related expenditure) transactions are delegated to the Head of Resources,¹² with the exception of expenditure for missions, which is delegated to the Head of Unit of the staff member who incurred the cost.

The relevant title 2 (infrastructure and administrative expenditure) transactions within budget lines 2204 (ICT infrastructure) and 2410 (telecommunication) are delegated to the Head of ICT; transactions within budget line 2250 (library expenses) are delegated to the Head of Information and Communication; and all other title 2 budget lines are delegated to the Head of Resources. The relevant transactions in title 3 (operational expenditure) are delegated to the Head of Unit (and the staff member responsible for the Network of Eurofound Correspondents) to whom the underlying activity, project or task had been assigned.

Budgetary transactions within the meaning of this section include:

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

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

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

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

¹² Except budget line 1430 (entertainment expenses) for which transactions require authorisation by the Authorising Officer.

2.5 Human resources management

Staff capacity

Definition of indicator	Target	2020	2019	2018	2017
Staff capacity	97%	95% (94.5%) Posts as per establishment plan: 91	98% (97.8%) Posts as per establishment plan: 91	97% Posts as per establishment plan: 91	98% Posts as per establishment plan: 93

Due to the size of Eurofound's establishment plan (91 members of staff), any small unforeseen variation has a big impact on the indicator. In 2020, there was one staff member on CCP (leave on personal grounds) who was not immediately replaced, and the unexpected resignation of one staff member at the end of the year brought the figure to 86 on 31 December. Several recruitments are in progress for completion in 2021.

There were **seven** recruitments in the period January–December 2020 as shown in the tables below.

Job title	Grade	Start date
HR Systems Officer	TA 2(f)	01/01/2020
HR Project Officer	CA FG IV	01/03/2020
Procurement Workflow Officer	CA FG II	16/03/2020
Legal & Internal Control Officer	CA FG IV	01/04/2020
Research Officer – Social Policies	TA 2(f)	01/07/2020
Facilities Assistant	FGIII	01/07/2020
Research Officer – Employment	TA 2(f)	01/09/2020

Selection procedures completed in 2020	
EF-CA-20-01	Procurement Workflow Assistant
EF-CA-20-02	Facilities Assistant
EF-CA-20-03	Research Support Officer – Data Management
Selection procedures launched before the end of 2020	
EF-TA-20-04	Digital Data Manager
Internal transfers published during 2020	
V-AD-20-03	Research and Policy Coordinator
V-AD-20-04	Digital Data Manager
V-AST-20-05	Editor

Staff roles

Steps have also been taken to regularise the distinction between the roles of staff on temporary agent 2f contracts and those on contract agent contracts. The review of job descriptions, contextualised

with the migration to Sysper, was ongoing in 2020 and will be finalised in 2021.

Promotion and reclassification of staff

Decisions were taken following an extensive process of consultation. Three complaints were received from staff and considered by the Joint Promotions Reclassification Committee, which reported with its recommendations to the Executive Director. The final list of 20 staff included 12 at administrator level, and 8 at assistant level.

Gender balance, including of senior and middle management team

Gender (officials, temporary agents and contract agents)	Number
Male	39
Female	58
Total	97

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

Geographical distribution of statutory staff

The table with the geographical balance can be found in Annex 4. 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 high number of Irish staff is due mainly to historical reasons and may rebalance with time, although for geographical reasons, it will continue to be higher than other nationalities.

Learning and development

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

As a follow-up to the Management Development Programme in 2018, sessions on performance management were designed and delivered specifically to management and staff.

Regulatory issues

Staff Regulations and Implementing Rules

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

sent through the agency cluster representatives on the SWP. Eurofound shared an overview of all the adopted decisions with the Commission.

No new Implementing Rules were adopted in 2020.

Administrative inquiries and disciplinary procedures

One staff member made an allegation of harassment, and an administrative inquiry was opened. An external investigator is appointed.

Article 90

Two complaints under Article 90 of the Staff Regulations were submitted. Both complaints were assessed by the Management Board's Committee on Staff Matters.

Social dialogue

During 2020, both the Staff Committee and the Executive of the Eurofound branch of Union Syndicale were involved in consultations by management on recruitment and regulatory matters through the Joint Working Group (JWG) and the quarterly Joint Directorate–Staff Committee meetings. HR, the Staff Committee and the Eurofound branch of Union Syndicale worked together to improve Eurofound's performance and career development culture.

Job screening exercise

The job screening exercise displays a good balance aligned with the previous years.

	Job screening category																
	Administrative support and coordination										Operational				Neutral		
	DOC	HR	IA	ICT	LOG	RES DIR/HoA	LEGAL	COMM	GEN COORD	POL COORD	TOP COORD	PGM M/IMPL	EVAL	GEN OPER	FIN/CONT	LING	
Totals 2020	1	2	0	7	6	2	1	0	2	0	6	65	1	10	13	0	13.1
2020 %	17.76%										70.95%				11.29%		
Totals 2019	1	4	0	7	10	2	1	0	1	0	7	60	3	9	10	0	9.7
2109 %	21.93%										69.56%				8.51%		
Totals 2018	1	3	0	7	12	2	1	0	1	0	7	66	1	12	11	0	11.2
2018 %	20.97%										70.00%				9.03%		
Totals 2017	1	4	0	6	11	2	0	0	1	0	7	67	1	13	12	0	12.2
2017 %	19.27%										70.89%				9.84%		

2.6 Strategy for efficiency gains

Project planning and the implementation process and data input have benefited from the simplification of the programme planning process, as well as from the introduction of an updated cloud-based project management system. Overall, efficiency gains have been achieved through joint procurements and by sharing ICT systems.

Remote working advanced the rollout of electronic signatures. The functionality of DocuSign was adapted to ensure that a retention period was defined and that after that retention period all personal data were redacted and all metadata were removed. Eurofound configured DocuSign to automatically include a link to the applicable data protection notice in each signature envelope.

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

- Sharing of services continues to be a strategic priority.
- During 2020, Eurofound participated in 11 inter-institutional tenders. The availability of Sysper requires some upfront investment when new modules for mission reimbursement administration (MIPS) and for the determination of the financial rights of Eurofound staff (Rights) and HR reporting are introduced. However, the level of consistency in data application and a reduction in maintaining separate documentation has already led to efficiency gains.
- It was also decided to lead an inter-agency tender for evaluation and stakeholder feedback services; nine agencies decided to participate in the tender.

2.7 Assessment of audit and evaluations

2.7.1. Internal Audit Service (IAS)

In the latter half of 2020, the Internal Audit Service of the European Commission carried out an audit on human resources management and ethics, as agreed in the multi-annual strategic audit plan. This follows the in-depth risk assessment carried out in 2019 as part of the preparation of the IAS strategic audit plan for 2020–2022. The audit focused on the processes around appraisal and reclassification, the recruitment process, the learning and development strategy and implementation, and aspects of conduct and ethical behaviour. A survey conducted among staff, various interviews and desk research were used for the audit. The report was completed at the start of Q2 in 2021. Eurofound will follow up on any recommendation with an action plan.

2.7.2. European Court of Auditors (ECA)

The European Court of Auditors (ECA) acts as external auditor for Eurofound. The accounts for the 2019 financial year were audited by Mazars Ireland and their opinion was forwarded to the Court. The Court's report on the annual accounts for the 2019 financial year was published on 21 October 2020 (2020/C 351/07). The involvement of the private audit firm Mazars does not change the role of the ECA as provider of a final opinion on the reliability of the accounts, and on the legality and regularity of the

transactions underlying the accounts.

As in previous years, the Court issued a statement of assurance that Eurofound's 'annual accounts present fairly, in all material respects, its financial position as at 31 December 2019 and the results of its operations and its cash flow for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer'. Furthermore, the Court confirmed that 'the transactions underlying the annual accounts ... are legal and regular in all material respects.'

Without calling this opinion into question the Court had two observations on the legality and regularity of transactions. Both observations refer to the incorrect use of negotiated procurement procedures. In the first case, Eurofound concluded a framework contract for a maximum amount of 170 000 euro for the supply of electricity. The contract was concluded following a negotiated procedure with a single candidate, without the prior publication of a contract notice. This was done under the erroneous assumption that electricity is quoted and purchased on a commodity market, and therefore falls under the exceptions set out in the Financial Regulation where the open procedure can be waived. The Court clarified that this exception was not applicable since the contractor should be considered a retail supplier. As a result, the related contract and the associated payments in 2019 of 20 255 euro were considered not to be in line with the Financial Regulation. In response to this observation Eurofound launched a new tender in early 2021.

In the second observation, the Court referred to a negotiated procedure for a framework contract for the refurbishment of Eurofound's toilet facilities. Based on an estimated budget of 140 000 euro a negotiated procedure was launched. Unfortunately, only one candidate (out of 13 invited) replied to Eurofound with a financial proposal exceeding the budget. Based on subsequent negotiations with the only bidder, a framework contract was awarded for a value of 176 800 euro. This exception was authorised appropriately by Eurofound. The Court was, however, of the view that this does not eliminate the fact that an open procedure should have been used.

While fully accepting the Court's position on this, Eurofound stresses that diligent efforts were undertaken before having chosen the negotiated procurement procedure: the local market was carefully screened, professional advice was sought, the contract was widely advertised and published. Eurofound therefore concluded that a repeat of the tender, using the open procedure instead of the negotiated procedure, would not have led to a more economically advantageous tender.

2.8 Follow-up of recommendations and action plans for audits

The actions following the recommendations of the 2018 IAS audit on the prioritisation of activities and allocation of resources (HR and financial) were all implemented by the end of 2019 and subsequently closed.

All actions taken in response to observations of the European Court of Auditors of previous years, were completed and marked as such in the Court's report for 2019.

2.9 Follow-up of observations from the discharge authority

Observations for discharge 2018	Comments and actions taken
Performance	
3. Encourages the Foundation to pursue the digitalisation of its services.	Eurofound has embarked on an ongoing ‘digital first’ strategy, which prioritises the digital dimension of all of the Agency’s research, communication and other activities. This will underpin the development and implementation of the new programme of work.
6. Notes that the Foundation, which was the subject of the external cross-agency evaluation, together with Cedefop, EU-OSHA and ETF, covering the period 2012 to 2016, and focused on the assessment of the agencies’ work regarding relevance, effectiveness, efficiency, coherence and Union added value, as well as the future of the four agencies, has developed an action plan to address the finding of that evaluation; calls on the Foundation to report to the discharge authority on the results of the final report, particularly as regards the evaluation on the Union added value provided by the Foundation, and the views on the future of the Foundation.	The Commission published the main findings of the evaluation it commissioned, together with the full evaluation report on the four EU agencies (Eurofound, Cedefop, ETF and EU-OSHA) working in the employment and social affairs policy field for the period 2011–2016. Eurofound is currently implementing actions in response to the recommendations; see section 2.12 for the current state of play.
7. Calls on the Commission to conduct a feasibility study in order to assess the possibility of merging the Foundation with Cedefop; underlines that the Foundation and Cedefop have a very similar field of operation and that such a merger would simplify the funding of the two agencies and clarify the system of Union agencies in the eyes of the public; calls on the Commission to consider at least setting up shared synergies with Cedefop; calls upon the Commission to evaluate the following alternatives: the transfer of the Foundation to the headquarters of Cedefop in Thessaloniki and the transfer of Cedefop to the headquarters of the Foundation in Loughlinstown; notes that this would mean sharing corporate and support services and the management of the common premises, as well as shared ICT, telecommunications and internet-based infrastructures, saving large amounts of money which would be used on further funding of both agencies.	<p>The 2018 cross-agency evaluation already covers in part the topic of potential mergers between agencies within the remit of DG EMPL. A merger was not recommended by the evaluators, mainly due to the high risks of human capital loss, but reinforced cooperation was suggested instead.</p> <p>The report was made available before the adoption by the legislator of the new Founding Regulation of Eurofound, Cedefop and EU-OSHA, and the establishment of ELA, a new agency working in the area of employment and social affairs.</p>

	Eurofound remains fully committed to actively contributing to any feasibility study by the Commission, aiming to facilitate synergies and the sharing of services with other EU bodies and Institutions.
8. Notes that an external evaluation of the Union agencies under the remit of the Commission’s DG EMPL (Eurofound, Cedefop, ETF and EU-OSHA) was carried out in 2018, on behalf of the Commission, with regard to their relevance, effectiveness, efficiency, coherence and Union value added; calls on the Foundation to report to the discharge authority on the results of that evaluation.	This information was published by the Commission (see point 6). Eurofound remains available to present and discuss further the results with the discharge authority.
11. Notes the Foundation's increased workload and stakeholders' increased expectations and highlights the importance of ensuring adequate material and human resources allowing the Foundation to fully implement its tasks, while ensuring, in general, the Agency’s pre-eminence over private contractors.	Eurofound would like to stress the importance of this observation in the context of current and future budget discussions at EU level.
13. Highlights that transparency and citizens’ awareness of the existence of the agencies are essential for their democratic accountability; considers that usability and ease of use of Agency resources and data are of paramount importance; calls therefore for an assessment of how data and resources are currently presented and made available and of the degree to which citizens find them easy to identify, recognise and use; recalls that public awareness in this respect can be raised by Member States by developing a comprehensive plan to reach out to more Union citizens.	The 2020 user feedback survey showed that 82% of Eurofound stakeholders use the website and 69% use publications to access Eurofound information; 54% reported using the Eurofound newsletter and 28% accessed information through webinars and/or events.
Procurement	
17. Notes from the Court’s report that the Foundation did not systematically check prices and uplifts charged with the suppliers’ quotes and invoices issued to the framework contractor for the acquisition of software licences; notes from the Foundation’s reply that this framework contract has been replaced by a multiple framework contract in which the issues raised by the Court have been addressed; urges the Foundation to adapt ex ante controls on payments under framework contracts and to ensure there is a competitive procedure for all procurements.	Such ex ante controls are in place, both at the time of placing orders and when invoices have to be paid.
18. Encourages the Foundation to implement the Court's recommendations, for instance, the e-submission process.	Eurofound has been using the e-submission module since mid-2019.
Internal controls	
21. Notes with appreciation that the Commission’s Internal Audit Service finalised a performance audit on ‘prioritisation of the	Eurofound has acted on all recommendations, and received a

Foundation’s activities and allocation of resources’ in 2018; calls on the Foundation to report the results of that audit to the discharge authority.	positive verification from the IAS in 2020.
Other comments	
23. Calls on the Foundation to focus on disseminating the results of its research to the public, and to reach out to the public via social media and other media outlets.	Eurofound has increasingly grown its social media capacity and networks and has invested in both training and development needs for staff within communication and research to ensure an optimal use of these channels to communicate Eurofound’s research findings. Further use of social media and media providers to facilitate greater reach and impact for Eurofound’s work is also part of the updated communication strategy and approach and this was activated to great effect as part of the <i>Living, working and COVID-19</i> e-survey.
24. Refers, for other observations of a cross-cutting nature accompanying its decision on discharge, to its resolution of 14 May 2020 on the performance, financial management and control of the agencies.	As in previous years, Eurofound will actively contribute to the EU Agencies Network’s horizontal report addressing observations of a cross-cutting nature.

The discharge report for the year 2019 was adopted by the European Parliament on 28 April 2021. It grants the Executive Director discharge in respect of the implementation of the budget for the 2019 financial year and approves the closure of the accounts for 2019. Many observations noted satisfaction with the 2019 results, which is very positive for the Agency. Where Eurofound is invited to take action, this will be followed up during the course of 2021.

2.10 Sustainability (including environmental management)

Eurofound’s sustainability reporting framework is under development in order to commence future action in this regard. The framework consists of three main categories that are acknowledged as playing a role in sustainability reporting: **economic, social and environmental**. Monitoring and reporting can be based – as much as possible – on existing performance indicators (KPIs) and metrics using existing data as a baseline. 2020 saw considerable advances in the area of sustainability at Eurofound and it is expected that 2021 will continue to build on these achievements. The overview below reflects the current state of implementation.

Economic (performance)
KPI 1: Budget management

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

KPI 3: Programme delivery

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

KPI 7: Use of Eurofound's expertise in key EU policy documents

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

Social (people)

KPI 2: Staff capacity

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

External stakeholders

Number of 'customers' (= users)

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

Annual user feedback survey

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

Internal stakeholders

Staff engagement survey

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

Relationships with suppliers (supplier perspective/strategic partnerships)

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

Environmental (planet)

Carbon footprint of Eurofound's emissions

From 2021 on, firm carbon figures will be established with the practical implementation of the EU Eco-Management and Audit Scheme (EMAS). These figures will form the baseline from which Eurofound will measure its carbon footprint.

Numbers of pages printed

Over the course of the last four-year printing services contract (2016–2019), over 1.9 million sheets of paper were printed. The number of pages printed in 2020 was 148,980, marking a considerable reduction. It should be noted that teleworking was in place for 75% of the year.

Infrastructure improvements

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

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

Planned EMAS certification

In 2020, considerable steps were taken to ensure EMAS certification within two years. Meetings were held with Commission colleagues from the Food and Veterinary Office (FVO) in Grange, Co. Meath, relating to practical elements of the EMAS rollout.

Green procurement

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

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

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

2.11 Assessment by management

Taking into consideration all of the above, management has reasonable assurance of the achievement of the five internal control objectives:¹³

(a) effectiveness, efficiency and economy of operations:

¹³ Article 30.2 of the Financial Regulation (2019).

- well-functioning governance and oversight by the Management Board in implementing and adapting the programme of work for 2020, and preparing the multi-annual programme for 2021–2024
- strong commitment to ex ante evaluation as demonstrated during the development process of the Programming document 2021–2024 to ensure the relevance and coherence of the programme and its fitness for purpose for an efficient and effective implementation
- regular budget review and forecast meetings (June, September at a minimum) with a view to full budget implementation around shared priorities
- focus on a full establishment plan by ensuring efficient recruitment
- investment in research quality and innovation

(b) reliability of reporting:

- mature planning of tasks and resources (financial and staff) using a project management approach supported by a corporate system
- regular reporting from the system at all levels: team/unit, management committee and Management Board; this is complemented by regular monitoring of various key indicators and metrics on programme delivery and effective take-up
- review and assessment of the robust character and relevance of Eurofound’s performance monitoring system (EPMS)
- internal cloud-based systems for transparency of information and ease of collaboration

(c) safeguarding of assets and information:

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

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

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

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

- no errors in ex post verification findings
- no critical or very important audit findings

Based on these controls, and the Internal Control Framework in place and functioning during 2020, the conclusion is that they form a valid justification for a positive assessment by management. Regular awareness-raising and training of all staff in a thorough understanding of the building blocks of assurance remains essential to fully embed and integrate the rules, procedures and guidelines in each staff member’s work routine.

2.12 Implementation of evaluation programme

Evaluation and option appraisal: Future of the Network of Eurofound Correspondents

During 2020, a regular four-year evaluation of the Network of Eurofound Correspondents was conducted in a timely fashion to inform the open procurement process to renew the network in 2021. In addition to assessing the efficiency, quality and effectiveness of the operations of the Network of Eurofound Correspondents, which was conducted as an internal evaluation, an option appraisal for the 'future of the Network of Eurofound Correspondents' was conducted by external evaluation contractors, guided by an ad hoc Steering Committee with representatives from all four Groups of the Management Board.

The aim of the study was to identify possible alternative models for the Network of Eurofound Correspondents and to explore synergies with other external existing services, to balance the strategic requirements and the operational demand for the network in relation to Eurofound's Founding Regulation and its work programmes. The study assessed the following possible options:

- changes to the structure of the Network of Eurofound Correspondents' contracts
- changes to the national structure of partnerships
- coverage by Eurofound's own resources
- cooperation with other networks
- alternative delivery models to the Network of Eurofound Correspondents

To address the challenges faced by Eurofound, several actionable recommendations were made:

I. Develop the intervention logic for the Network of Eurofound Correspondents:

In the short term, Eurofound was encouraged to refine the intervention logic for the Network of Eurofound Correspondents, to fully align the network with the Agency's strategic objectives to effectively implement the annual work programme. This will further allow Eurofound to develop its long-term strategic direction in line with the broader remit of the Agency.

II. Develop a roadmap for the Network of Eurofound Correspondents, with actions for the short and medium/long term:

The development of a roadmap will enable Eurofound to assess possible changes more effectively and identify actionable avenues in the medium/long term that fit the Agency's objectives and purpose.

III. Implement changes in the short and medium/long term:

Eurofound could implement the changes suggested in the actionable roadmap in three areas in the short term and medium/long term:

- contractual innovations
- collaboration with other networks and agencies
- changes to the function and activities of the Network of Eurofound Correspondents

Action plans in response to previous evaluations

An action plan was developed in response to recommendations in the 2019 **ex ante evaluation of Eurofound's programme for 2021–2024**, with several identified actions which were implemented during 2020, designed to prepare Eurofound for implementation of the new programming period at the start of 2021. Actions were completed with a view to optimising the use of financial resources to match programme ambitions to available resources. Other actions related to safeguarding the scientific soundness and lack of bias in research and preparing for the implementation of the Agency's 'digital first' objective. In other areas, the implementation of the actions is a medium-term effort. It

concerns a strategic approach to anticipating staff skills for future priorities, the fostering of a culture of learning and innovation, and a reflection on the outsourcing options for services and goods within the framework of public procurement and partnerships.

The action plan based on the Commission’s staff working document *Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: EUROFOUND, Cedefop, ETF and EU-OSHA (2019) 159 Final (9.4.2019)* was finalised in January 2020 and published in the draft PD 2022. Most actions identified for 2020 have been completed, and remaining actions are to be completed in 2021.

Recommendation in staff working document	Actions submitted to DG EMPL in early 2020	Due date	Status as of 31 December 2020
Agency-specific recommendations for Eurofound			
(23) ‘Make further improvements to the quality/reliability of the outputs produced by some national correspondents.’	Continuation of established quality assurance measures in place (review, ratings, feedback from Management Board members) feeding into a review at the time of annual contract renewal.	January 2020 and 2021	Ongoing – up to the contract end date in March 2022
	The results of the evaluation of the Network of Eurofound Correspondents will be available in November 2020 for a decision on the scope of the next contract cycle.	31/01/2021	Completed (presentation to Executive Board in March 2021)
Overall recommendations for the agencies			
Agency-level innovation (efficiency)			
(5.1) ‘The agencies’ performance measuring systems can be further aligned and made more comparable. Therefore the agencies could work to further align their performance indicator methodologies.’	A comparison of input and output performance indicators and methodologies will inform the 2021–2024 performance monitoring system for implementation from January 2021.	31/12/2020	Comparison with Cedefop, EU-OSHA and ETF completed
Overall recommendations for the agencies			
Reinforced cooperation			
(10) ‘On performance management, common or coordinated systems among the agencies would lead to cost savings ... while respecting each agency’s specific objectives.’	Data collection methods are jointly explored, often in the context of the agencies’ performance development sub-network	2021–2024	Ongoing
(11) ‘Mutual learning and sharing of services with decentralised agencies outside DG EMPL or with the Commission, and other forms of cooperation through the EU Agencies Network. This would save resources allocated to horizontal	Eurofound will contact the European Commission in advance of tendering for a new framework contract with the Network of Eurofound Correspondents to explore all possible options, from a joint tender to cooperation and	2020-2021	Completed as part of evaluation exercise in 2020; possible synergies will be part of a medium- to long-term roadmap

Recommendation in staff working document	Actions submitted to DG EMPL in early 2020	Due date	Status as of 31 December 2020
functions by relying when necessary on other agencies' expertise.'	synergies with the European Commission networks.		
(12) 'Joint delivery where common tools and approaches exist, for example, managing expert networks and running surveys (e.g. a joint company panel). Agencies may join efforts and resources without substituting specific targeted surveys carried out by the EMPL agencies.'	Eurofound intends to continue cooperation with Cedefop for the next edition of the ECS. It would welcome other agencies to join. Eurofound will try to formalise a framework for cooperation with the OECD (similar to the one with the ILO).	2020–2021	Cedefop's intention is not to be a partner in the next edition of the ECS to the same extent that it was in the 2019 edition With the OECD for review
(13) 'Joint programming and planning could be put in place, but focused exclusively on areas suitable for cooperation and/or joint delivery.'	Eurofound will continue its cooperation with other agencies on the basis of existing MoUs and annual action plans.	Annually	Action plans with Cedefop, EU-OSHA, ETF, FRA agreed for 2021
(14) '.... such reinforced inter-agency cooperation could be reflected by broadening and aligning the time-frames of the agencies' multiannual programming....'	A new MoU with the ELA will be explored as regards mobility-related activities.	MoU with the ELA in 2020–2021	In progress. Eurofound has observer status on the Management Board of the ELA and actively participated in ELA workshops involving intra-EU bodies. The ELA signed a service level agreement with Eurofound, sharing the services of Eurofound's accounting officer. In addition, cooperation with the EEA in the area of anticipating and managing the impact of the transition to a carbon-neutral economy has also been established.

3 – Internal control

3.1 Effectiveness of the Internal Control Framework

Internal control is integrated into the regular management structures and built into the operational processes and procedures. It forms an integral part of the day-to-day management of Eurofound and concerns all staff.

The Internal Control Framework (2018) consists of five components, each with a set of principles. Efforts to ensure the effective functioning of these components continued with an emphasis on the following aspects.

Component 1: Control environment

The Ethics Month took place in January 2021 because of an extraordinary workload in 2020. This programme is an annual commitment to strengthen staff ethics and organisational values. Attendance at the workshops is mandatory for all staff. For 2020, the sessions focused on the prevention of fraud in research (anti-plagiarism), recruitment and procurement (managing conflict of interest) and information technology (cybersecurity).

A new employee satisfaction survey gathered more insight into the working conditions of staff. Modelled on Eurofound's European Working Conditions Survey, the results showed a positive general satisfaction rate of 85%. Further analysis will continue on specific aspects around work organisation in 2021. It will serve to decide a proportionate response to further strengthen the environment for staff to implement their objectives. In late 2020, a start was made in the rollout of a training programme supporting management and staff in the upcoming appraisal and reclassification exercise building on the positive finding that 85% of staff responding to a survey from the IAS¹⁴ believe they have clear and measurable priorities and objectives.

Component 2: Risk assessment

Objective setting

Much work was invested in the alignment of the corporate key performance indicators with the strategic objective and ambitions for the new programme for 2021–2024 adopted in November 2020.

Identification and analysis of risks

Fraud prevention

The Agency's internal control systems are designed with fraud prevention embedded, with an emphasis on critical areas such as financial transactions, procurement and selections.

From July to August 2020, a fraud risk assessment was carried out. The assessment was based on identifying the risks of fraud and on assessing the impact and likelihood of the identified fraud risks. Various instruments were used, such as results from previous audits, staff consultation through a survey and discussions at management level. The main conclusions of the risk assessment were incorporated

¹⁴ See section 2.7.1.

into the newly adopted anti-fraud strategy (November) which sets as its main strategic objectives (1) a strong anti-fraud culture in Eurofound through awareness-raising activities and (2) a strong connection between internal controls and anti-fraud prevention by removing any barriers to effective implementation of controls.

No requests were made to OLAF (European Anti-Fraud Office), nor were any investigations conducted during 2020.

The procedure for reviewing the existing controls around potentially sensitive posts has been found in need of an overhaul. This started in Q1 in 2021 based on guidance from DG BUDGET (August 2020).

Component 3: Control activities

ICT security

Cyber security-related threats increased during 2020, many of which, according to CERT-EU reports, were directly related to the COVID-19 pandemic. Specific attacks were targeted at the ICT infrastructures of the EU institutions and agencies. Eurofound used the services provided by CERT-EU to monitor any attempted attacks on our ICT infrastructure.

The remote access infrastructure that enables staff to connect to Eurofound systems was already in place (DirectAccess); no relevant connectivity or security issues were identified.

Taking into consideration the due diligence exercise on the use of Microsoft 365 conducted by the Commission and CERT-EU, Microsoft Teams is the de facto platform used for online meetings.

Microsoft Teams was configured to automatically include a link to the applicable data protection notice in each meeting invitation. To ensure full compliance with the data protection law, guidelines were developed instructing staff on different topics, including how to obtain consent (if applicable), record and stream the recording.

- A Microsoft Teams governance policy was developed with the assistance of Eurofound's Data Protection Officer (DPO). This policy was approved in advance of the full rollout of MS Teams across Eurofound.
- A review was carried out of several ICT security-related policies and these were updated to reflect both security issues and data protection concerns.

Component 4: Information and communication

Data protection

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

In 2020, the focus was on ensuring higher levels of compliance with the new data protection legal framework, especially after the Schrems II ruling by the Court of Justice in July and its implications for

international transfers of personal data (e.g. to the US).

A register of processing operations was created and published on Eurofound's website. Data processing agreements were concluded with contractors, for example, for data processing in the *Living, working and COVID-19* e-survey. Support was provided to staff in the drafting and/or review of data protection notices, and data protection guidelines were issued on managing consent in research and on the use of Microsoft Teams.

The DPO advised on data protection issues arising from the use of new technology (i.e. tracking tools), the pandemic crisis and case law (i.e. Schrems II ruling and its impact on international transfers of personal data in Eurofound systems). This included advice on procurement procedures, on the use of Facebook Pixel in Eurofound surveys and on the processing of health data in preparation for the return to the office.

The DPO collaborated with the European Data Protection Supervisor (EDPS) on three audits: (i) information provided to data subjects when they sign up to newsletters and other subscriptions; (ii) international transfers of personal data; and (iii) the use or promotion of TikTok.

In addition, in order to increase awareness among staff whilst overcoming obstacles imposed by the pandemic crisis (e.g. impossibility of providing in-person training) a monthly data protection newsletter for staff was created.

On European Data Protection Day, marked every year on 28 January, there were information sessions for staff that looked at managing personal data in Eurofound events and research.

Throughout the year, the DPO team maintained close contact with the EDPS and other DPO colleagues, and provided staff with advice and support on data protection matters where deemed necessary.

[Access to documents](#)

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

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

In 2020, two requests were received for access to internal documents.

In February, a request was received for access to the Agency's lease agreement with the Irish government. Following a confirmatory application, the document (which dates from 1999) was released, with the agreement of the Irish government agency responsible, in a redacted form.

In June, Eurofound received a request for access to documents relating to Palantir Technologies Inc., a private company, and its products and services. The request was made to all EU institutions and agencies via the AskTheEU.org website. Eurofound replied that no such documents were held by the Agency.

Historical archiving

Council Regulation (EU) 2015/496 of 17 March 2015¹⁵ introduced an obligation for the decentralised EU agencies to deposit their historical archives (historical archives of the Union, preserved and made available to the public wherever possible after the expiry of a period of 30 years) at the Historical Archives of the EU (HAEU), Florence in accordance with a framework agreement, on a per annum cost basis linked to the size of the depositing body.

In 2020, Eurofound made no transfers to the HAEU following a substantial initial deposit of papers and digitised files in 2017. Ongoing work on the digitisation and preparation of files for transfer was deferred owing to the restrictions on access to the Eurofound buildings due to the pandemic.

Digitisation of paper-based archives is a high priority in the Archives Regulation, and Eurofound's digitised archives are available for online consultation (upon registration)¹⁶ on the HAEU website. In 2020, 408 visits were made to the Eurofound fonds descriptions in the HAEU database and no PDFs (i.e. documents) were downloaded.

Eurofound participated in an online meeting of the Network of EU Agencies' archivists and records managers organised by the HAEU and the Secretariat General of the European Commission in October. Eurofound is a member of an informal working group on archives and data protection. It is also one of the representatives of the EU agencies in the Inter-Institutional Archives Group (IIAG).

Component 5: Monitoring

The continuous assessment using the existing reporting mechanisms was greatly supported by the internal audit and the horizontal survey from the European Court of Auditors on the Agency's response to the COVID-19 pandemic in 2020. Further strengthening of the monitoring framework is ongoing, notably in embedding observations and assessments in management discussions.

3.2 Conclusions of assessment of internal control systems

The implementation of the five components and their principles is sufficiently embedded in the culture, processes and control activities. Ongoing monitoring was strengthened with the new employee working conditions survey and the fraud awareness survey. Deficiencies identified in the context of the ongoing monitoring activities and actions will have to find their way into regular discussions at management level throughout the year to ensure a corporate overview of the appropriate mitigations (or gaps) addressing the issues.

¹⁵ Council Regulation (EU) 2015/496 amending Regulation (EEC, Euratom) No 354/83 as regards the deposit of the historical archives of the institutions at the European University Institute in Florence.

¹⁶ Available at: <https://www.eurofound.europa.eu/about-eurofound/who-we-are/archives>.

3.3 Statement of the Internal Control Coordinator

I, the undersigned,

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

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

Place: Dublin

Date: 21 May 2021

A handwritten signature in blue ink, appearing to read 'M. de Boer', with a horizontal line underneath it.

Signed: **Mattanja de Boer**

4 – Management assurance

4.1 Review of the elements supporting assurance

2020 was an extraordinary year that tested the Agency's capacity to ensure its business continuity and its agility to adapt to different stakeholder needs while at the same time solving serious disruptions in executing existing obligations. Eurofound could rely on a robust Business Continuity Plan, which was well tried and tested in 2020.

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

- Monitoring and reporting on programme implementation and financial management is based on Eurofound's performance monitoring system and project management system, and is prepared for monthly unit and management meetings, Management Board meetings and its Executive Board meetings. Monitoring and reporting on financial management culminates in Eurofound's provisional accounts, which are drawn up by the Accounting Officer, and the certification of final accounts for 2020 by Eurofound's Accounting Officer.
- The existing measures to ensure the legality and regularity of the Agency's underlying transactions, including ex ante verification and ex post controls, regular checks on segregation of duties and specific measures to prevent and detect fraud and conflict of interest. The work of the Internal Audit Service and the reports of the European Court of Auditors for the years prior to the year of this declaration. In section 2.9, management gave a comprehensive picture of the implementation of these internal control objectives as described in this report.
- The assessment of results from evaluations and subsequent actions (section 2.12).
- The findings about the effectiveness of the Internal Control Framework (Part III), including the statement of the Internal Control Coordinator (see section 3.3).
- The assessment of the internal controls acknowledged their effectiveness but also reinforced the commitment of the Agency to pursue further improvements in some of the areas covered.

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

4.2 Reservations

No reservations.

5 – Declaration of assurance

Declaration of the Authorising Officer

I, the undersigned, Acting Executive Director¹⁷ of the European Foundation for the Improvement of Living and Working Conditions.

In my capacity as Authorising Officer,

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

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

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

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

Place: Dublin

Date: 21 May 2021



Signed: **Maria Jepsen**, Authorising Officer

¹⁷ As of 1 December 2020.

Annex 1: Key performance indicators 2020

Key performance indicator (KPI)	Target	2020	2019	2018	2017
1. Budget implementation	98%	99.9% Amending budget: €21,388,000	99.9% Amending budget: €22,024,000	99.6% Amending budget: €20,710,000	100% Amending budget: €20,480,000
2. Staff capacity	97%	94.5% Posts as per establishment plan: 91	97.8% Posts as per establishment plan: 91	97% Posts as per establishment plan: 91 ¹	98% Posts as per establishment plan: 93
3. Programme delivery	80%	98% 45 out of 46 deliverables	91% 51 out of 56 deliverables	83% 48 out of 58 deliverables	90% 35 out of 39 deliverables
4. Recognition of the scientific quality of Eurofound's research (references in articles of peer-reviewed journals)		1034	880	720	633
5. Uptake of Eurofound's knowledge through Eurofound's website	HTML page views	3,174,382	2,548,102	2,890,074	3,014,859
	PDF downloads	188,556	175,761	161,974	178,406
6. Contributions to policy developments at priority events (out of contributions to events in total)		109 out of 202 (54%)	97 out of 212 (45%)	97 out of 236 (41%)	95 out of 194 (49%)
7. Use of Eurofound expertise in key EU policy documents (out of total EU policy documents)		95 out of 274 (34.6%)	52 out of 185 (28%)	81 out of 272 (30%)	99 out of 314 (32%)

¹ The Consolidated annual activity report from 2018 showed a figure of 92. This was an error.

Annex 2: Financial management

The budget outturn account for 2020 was sent to the Commission in early January 2020. The balance of this account shows a budget surplus of €273,570.37. See section 2.3.1 in the main report for comments.

EUR

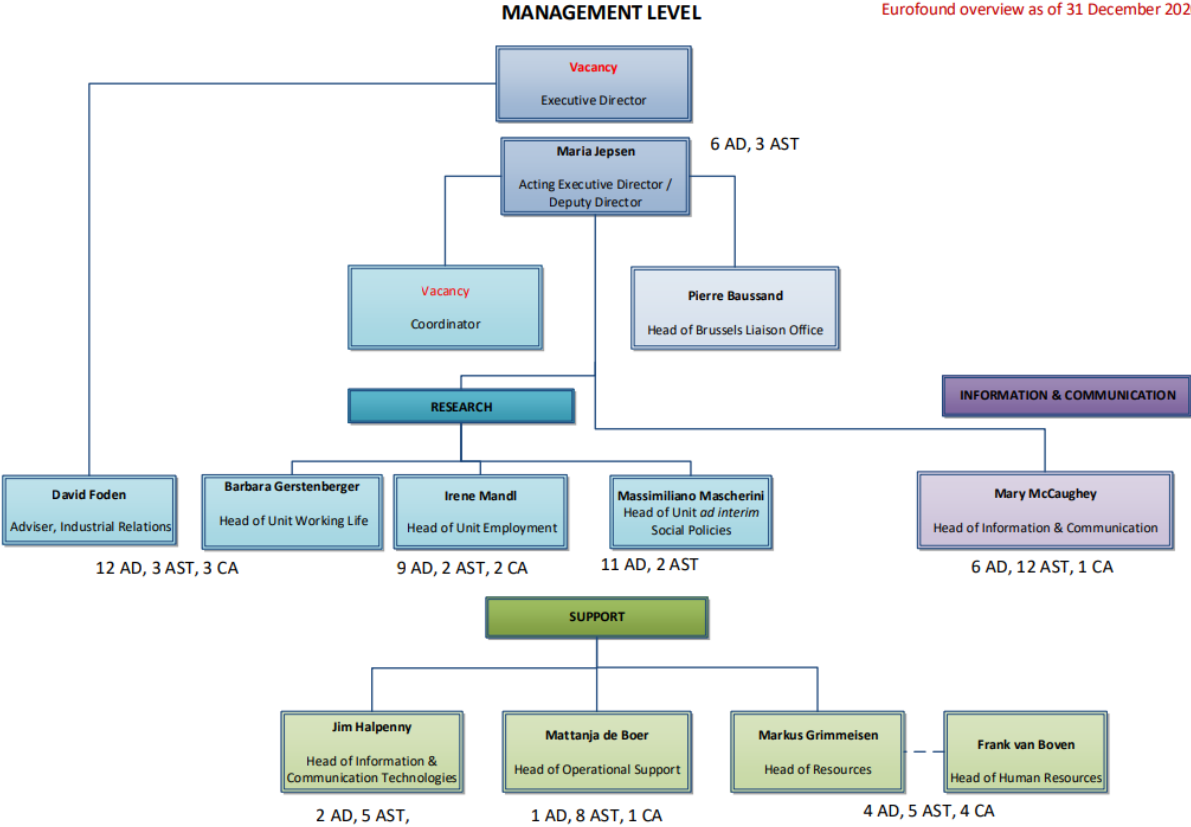
	Title	2020	2019
Revenue			
Balancing Commission subsidy		21,195,000	20,779,000
Other subsidy from Commission (IPA, Delegation agreement etc)		0	1,033,651
Recovery of Expenses		805	0
Miscellaneous revenue		601	0
Services rendered – General		171,422	110
Services rendered – External assigned revenue		334,551	108,775
Total revenue (a)		21,702,379	21,921,536

Expenditure			
<i>Staff</i>	1		
Payments		(13,308,575)	(13,213,344)
Appropriations carried over to the following year		(187,613)	(279,596)
<i>Administrative Expenses</i>	2		
Payments		(1,219,671)	(1,209,955)
Appropriations carried over to the following year		(383,481)	(412,403)
<i>Operating Expenses</i>	3		
Payments		(2,976,976)	(2,749,994)
Appropriations carried over to the following year		(4,477,793)	(4,732,644)
Total expenditure (b)		(22,554,109)	(22,597,936)
Outturn for the financial year (a-b)		(851,730)	(676,400)
Cancellation of unused payment appropriations carried over from year n-1		143,234	226,704
Adjustment for carry-over from previous year of appropriations available at 31.12 arising from assigned revenue		1,317,618	115,534
Exchange differences for the year (gain +/loss -)		(63)	(1,326)

Balance of the outturn account for the financial year		609,059	(335,488)
Balance year N-1		(335,488)	141,975
Positive balance from year N-1 reimbursed in year N to the Commission		0	(141,975)
Result used for determining amounts in general accounting		273,570	(335,488)
Commission subsidy - agency registers accrued revenue / Commission accrued expense		20,921,429	
Pre-financing remaining open to be reimbursed by agency to Commission in 2021		273,570	

Annex 3: Organisational chart as at 31 December 2020

Eurofound overview as of 31 December 2020



AD: Administrator post; AST: Assistant post; CA: Contract Agent post; BLO: Brussels Liaison Office

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

Establishment plan

Staff population	Staff population in voted EU budget 2020	Staff population actually filled at 31 December 2020
<i>Officials</i>		
AD	5	4
AST	6	5
AST/SC	0	0
<i>Temporary agents</i>		
AD	46	43
AST	34	34
AST/SC	0	0
Total	91	86
CA (contract agents)	13	11
Total	104	97

Other human resources

Category	Status at 31 December 2020
SNE (seconded national experts)	0
Trainees	7
Temporary agency workers	5
Structural service providers	8
Total	31

Geographical balance (officials, temporary agents and contract agents)

Country	%
Austria	3
Belgium	5
Bulgaria	1
Denmark	1
Finland	1
France	10
Germany	7
Greece	2
Hungary	2
Ireland	29
Italy	9
Lithuania	1
Luxembourg	1
Netherlands	6
Poland	4
Portugal	2
Romania	3
Slovakia	1
Spain	10
Sweden	2
United Kingdom*	0

Note: *One staff member is on CCP (leave on personal grounds) and is not counted in the table.

In Eurofound, 21 nationalities are represented. Eurofound is striving to cover all nationalities.

Job screening 2020

Job screening category	2018 (%)	2019 (%)	2020 (%)
Administrative support and coordination	20.97	21.93	17.76
Administrative support	19.92	20.79	15.78
Coordination	1.05	1.14	1.98
Operational	70.00	69.56	70.95
General operational	10.00	7.81	8.53
Programme management	53.23	52.63	56.03
Top-level operational coordination	5.80	6.32	5.34
Evaluation and impact assessment	0.97	2.81	1.03
Neutral	9.03	8.51	11.29
Finance	9.03	8.51	11.29
Control	0.00	0.00	0.00
Total	100	100	100

Note: Canteen staff (contractors) are not counted as the canteen services were absent during 75% of the year due to the COVID-19 restrictions.

List implementing rules

No new implementing rules were adopted in 2020.

Annex 5: Human and financial resources by activity

The first part of table A below shows the budgeted full activity costs and their shares of the total Eurofound budget. The full costs consist of title 3 expenditure and staff costs by activities. The second part of the table shows executed full activity costs and their shares of the executed budget.

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

A. Budgeted full costs and actual full costs

2020 activities	Budgeted full costs (Titles 1,2,3 in €000)	% PD Budgets	Actual full costs in executed budget 2020 in €000 (with executed person-day rates)	% Executed budgets
Operational activities				
2.1.1 Working conditions and sustainable work	1,096,000	5%	892,974	4%
2.1.2 Social dialogue	1,991,000	9%	2,019,197	9%
2.1.3 Reporting on working life developments	1,836,000	9%	1,750,909	8%
2.1.4 Well-functioning and inclusive labour markets	355,000	2%	216,122	1%
2.1.5 Monitoring structural change and managing restructuring	1,447,000	7%	1,168,660	5%
2.1.6 Innovation and job creation in companies	1,023,000	5%	655,983	3%
2.1.7 Quality of life and society	749,000	4%	794,423	4%
2.1.8 Public services	800,000	4%	546,263	3%
2.1.9 The digital age: Challenges for work and employment	809,000	4%	417,109	2%
2.1.10 Monitoring convergence in the EU	579,000	3%	651,445	3%
2.1.11 Survey management and development	3,392,000	16%	4,238,522	20%
2.1.12 Reacting to ad hoc information requests	977,000	5%	1,818,104	9%
Horizontal activities				
2.2.1 Corporate communication and infrastructure	5,374,000	25%	5,061,703	24%
2.2.2 Organisational support and development	967,000	5%	1,029,807	5%
Total	21,395,000	100%	21,261,222	100%

B. Financial resources by activity

2020 activities	Title 3 – budget 2020 (operational)	Title 3 – actual commitments in 2020	% of total title 3 budget in 2020
Operational activities			
2.1.1 Working conditions and sustainable work	72,000	186,267	259%
2.1.2 Social dialogue	641,000	657,825	103%
2.1.3 Reporting on working life developments	546,000	600,557	110%
2.1.4 Well Functioning and Inclusive Labour markets	99,000	97,020	98%
2.1.5 Monitoring structural change and managing restructuring	208,000	173,085	83%
2.1.6 Innovation and job creation in companies	98,000	50,197	51%
2.1.7 Quality of life and society	11,000	89,402	813%
2.1.8 Public services	81,000	88,784	110%
2.1.9 The digital age: Challenges for work and employment	78,000	59,118	76%
2.1.10 Monitoring convergence in the EU	71,000	4,036	6%
2.1.11 Survey management and development	1,753,000	2,287,516	130%
2.1.12 Reacting to ad hoc information requests	420,000	326,391	78%
Horizontal activities			
2.2.1 Corporate communication and infrastructure	406,000	1,440,420	104%
2.2.2 Organisational support and development	1,386,000	229,558	57%
Total	5,870,000	6,290,176	107%

C. Human resources by activity

2020 activities	Person-days allocated in 2020	Actual days recorded in 2020	% of planned
Operational activities			
2.1.1 Working conditions and sustainable work	503	335	67%
2.1.2 Social dialogue	266	646	243%
2.1.3 Reporting on working life developments	791	546	69%
2.1.4 Well-functioning and inclusive labour markets	134	57	42%
2.1.5 Monitoring structural change and managing restructuring	373	472	127%
2.1.6 Innovation and job creation in companies	511	287	56%
2.1.7 Quality of life and society	415	334	81%
2.1.8 Public services	328	217	66%
2.1.9 The digital age: Challenges for work and employment	373	170	46%
2.1.10 Monitoring convergence in the EU	335	307	92%
2.1.11 Survey management and development	858	926	108%
2.1.12 Reacting to ad hoc information requests	525	708	135%
Horizontal activities			
2.2.1 Corporate communication and infrastructure	2,050	2,201	107%
2.2.2 Organisational support and development	364	380	104%
Total	7,826	7,585	97%

Annex 6: Contribution agreements² and service level agreements³

Date of signature	Description	Counterpart	Duration	Amount 2020 € (in commitments)
Grant agreement				
21 December 2019	Grant contract – External actions of the European Union IPA/2018/402 – 940	Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) – European Commission	30 months from 12 January 2019 (extension into 2022 in preparation)	€ 296,072.71
Delegation agreement n/a				
Service level agreements				
20 December 2020	Pilot project 'Role of the minimum wage in establishing the Universal Labour Guarantee'	Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) – European Commission	36 months from 22 December 2020 (until 21 December 2023)	€ 0
12 March 2020	20-2310-01 Provision of central treasury management services and use of ABAC	Directorate-General for Budget (DG BUDG) – European Commission	Duration valid until cancelled/terminated by either party	€ 49,000.00
20 December 2018 (amended 12 July, 8 November 2019, 6 March 2020)	07-2204-10 Web development and DG DIGIT software and services (IT Hosting of the ABAC system, IT Procurement, CMS, IT Assets – RACHEL service, ABAC Assets, e-prior)	Directorate-General for Informatics (DG DIGIT) - European Commission	Duration valid until cancelled/terminated by either party	€ 668,649.00
1 January 2020	18-2204-03 Provision of a 1GB internet link	HEAnet –Ireland's National Education and Research Network	Two years	€ 10,674.00
1 April 2016 (amended 1 January 2020)	16-2204-03 Provision of IT security services (CERT-EU 035)	Directorate-General for Informatics (DG DIGIT), on behalf of the EU Computer Response Team (EU-CERT)	Duration valid until cancelled/terminated by either party	€ 24,000.00
13 May 2019	20-1120-02 Provision of training services between EPSO/EUSA and Eurofound	EPSO and EUSA (European Personnel Selection Office and Academic Internship Experts)	Indefinite from 1 April 2019	€ 2,000.00
21 December 2017, amended 21 May 2018 for medical services and legal assistance, and 21 January 2019 for legal assistance	18-1175-04 Provision of HR services (Appendices A, B, D, DS, E, IDOC)	Directorate-General Human Resources (DG HR) – European Commission	Duration valid until cancelled/terminated by either party	€ 59,556.00
19 December 2018	05-3012-02 Provision of publishing services (covers typesetting and printing, storage and dissemination, video, web graphic design)	Publications Office of the European Union (EU OP)	Duration valid until cancelled/terminated by either party	€ 31,577.77
11 October 2018	08-1175-01 PMO administrative services	Office for the administration and payment of individual entitlements of the European Commission (PMO)	Duration valid until cancelled/terminated by either party	€ 76,480.90
15 June 2018	18-2204-01 Provision of Disaster Recovery	European Union Intellectual Property Office (EUIPO)	Four years	€ 22,751.72

² Article 7.2 and 7.5 of the Financial Regulation.

³ Article 43.2 of the Financial Regulation.

Date of signature	Description	Counterpart	Duration	Amount 2020 € (in commitments)
	Hosting services			
01 March 2018	EU Agencies Network (EUAN) Shared Support Office	European Food Safety Authority (EFSA)	Three years	€ 5,961.00
20 December 2012	Provision of interpretation	Directorate-General Interpretation (SCIC) – European Commission	Duration valid until cancelled/terminated by either party	€ 0
1 January 2012	06-3050-01 General provision of translation services	Translation Centre for the Bodies of the EU (Centre de Traduction)	Duration valid until cancelled/terminated by either party	€ 507,797.25

Annex 7: Annual accounts

1. Balance sheet

Balance sheet

	Note	31.12.2020	31.12.2019
<i>EUR</i>			
Non-current assets			
<i>Intangible assets</i>	2.1	0	0
<i>Property, plant and equipment</i>	2.2	832,128	844,424
		832,128	844,424
Current assets			
<i>Exchange receivables and non-exchange recoverables</i>	2.3	332,252	282,409
<i>Accrued income</i>	2.4	8,500	0
<i>Cash and cash equivalents</i>	2.5	5,624,584	5,376,448
		5,965,336	5,658,857
Total assets		6,797,464	6,503,281
Current liabilities			
<i>Payables and other liabilities</i>	2.6	(645,820)	(538,642)
<i>Accrued charges and deferred income</i>	2.7	(1,577,438)	(1,147,492)
<i>Provisions</i>	2.8	(50,000)	(30,000)
		(2,273,258)	(1,716,134)
Total liabilities		(2,273,258)	(1,716,134)
Net assets		4,524,206	4,787,147
<i>Accumulated surplus</i>		4,787,147	4,309,586
<i>Economic result of the year</i>		(262,941)	477,561
Net assets		4,524,206	4,787,147

Statement of financial performance

	Note	2020	2019
<i>EUR</i>			
REVENUE			
Revenue from non-exchange transactions			
<i>Subsidy of the Commission</i>	3.1	20,921,429	20,779,000
<i>Other</i>	3.1	166,048	248,206
<i>Liquidated damages</i>	3.1	0	28,131
		21,087,477	21,055,337
Revenue from exchange transactions			
<i>Other sales and revenue</i>	3.2	410,179	610,476
<i>Miscellaneous revenue</i>	3.2	601	148

<i>Exchange rate gains</i>	3.2	494	323
		411,274	610,947
Total revenue		21,498,751	21,666,284
EXPENSES			
<i>Operating costs</i>	3.3	(5,471,553)	(6,008,833)
<i>Staff costs</i>	3.4	(13,171,753)	(12,618,421)
<i>Fixed asset related expenses</i>	3.5	(187,026)	(205,519)
<i>Other administrative expenses</i>	3.5	(2,911,163)	(2,352,222)
<i>Finance costs</i>	3.5	(19,640)	(2,085)
<i>Exchange rate losses</i>	3.5	(557)	(1,643)
Total expenses		(21,761,692)	(21,188,723)
Economic result of the year		(262,941)	477,561

Cashflow statement

	EUR	
	2020	2019
<i>Economic result of the year</i>	(262,941)	477,561
Operating activities		
<i>Depreciation and amortisation</i>	183,220	203,617
<i>Increase/(decrease) in provisions</i>	20,000	10,000
<i>(Increase)/decrease in exchange receivables and non-exchange recoverables</i>	(58,343)	(51,083)
<i>Increase/(decrease) in payables</i>	1,398	(11,668)
<i>Increase/(decrease) in accrued charges & deferred income</i>	428,204	506,263
<i>Increase/(decrease) in liabilities related to consolidated EU entities</i>	107,523	104,819
<i>Other non-cash movements</i>	3,806	1,902
Investing activities		
<i>(Increase)/decrease in intangible assets and property, plant and equipment</i>	(174,730)	(17,614)
Net cashflow	248,137	1,223,797
<i>Net increase/(decrease) in cash and cash equivalents</i>	248,137	1,223,797
<i>Cash and cash equivalents at the beginning of the year</i>	5,376,448	4,152,651
<i>Cash and cash equivalents at year-end</i>	5,624,585	5,376,448

2. Notes to the balance sheet

Assets

2.1 Intangible assets

	EUR
	TOTAL
<i>Gross carrying amount at 31.12.2019</i>	3,726
Gross carrying amount at 31.12.2020	3,726
<i>Accumulated amortisation at 31.12.2019</i>	(3,726)
<i>Amortisation charge for the year</i>	0
Accumulated amortisation at 31.12.2020	(3,726)

Net carrying amount at 31.12.2020	0
<i>Net carrying amount at 31.12.2019</i>	<i>0</i>

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

2.2 Property, plant and equipment

EUR

	Land and buildings	Plant and equipment	Furniture and vehicles	Computer hardware	Other Fixtures	TOTAL
<i>Gross carrying amount at 31.12.2019</i>	8,025,022	70,456	717,792	806,943	841,722	10,461,935
<i>Additions</i>	174,730	-	-	-	-	174,730
<i>Disposals</i>	-	-	(6,779)	(97,494)	(16,540)	(120,813)
Gross carrying amount at 31.12.2020	8,199,752	70,456	711,013	709,449	825,182	10,515,852
<i>Accumulated depreciation at 31.12.2019</i>	(7,572,835)	(57,053)	(615,752)	(676,067)	(695,804)	(9,617,511)
<i>Depreciation charge for the year</i>	(41,775)	(8,549)	(31,327)	(61,866)	(43,509)	(187,026)
<i>Disposals</i>	-	-	6,779	97,494	16,540	120,813
Accumulated depreciation at 31.12.2020	(7,614,610)	(65,602)	(640,300)	(640,439)	(722,773)	(9,683,724)
Net carrying amount at 31.12.2020	585,142	4,854	70,713	69,010	102,409	832,128
<i>Net carrying amount at 31.12.2019</i>	<i>452,187</i>	<i>13,403</i>	<i>102,040</i>	<i>130,876</i>	<i>145,918</i>	<i>844,424</i>

2.3 Exchange receivables and non-exchange recoverables

EUR

	Note	31.12.2020	31.12.2019
Current			
<i>Receivables from exchange transactions</i>	2.3.1	331,752	280,956
<i>Recoverables from non-exchange transactions</i>	2.3.2	500	1,452
Total		332,252	282,408

2.4 Accrued income

EUR

	31.12.2020	31.12.2019
<i>Accrued income</i>	8,500	0

Accrued income is the amount earned in the year but which has not yet been received. The accrued income relates to the letting of Eurofound's premises to a television production company in December 2020.

2.5 Cash and cash equivalents

EUR

	31.12.2020	31.12.2019
<i>Current accounts</i>	5,616,989	5,353,525
<i>Imprest accounts</i>	7,595	22,923
Total	5,624,584	5 376,448

Eurofound holds two current accounts with ING bank in Brussels: the main account from which all payments are made and the IPA account which holds cash received from DG NEAR for IPA projects.

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

Liabilities

2.6 Payables

EUR

	31.12.2020	31.12.2019
<i>Pre-financing received from European Commission – operating subsidy</i>	372,250	538,297
<i>Pre-financing received from European Commission – balancing subsidy</i>	273,570	0
Total	645,820	538,297

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

The pre-financing liability related to the balancing subsidy comprises the unused amounts of balancing subsidy received by Eurofound from DG EMPL in 2020. The amounts will be returned to DG EMPL in 2021.

The pre-financing liability related to the operating subsidy comprises a balance of EUR 243,679 from DG NEAR for IPA projects. IPA is the instrument for pre-accession countries and the funding allows for inclusion of those countries in Eurofound's surveys. The balance covers two contracts. The residual balance of EUR 49,918 from contract 377-705 is to be returned to DG NEAR. A debit note from DG NEAR is anticipated in 2021. The remaining balance of EUR 193,761 from contract 402-940 is available for consumption.

A further balance of EUR 128,570 relates to the DG GROW-funded Future of Manufacturing in Europe (FOME) project which concluded in April 2019. This balance is to be returned to DG GROW and a debit note from DG GROW is anticipated in 2021.

2.7 Accrued charges

	<i>EUR</i>	
	31.12.2020	31.12.2019
<i>Accrued charges</i>	1,577,438	1,147,491

Accrued charges are the amounts estimated by the Authorising Officer of costs incurred for services and goods delivered in 2020 but not yet invoiced or processed by the end of the year. The basis of the accruals calculation is the open amount of budgetary commitments at year-end. The heading includes estimated operating expenses of EUR 1,287,848 and staff expenses of EUR 289,590 for untaken leave.

2.8 Provisions

	<i>EUR</i>	
	31.12.2020	31.12.2019
<i>Provisions</i>	50,000	30,000

A provision of EUR 50,000 is made in anticipation of the outcome of two ongoing court cases.

3. Notes to the statement of financial performance

Revenue

3.1 Non-exchange revenue

	<i>EUR</i>	
	31.12.2020	31.12.2019
<i>Subsidy of the Commission</i>	20,921,429	20,779,000
<i>Other</i>	166,048	248,206
<i>Liquidated damages</i>	0	28,131
Total	21,087,477	21,055,337

The heading subsidy of the Commission corresponds to the Commission balancing subsidy amount of EUR 20,921,429 from DG EMPL used during 2020. Unused amounts are recorded as pre-financing liabilities under accounts payable (see note 2.5 above) and will be reimbursed to the Commission in 2020. The corresponding accrued expenses will be recorded in the financial statements of the Commission.

The other non-exchange revenue comprises EUR 166,048 from DG NEAR for IPA projects. IPA is the instrument for pre-accession countries and the funding allows for inclusion of those countries in Eurofound's surveys.

3.2 Exchange revenue

	<i>EUR</i>	
	31.12.2020	31.12.2019
<i>Other sales and revenue</i>	410,179	610,476
<i>Miscellaneous income</i>	601	148
<i>Realised exchange rate gains</i>	494	323
Total	411,274	610,947

Other sales and revenue comprises EUR 218,531 from Norway and EUR 116,020 from Switzerland for their contribution to the seventh European Working Conditions Survey. Norway also contributed EUR 67,128 to the Network of Eurofound Correspondents survey. The remaining balance arises from EUR 8,500 for the letting of Eurofound's premises to a television production company. A further EUR 601 was received in royalties, a refund and a conference fee. Finally, there was a currency exchange rate gain of EUR 494 in the year.

Expenses

3.3 Operating costs

	EUR	
	31.12.2020	31.12.2019
<i>Operating costs</i>	5,471,553	6,008,833

Included under this heading are operating expenses incurred in relation to core tasks of the Agency and tasks delegated by the Commission carried out in 2020.

3.4 Staff costs

	EUR	
	31.12.2020	31.12.2019
<i>Staff costs</i>	13,171,753	12,618,421

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

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

3.5 Other expenses

	EUR	
	31.12.2020	31.12.2019
<i>Fixed asset related expenses</i>	187,026	205,519
<i>Rent of land and buildings</i>	23,093	22,920
<i>Maintenance and security</i>	448,670	470,577
<i>Insurance – building</i>	22,293	16,617
<i>Taxes</i>	21,564	21,131
<i>Office supplies</i>	3,890	6,494
<i>Legal expenses</i>	30,188	45,944
<i>Communications</i>	22,090	62,929
<i>Insurance – others</i>	13,430	8,393
<i>Car and transport expenses</i>	718	1,235
<i>Recruitment costs</i>	12,534	93,067
<i>Training costs</i>	78,248	108,039
<i>Missions</i>	37,850	285,860
<i>IT costs</i>	524,772	850,186
<i>Other external service provider (non-IT)</i>	197,883	247,985
<i>Expenses with other consolidated entities</i>	1,453,940	100,845
<i>Provision for other liabilities and charges</i>	20,000	10,000
<i>Other financial expenses</i>	19,640	2,085
<i>Realised exchange rate losses</i>	557	1,643

Total	3,118,386	2,561,469
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Fixed asset related expenses are mainly for the 2020 depreciation.

Previously, expenses with other consolidated entities, such as the European Commission and other EU agencies, for translations and publications, etc. were included in the operating costs. From 2020, these costs are posted against the dedicated account for expenses with other consolidated entities. Hence we see an increase in expenses with other consolidated entities and a corresponding decrease in operating costs.

Other financial expenses is mainly comprised of negative bank interest. From 3 December 2019, ING Bank applies the ECB interest rate. As the rate was negative in 2020, Eurofound incurred interest costs of EUR 19,160 throughout the year. Bank charges make up the remaining EUR 480.

Annex 8: Delegated powers to Authorising Officers by Delegation

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

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

Annex 9a: Members of the Management Board – status at 31 December 2020

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	Harald Fugger Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASK)	Petra Pencs Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASK)	Stephanie Propst Federation of Austrian Industry (IV)	Virginia Hagn Austrian Association for Public and Social Economy (VÖWG)	Dinah Djalinous-Glatz Austrian Federation of Trade Unions (ÖGB)	Adi Buxbaum Austrian Federal Chamber of Labour
Belgium	Guy Van Gyes Federal Public Service Ministry of Employment, Labour and Social Dialogue	Alain Piette Federal Public Service Ministry of Employment, Labour and Social Dialogue	Kris De Meester Federation of Enterprises in Belgium (FEB-VBO)	Koen Cabooter Organisation for the Self-employed and SMEs (UNIZO)	Stijn Gryp Confederation of Christian Trade Unions (ACV/CSC)	Caroline Verdoot Belgian General Federation of Labour (FGTB/ABVV)
Bulgaria	Teodora Todorova Ministry of Labour and Social Policy	Iskren Angelov Ministry of Labour and Social Policy	Dimitar Brankov Bulgarian Industrial Capital Association (BICA)	Theodor Dechev Bulgarian Industrial Capital Association (BICA)	Ivan Kokalov Confederation of Independent Trade Unions in Bulgaria (CITUB)	Vesselin Mitov Confederation of Labour (Podkrepa)
Croatia	Vatroslav Subotić Ministry of Labour and Pension Systems	Narcisa Manojlović Ministry of Social Policy and Youth	Biserka Sladović Croatian Employers' Association (CEA)	Ivan Sarić Croatian Employers' Association (HUP)	Marija Hanževački Independent Trade Unions of Croatia (NHS)	Dijana Sobota Union of Autonomous Trade Unions of Croatia
Cyprus	Marina Ioannou-Hasapi Ministry of Labour, Welfare and Social Insurance	Orestis Messios Ministry of Labour, Welfare and Social Insurance	Lena Panayiotou Cyprus Employers and Industrialists Federation (OEB)	Polyvios Polyviou Cyprus Employers and Industrialists Federation (OEB)	Panikos Argyrides Cyprus Workers' Confederation (SEK)	Christos Karydis Cyprus Workers Confederation (SEK)
Czechia	Vlastimil Vana Ministry of Labour and Social Affairs	Matěj Gregárek Ministry of Labour and Social Affairs	Vladimíra Drbalová Confederation of Industry of Czechia (SPCR)	Pavla Brecková	Lucie Studničná	Tomas Pavelka

Representatives of national governments

Representatives of employer organisations

Representatives of employee organisations

Country	Member	Alternate	Member	Alternate	Member	Alternate
				Association of Small and Medium-Sized Enterprises and Crafts of Czechia	Czech-Moravian Confederation of Trade Unions (CMKOS)	Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	Thomas Mølsted Jørgensen Ministry of Employment	Andreas Sommer Moller Ministry of Employment	Christiane Mißbeck-Winberg Confederation of Danish Employers	Steen Müntzberg Confederation of Danish Employers	Peter Waldorff Confederation of Professionals in Denmark (FTF)	Maria Bjerre Danish Confederation of Trade Unions (LO)
Estonia	Liina Kaldmae Ministry of Social Affairs of Estonia	Ester Rünkla Ministry of Social Affairs of Estonia	Kristi Sõber Estonian Employers' Confederation (ETTK)	Raul Eamets Estonian Traders Association	Peep Peterson Estonian Trade Union Confederation (EAKL)	Hedi-Liis Toome Estonian Broadcasting Professionals' Union (ERR)
Finland	Antti Närhinen Ministry of Employment and Economy	Hana Hämmäläinen Ministry of Employment and Economy	Katja Miettinen Confederation of Finnish Industries (EK)	Mikko Nyysölä Confederation of Finnish Industries (EK)	Juha Antila Central Organisation of Finnish Trade Unions (SAK)	Leila Kurki Finnish Confederation of Salaried Employees (STTK)
France	Régis Bac Ministry of Labour, Employment, Vocational Training and Social Dialogue	Lucile Castex-Chauve Ministry of Labour, Employment, Vocational Training and Social Dialogue	Sébastien Darrigrand European Centre of Employers and Enterprises Providing Public services and services of General Interest (CEEP)	Anne Vauchez MEDEF	Pierre-Gaël Loreal French Democratic Confederation of Labour (FNCCB-CFDT)	Romain Lasserre General Federation of Workers (FGTA-FO)
Germany	Thomas Voigtländer Federal Ministry of Labour and Social Affairs (BMAS)	Alexander Görne-Zagel Federal Ministry of Labour and Social Affairs (BMAS)	Sebastian Hopfner Employers Association of Insurance Companies in Germany (AGV)	Renate Hornung-Draus Confederation of German Employers' Associations (BDA)	Stefan Gran Confederation of German Trade Unions (DGB)	Susanne Wixforth Confederation of German Trade Unions (DGB)
Greece	Georgios Gourzoulidis Ministry of Labour, Social Security and Social Solidarity	Triantafyllia Totou Ministry of Labour, Social Security and Social Solidarity	Christos Ioannou Hellenic Federation of Enterprises (SEV)	Katerina Daskalaki Hellenic Federation of Enterprises (SEV)	Ioannis Poupkos Greek General Confederation of Labour (GSEE)	Panagiotis Kordatos Greek General Confederation of Labour (GSEE)
Hungary	Katalin Kissné Bencze	Andrea Hajós	Adrienn Balint	To be appointed	Gyula Pallagi	Viktória Szűcs

Representatives of national governments

Representatives of employer organisations

Representatives of employee organisations

Country	Member	Alternate	Member	Alternate	Member	Alternate
	Ministry of Finance	Ministry of Human Capacities	Confederation of Hungarian Employers and Industrialists (MGYOSZ)		Hungarian Trade Union Confederation (MSZSZ)	Forum for the Cooperation of Trade Unions (SZEF)
Ireland	Dearbháil Nic Giolla Mhicil Department of Employment Affairs and Social Protection	Fiona Ward Department of jobs, Enterprise and Innovation	Maeve McElwee Irish Business and Employers Confederation (IBEC)	Pauline O'Hare Irish Business and Employers Confederation (IBEC)	David Joyce Irish Congress of Trade Unions (ICTU)	Ger Gibbons Irish Congress of Trade Unions (ICTU)
Italy	Aviana Bulgarelli Ministry of Labour and Social Policy	Leonardo Tomasi Ministry of Labour and Social Policy	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Paola Astorri General Confederation of Italian Industry (Confindustria)	Andrea Mone Italian Workers' Trade Unions Confederation (CISL)	Salvatore Marra Italian General Confederation of Labour (CGIL)
Latvia	Ineta Tāre Ministry of Welfare	Ineta Vjakse Ministry of Welfare	Ilona Kiukucane Employers' Confederation of Latvia (LDDK)	Anita Līce Employers' Confederation of Latvia (LDDK)	Linda Romele Free Trade Union Confederation of Latvia (LBAS)	Martins Sirskis Free Trade Union Confederation of Latvia (LBAS)
Lithuania	Donata Šlekytė Ministry of Social Security and Labour	Rita Skrebiškiene Ministry of Social Security and Labour	Danukas Arlauskas Lithuanian Business Employers' Federation	Ričardas Sartatavičius Lithuanian Confederation of Industrialists	Kristina Krupavičienė Lithuanian Trade Union 'Solidarumas' (LPS)	Danute Slionskiene Lithuanian Trade Union Confederation (LPSK)
Luxembourg	Nadine Welter Ministry of Labour, Employment and the Social Solidarity Economy	Gary Tunsch Ministry of Labour, Employment and the Social Solidarity Economy	Philippe Heck FEDIL – The voice of Luxembourg's Industry	To be appointed	Veronique Eischen-Becker Independent Luxembourg Trade Union Confederation (OGB-L)	Paul de Araujo Luxembourg Confederation of Christian Trade Unions (LCGB)
Malta	Diane Vella Muscat Department of Industrial and Employment Relations	Cheryl Haber Department of Industrial and Employment Relations	Joe Farrugia Malta Employers Association	To be appointed	Joseph Bugeja General Workers' Union (UGT)	Colin Galea Forum of Maltese Employers
Netherlands	Roel Gans Ministry of Social Affairs and Employment	Dirk Scheele Ministry of Social Affairs and Employment	Mario Van Mierlo Confederation of Netherlands Industry and Employers (VNO-NCW)	To be appointed	Jan Kouwenberg Federation Dutch Labour Movement (FNV)	To be appointed

Representatives of national governments

Representatives of employer organisations

Representatives of employee organisations

Country	Member	Alternate	Member	Alternate	Member	Alternate
Poland	Jerzy Ciechański Ministry of Labour and Social Policy	To be appointed	Andrzej Rudka Polish Confederation of Private Employers Lewiatan	Katarzyna Siemienkiewicz Employers of Poland (Pracodawcy RP)	Bogdan Olszewski Independent and Self-Governing Trade Union Solidarnosc (NSZZ)	Piotr Ostrowski All-Poland Alliance of Trade Unions (OPZZ)
Portugal	Nelson Ferreira Ministry of Labour and Solidarity	Fernando Catarino José Ministry of Labour and Solidarity	Marcelino Pena Costa Confederation of Trade and Services of Portugal (CCP)	Luis Henrique Confederation of Portuguese Industry (CIP)	Augusto Coelho Praça General Confederation of the Portuguese Workers (CGTP-IN)	Carlos Alves General Workers' Union (UGT)
Romania	Ioan Cristinel Raileanu Ministry of Labour, Family and Social Protection and Elderly	Ioana Dumitresu Ministry of Labour, Family and Social Protection and Elderly	Diana Pasat General Union of Romanian Industrialists (UGIR)	Adela Șerban General Union of Romanian Industrialists	Adrian Marin Democratic Trade Union Confederation of Romania (CSDR)	Cecilia Gostin National Trade Union Confederation - Cartel ALFA
Slovakia	Silvia Gregorcová Ministry of Labour, Social Affairs and Family	Jan Gabura Ministry of Labour, Social Affairs and Family	Martin Hošťák National Union of Employers (RUZ)	Peter Molnár National Union of Employers (RUZ)	Miroslav Hajnos Confederation of Trade Unions of the Slovak Republic (KOZ SR)	To be appointed
Slovenia	Vladka Komel Ministry of Labour, Family and Social Affairs	Andraž Bobovnik Ministry of Labour, Family and Social Affairs	Jože Smole Association of Employers of Slovenia (ZDS)	Igor Antauer Association of Employers of Craft Activities of Slovenia (ZDOPS)	Maja Konjar Association of Free Trade Unions of Slovenia (ZSSS)	To be appointed
Spain	Noel Rodríguez García Ministry of Labour, Migration and Social Security	María Calle García Ministry of Labour, Migration and Social Security	Miguel Canales Gutiérrez Spanish Association of the Electrical Industry (UNESA)	Javier Blasco de Luna Association of Large Temporary Employment Agencies (AGETT)	Fernando Rocha Sánchez Federation of Workers' Commissions (CCOO)	Jose Domingo Roselló General Union of Workers (UGT)
Sweden	Viktorija Bergstrom Ministry of Employment	Håkan Nyman Ministry of Health and Social Affairs	Patrik Karlsson Confederation of Swedish Enterprises	Niklas Beckman Confederation of Swedish Enterprises	Kristina Lovén Seldén Swedish Confederation for Professional Employees (TCO)	Carola Ljöfstrand Swedish Trade Union Confederation (LO-S)

Representatives of national governments

Representatives of employer organisations

Representatives of employee organisations

Country	Member	Alternate	Member	Alternate	Member	Alternate
EFTA-EEA	Observers					
	Thorfrid Hansen Ministry of Labour and Inclusion, Norway	Anna Skarberg Ministry of Labour and Inclusion, Norway	Rasmus Eiternes Guldvik Confederation of Norwegian Enterprise (NHO, Norway)		Stein Reegard Norwegian Confederation of Trade Unions, (LO Norway)	

Representatives of the Commission

Member	Alternate	Member	Alternate	Member	Alternate
Barbara Kauffmann DG Employment, Social Affairs and Inclusion	Jörg Tagger DG Employment, Social Affairs and Inclusion	Philippe Roux DG Health and Food Safety	Giulio Gallo DG Health and Food Safety	Harald Hartung DG Research and Innovation	Maria Kayamanidiou DG Research and Innovation

Advisory Committees – Status at 31 December 2020⁴

Advisory Committee for Working Conditions and Sustainable Work

Coordinator: Barbara Gerstenberger

Representation

Governments: Thomas Voigtländer (DE)
Dirk Scheele (NL)
Petra Pencs (AT)
Vladka Komel (SI)

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

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

Commission: Maria Hadjiantoni, DG Employment, Social Affairs & Inclusion
Tim van Rie, DG Employment, Social Affairs & Inclusion
(Substitute member: Henrik Ahm, DG Employment, Social Affairs & Inclusion)

Experts [To be appointed]

Advisory Committee for Living Conditions, Social Cohesion and Convergence

Coordinator: Massimiliano Mascherini

Representation

Governments: Silvia Gregorcová (SK)
Rita Skrebiskiene (LT)

⁴ Reflecting decision no. 31 of the Management Board of 6 November 2020.

Dirk Scheele (NL)
Jerzy Ciechański (PL)

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

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

Commission: Kristine Krivmane DG Employment, Social Affairs & Inclusion (Substitute
member: Alessia Fulvimari, DG Employment, Social Affairs & Inclusion)

Giulio Gallo, DG Health and Food Safety
(Substitute member: Monika Sherwood, DG Employment, Social Affairs &
Inclusion)

Experts [To be appointed]

Advisory Committee for Industrial Relations

Coordinator: David Foden

Representation

Governments: Orestis Messios (CY)
Ineta Tare (LV)
Rita Skrebiskiene (LT)
Triantafyllia Totou (GR)

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

Employees: Andrea Mone (IT)
Philippe Pochet (BE)

Fernando Rocha Sanchez (ES)
[To be appointed]

Commission: Evi Roelen, DG Employment, Social Affairs & Social Inclusion
Henrik Ahm, DG Employment, Social Affairs & Social Inclusion
[Substitute member: To be appointed]

Experts: [To be appointed]

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

Coordinator: Irene Mandl

Representation

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

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

Employees: Béla Galgóczi, ETUI
Linda Romele (LV)
Salvatore Marra (IT)
Peter Waldorff (DA)

Commission: Jan Behrens DG Employment, Social Affairs & Inclusion
(Substitute member: Stan van Alphen, DG Employment, Social Affairs & Inclusion)
Francisco Caballero Sanz, DG GROW
(Substitute member: Miia Rossi-Gray, (DG Employment, Social Affairs & Inclusion)

Experts [To be appointed]

Annex 9b: Highlights of events listed in chronological order as at 31 December 2020

Management Board, Executive Board and Advisory Committee meetings 2020

Date	Event	City
17/01/2020	4th Executive Board Meeting	Brussels
28/04/2020	Virtual – 5th Executive Board meeting – Part I	Dublin
05/05/2020	Virtual – 5th Executive Board meeting – Part II	Dublin
02/07/2020	Virtual – 6th Executive Board Meeting – Part I	Dublin
03/07/2020	Virtual – 6th Executive Board Meeting – Part II	Dublin
11/09/2020	Virtual – Advisory Committee for Quality of Life and Public Services (including Monitoring convergence)	Dublin
14/09/2020	Virtual – Advisory Committee for Labour Market Change (including Digital Age)	Dublin
15/09/2020	Virtual – Advisory Committee for Working Conditions and Sustainable Work	Dublin
16/09/2020	Virtual – Advisory Committee for Industrial Relations	Dublin
18/09/2020	Virtual – 7th Executive Board Meeting	Dublin
05/11/2020	Virtual – Informal Executive Board	Dublin
05/11/2020	Virtual – Group meetings of the Management Board	Dublin
06/11/2020	Virtual – Management Board Meeting	Dublin

EU Presidency events 2020

Date	Event	City
10/01/2020	EU Presidency of Croatia: Social Questions Working Party	Brussels
30/01/2020	EU Presidency of Croatia: ‘Participation of women in the labour market’	Zagreb
16/09/2020	Virtual – EU Presidency of Germany: ‘Our Social Europe – Strong together’	Berlin
21/10/2020	Virtual – EU Presidency of Germany: ‘Beyond work’	Bonn
10/11/2020	Virtual – EU Presidency of Germany: ‘Social dialogue as an important pillar of economic sustainability and the resilience of economies in Europe’	Berlin
10/11/2020	Virtual – EU Presidency of Germany: ‘Perspectives of the European social dialogue and measures to strengthen social partner structures in the Member States’	Berlin
30/11/2020	Virtual – EU Presidency of Germany: ‘Political participation in Europe – towards effective involvement of persons with disabilities’	Berlin

Highlights of internal visits 2020

Date	Event	Country
20/01/2020	Dutch Parliament – Visit to BLO	Netherlands

Highlights of own events 2020

Date	Event	City
10/06/2020	Webinar – AskTheExpert: ‘Living, working and COVID-19’	Dublin
30/11/2020	Virtual – Expert and stakeholder workshop: ‘The impact of COVID19 on living conditions of older people and their care needs’	Dublin

Highlights of joint events 2020

Date	Event	City
28/01/2020	'The changing environment of the self-employed' (joint event with ACCA and SMEUnited)	Brussels
05/03/2020	IdeasLAB 2020 – Centre for European Policy Studies (CEPS): 'European social citizenship: What future for a European minimum wage or unemployment insurance?'	Brussels
15/06/2020	Webinar – 'The Right to disconnect' (joint Eurofound and European Commission event)	Brussels
25/06/2020	Webinar – 'Impact of the COVID-19 outbreak on the European labour market' (joint Eurofound and ILO event)	Brussels
22/07/2020	Webinar – EU Open Data Portal: 'COVID-19 and living and working in Europe' – (joint Eurofound and Publications Office of the European Union event)	Luxembourg
20/08/2020	Virtual – Conference on workplace and management practices	Bonn
13/10/2020	Webinar – 'Workplace practices unlocking employee potential - Key findings from the European Company Survey 2019 (ECS)'	Dublin
15/10/2020	Webinar – 'Have your say: the future of the European Pillar of Social Rights'	Dublin
20/10/2020	Webinar – AskTheExpert: 'European Company Survey 2019 – Exploring the survey's findings on employee involvement'	Dublin
23/10/2020	Webinar – 'Being young in the COVID-19 pandemic'	Dublin
29/10/2020	Webinar – AskTheExpert: 'European Company Survey 2019 – Exploring the survey's findings on skills'	Dublin
03/12/2020	Webinar – 'Putting care at the heart of Europe'	Dublin

Highlights of contributions to external events 2020

Date	Event Title	City
17/01/2020	'Exploring the contribution of social dialogue and collective bargaining in the promotion of decent and productive virtual work'	Madrid
22/01/2020	European Parliament Employment Committee (EP EMPL) workshop on collective bargaining	Brussels
22/01/2020	Meeting on 'Trends in the European world of work – challenges and solutions for employers'	Berlin
22/01/2020	Joint meeting of the SPC Indicators Sub-Group and the EMCO Indicators Group	Brussels
28/01/2020	Eurofound presentation on the project 'changing characteristics of the household' to the EP EMPL meeting	Brussels
13/02/2020	Developments in the employment and social field at EU level and potential areas of interests for Eurofound's work	Luxembourg
17/02/2020	Labour leadership discussion on the Future of Work	Brussels
17/02/2020	Platform work reports by the European Trade Union Institute (ETUI) and Eurofound	Brussels
17/02/2020	EP EMPL meeting: 'In-work poverty'	Brussels
19/02/2020	'Democracy and Human Rights in the Digital Age: Fundamental reflections'	Bruges
19/02/2020	EU-Canada dialogue on employment, social affairs and decent work	Brussels
27/02/2020	'SMEs' involvement in the European Semester'	Brussels
27/02/2020	'Model Council of the European Union – Debate for secondary schools'	Dublin

03/03/2020	'European Social Deal? – Where do we stand today?'	Brussels
03/03/2020	European Economic and Social Committee (EESC) event on gender equality	Brussels
03/03/2020	Meeting of the Employment Committee (EMCO) Indicators Group	Brussels
05/03/2020	'Enhancing social partners' and social dialogue roles and capacity in the new world of work'	Brussels
06/03/2020	Women in Business Ireland: 'Link to change'	Dublin
10/03/2020	Virtual – Italian health equity status report: Briefing and technical meeting	Rome
31/03/2020	Virtual – Web meeting with European Parliament on Eurofound work on affordable and decent housing	Brussels
05/05/2020	Webinar – EU UDW Platform meeting: 'Tackling undeclared work: impact and responses to the coronavirus pandemic'	Brussels
07/05/2020	Virtual – EP EMPL: 'Impacts of the COVID-19 pandemic' discussion with Eurofound/EU-OSHA	Brussels
07/05/2020	Virtual – Task force meeting: 'Handbook on Platform Employment and Work: Discussion on Chapters 1 and 2'	Paris
07/05/2020	Virtual – Presentation by Eurofound Director to EP EMPL on the impact of the Covid-19 pandemic	Brussels
12/05/2020	Virtual – Presentation to Institute of International and European Affairs (IIEA) – EU 27 Group	Dublin
14/05/2020	Virtual – Meeting with the Director of Social Statistics	Brussels
15/05/2020	Virtual – Meeting with MEP Shadow rapporteur on the EP EMPL opinion on Eurofound work on affordable and decent housing	Brussels
15/05/2020	Virtual – Expert meeting with the European Court of Auditors on their audit on long-term unemployment	Luxembourg
19/05/2020	Virtual – Employment Committee Indicators Group meeting	Brussels
26/05/2020	Virtual – Eurofound presentation on <i>Living, working and COVID-19: first findings</i> —April 2020 to SOC section meeting	Brussels
28/05/2020	Virtual – EYE2020 (European Youth Event)	Strasbourg
02/06/2020	Webinar – UDW Platform: 'Adapting and innovating in the context of COVID-19: challenges for enforcement bodies'	Brussels
03/06/2020	Virtual – Meeting with MEP Alex Saliba and team on the right to disconnect	Brussels
10/06/2020	Webinar – ETUC (European Trade Union Confederation) on telework	Brussels
16/06/2020	Webinar – 'Sharing first sources of evidence on the impact of the covid-19 crisis on young people'	Brussels
18/06/2020	Virtual – Meeting 'Fair work in the platform economy'	Brussels
19/06/2020	Virtual – CESI@home: Minimum Wages	Brussels
22/06/2020	Virtual – COTEC Innovation Summit 2020	Porto
22/06/2020	Webinar – 'Current measurements of trust: What's missing for a post-Covid world?'	Paris
23/06/2020	Virtual – Presentation on the right to disconnect to EP EMPL	Brussels
24/06/2020	Webinar – 'COVID-19: Protecting workers and preparing for an inclusive economic and social recovery'	Brussels
07/07/2020	Virtual – 'Preventing a lost generation 2.0'	Brussels
21/07/2020	Webinar – 'Oxford Super tracker to improve social policy monitoring during the COVID-19 crisis'	Oxford
26/08/2020	Webinar – 'Back to the future: Manufacturing beyond Covid-19'	Rome
03/09/2020	Webinar – 5th International Conference on men and equal opportunities	Tallinn
03/09/2020	Webinar – UK Low Pay Commission and EU minimum wage increases	London
08/09/2020	Webinar – Trade Union Advisory Committee to the OECD (TUAC): 'Telework and working time'	Paris

11/09/2020	Virtual – CESI@home event on right to disconnect	Brussels
14/09/2020	Virtual – Panel on the impact of tech/digital revolution on workplace level representation	Rome
14/09/2020	Virtual – ‘Social security of the self-employed: Interdisciplinary and international perspective’	Hamburg
16/09/2020	Virtual – ‘Behind the stage: A new start for social dialogue’	Brussels
21/09/2020	Virtual – ‘Platform economy: Decent work in times of digital transformation’	Berlin
29/09/2020	Webinar – ‘The future of working time’	Barcelona
02/10/2020	Virtual – COTEC Innovation Summit 2020: ‘From 4.0 to industrial renaissance: The next steps for a post-COVID era’	Porto
05/10/2020	Virtual – Plenary meeting of the European Platform tackling undeclared work	Brussels
06/10/2020	Virtual – ESDE conference	Brussels
07/10/2020	Virtual – Conference LABOR.A	Berlin
07/10/2020	Virtual – ‘Workers and Covid-19: what lessons for interest representation and trade unions?’	Brussels
08/10/2020	Virtual – ‘A European instrument on minimum wages and national wage-setting mechanisms: How to reconcile the two?’	Brussels
12/10/2020	Virtual – EMCO Indicators Group: ‘Minimum wages in 2020’	Brussels
12/10/2020	Virtual – Friends of Europe: ‘State of Europe 2020’	Brussels
20/10/2020	Webinar – ‘The persistence of social dumping and work life crime: How can we combat it?’	Oslo
20/10/2020	Webinar – ‘Digitalisation and restructuring: Which social dialogue?’	Liege
29/10/2020	Virtual – Conference on Gender Equality Index 2020	Vilnius
29/10/2020	Virtual – Fora meeting on the long-term care workforce	Brussels
04/11/2020	Virtual – ‘Achieving an economy of well-being in Europe’	Brussels
06/11/2020	Webinar – EPSU: ‘Under pressure: Trade union support for young people facing stress and anxiety’	Brussels
10/11/2020	Virtual – ‘Social dialogue as an important pillar of economic sustainability and the resilience of economies in Europe’	Berlin
10/11/2020	Virtual – ‘Perspectives of the European social dialogue and measures to strengthen social partner structures in the Member States’	Berlin
13/11/2020	Virtual – Social and Economic Council of Flanders	Brussels
18/11/2020	Virtual – ‘The role of military trade unions in tackling discrimination in the armed forces’	Brussels
24/11/2020	Virtual – VIII Forum on Inclusive employment and entrepreneurship: ‘Experiences and trends in social innovation for inclusion’	Madrid
25/11/2020	Virtual – EUWIN Virtual Conference – Session ‘Digital and workplace innovation: emerging trends in research’	Exeter
25/11/2020	Virtual – XIV Lares European Congress: ‘Committed to the future of care’	Madrid
25/11/2020	Virtual – Conference: ‘The Future of Work 2020: The elusive world of remote work’	Belgrade
26/11/2020	Virtual – ‘The impact of the Corona crisis on working life in the public sector’	Brussels
26/11/2020	Virtual – 3rd International Employment Congress	Bilbao
01/12/2020	Virtual – COMECE Social Affairs Commission	Brussels
03/12/2020	Virtual – ‘Socio-economic response to COVID-19 to protect jobs and workers’ rights’	Brussels
03/12/2020	Virtual – ‘Skills for health: Up- and re-skilling for a sustainable recovery’	Brussels
04/12/2020	Virtual – ‘Challenges and opportunities in the “new post-pandemic reality”’: Future trends, productivity and work–life balance’	Riga
07/12/2020	Virtual – 3rd European Youth Work Convention (EYWC)	Bonn

08/12/2020	Virtual – EMCO review with the involvement of national and European social partners	Brussels
10/12/2020	Virtual – Proposal for a Directive on adequate minimum wages in the European Union	Brussels
10/12/2020	Virtual – ACSH Plenary session: Advisory Committee on Safety and Health at Work	Luxembourg
16/12/2020	Virtual – ETUC Collective Bargaining and Wage Coordination Committee	Brussels

Annex 9c: Publications published between 1 January 2020 and 31 December 2020

Strategic area 1: Working conditions and sustainable work

At your service: Working conditions of interactive service workers	Policy brief
Employee monitoring and surveillance: The challenges of digitalisation	Report
Gender equality at work	Report
How does employee involvement in decision-making benefit organisations	Policy brief
Privilege or necessity? The working lives of people with multiple jobs	Policy brief
Working conditions in sectors	Report

Strategic area 2: Industrial relations

Capacity building for effective social dialogue in the European Union	Report
European Company Survey 2019: Workplace practices unlocking employee potential (jointly with CEDEFOP)	Flagship report
Industrial relations: Developments 2015–2019	Flagship report
Involvement of national social partners in policymaking – 2019	Report
Minimum wages in 2020: Annual review	Report
Regulations to address work–life balance in digital flexible working arrangements	Report
Representativeness of the European social partner organisations: Education sector	Report
Representativeness of the European social partner organisations: Human health sector	Report
Representativeness of the European social partner organisations: Local and regional government sector and social services	Report
Representativeness of the European social partner organisations: Paper sector	Report
Representativeness of the European social partner organisations: Sea fisheries sector	Report
Social dialogue and HR practices in European global companies	Report

Strategic area 3: Labour market change

COVID-19: Policy responses across Europe	Report
ERM report 2020: Restructuring across borders	Report
Labour market change: Trends and policy approaches towards flexibilisation	Flagship report
New forms of employment: 2020 update	Report

Women and labour market equality: Has COVID-19 rolled back recent gains	Policy brief
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Strategic area 4: Quality of life and public services

Access to care services: Early childhood education and care, healthcare and long-term care	Report
Addressing household over-indebtedness	Report
Impact of digitalisation on social services	Report
What makes capital cities the best places to live?	Policy brief

Strategic area 5: The digital age: Opportunities and challenges for work and employment

Back to the future: Policy pointers from platform work scenarios	Report
Game-changing technologies: Transforming production and employment in Europe	Report
Telework and ICT-based mobile work: Flexible working in the digital age	Report

Strategic area 6: Monitoring convergence in the EU

Upward convergence in material well-being: Is a COVID-19 setback inevitable?	Policy brief
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Activity: Reacting to ad hoc information requests

Improving the monitoring of posted workers in the EU	Customised report
Long-term care workforce: Employment and working conditions	Customised report
Out-of-school care: Provision and public policy	Customised report
Role of social partners in tackling discrimination at work	Customised report
Upward convergence in the EU: Definition measurements and trends	Customised report

Activity: Living, working and COVID-19

Living, working and COVID-19: First findings – April 2020	Factsheet
Living, working and COVID-19	Report

Corporate communication

Consolidated annual activity report 2019	Annual report
Living and working in Europe 2019: Annual report	Annual report
Priorities for a new Europe	Other
Programming document 2017–2020: Work programme 2020	Other
Programming document 2021–2024: Towards recovery and resilience	Other

