

DECISION NO. 69 OF THE MANAGEMENT BOARD OF THE EUROPEAN FOUNDATION FOR THE IMPROVEMENT OF LIVING AND WORKING CONDITIONS

HAVING REGARD to Regulation (EU) 2019/127 of 16 January 2019 establishing a European Foundation for The Improvement of Living and Working Conditions (Eurofound) and repealing Council Regulation (EEC) No 1365/751 (hereinafter referred to as ‘Eurofound’s Founding Regulation’), (EU) 2019/127

WHEREAS Article 22 of the Rules of Procedure of the Management Board states that minutes shall be taken at each meeting; shall include: the list of attendees; a summary of the discussions; the conclusions reached or decisions adopted by the Management Board; and shall be adopted by the Management Board,

WHEREAS the draft minutes were circulated to the members on 21 December 2022 with the possibility to comment until 31 January 2023 and comments were received and included,

HAS DECIDED

To adopt minutes of the 6th meeting of the Management Board held on Friday, 18 November 2022.

26 June 2023

For the Management Board



The Chairperson
[S. Rossi]

Attachment

- Draft minutes of 6th meeting of the Management Board of the European Foundation for the Improvement of Living and Working Conditions on 18 November 2022

¹. OJ L 30, 31.1.2019, p. 74-89.

Final Minutes of the Sixth Meeting of Eurofound's Management Board, 18 November 2022

9.30-13.00 Raymond Pierre Bodin Conference Centre and online via MS Teams

1. Welcome and Adoption of Draft Agenda (MB 6/1)

Mr Kouwenberg (Workers) in the Chair, welcomed observers from the European Agency for Safety and Health at work (EU-OSHA), the European Centre for the Development of Vocational Training (Cedefop), and joining officially for the first time, observers from the Fundamental Rights Agency (FRA), the European Training Foundation (ETF), the European Labour Authority (ELA), and the European Institute for Gender Equality (EIGE). He welcomed new members attending in person or for the first time, Ms Juurick (Estonia), Mr Bolsee (Belgium), Mr Friis (Alternate member, Denmark), Ms Lewen (Sweden) and Ms Music Oreskovic (Croatia) of the Governments Group, and Mr Sonnweber (Austria) of the Employers.

Eight proxy votes had been received. If they had not already done so, members should complete the forms declaring any interests or potential conflicts of interest and provide a short CV which was a formal requirement of their mandate.

The Draft agenda was adopted.

The minutes of the fifth Management Board had been adopted previously (see Decision no. 58) and were provided for information purposes only.

2. Progress report of the Executive Director (MB 6/3)

2.1 The **Executive Director** highlighted two new annexes in his progress report. Annex 7 on reinforced cooperation with other EU Agencies and Annex 8 on the research undertaken in response to the consequences of Russia's invasion of Ukraine.

The research on Ukraine had been presented to Board members on the previous day. The Agency had demonstrated extraordinary agility to respond to the situation as it unfolded. The substantial effect of huge migration and high inflation was putting pressure everywhere, affecting public services and budgets in the EU Member States.

Eurofound continued to follow the agenda of the European Commission, the digital and green transitions. In the International Year of Youth, it had cooperated closely with DG EMPL on related events.

He welcomed the strengthened cooperation with the EU Agencies that included joint planning and projects, and he mentioned similar joint activities with the European Environment Agency (EEA) and the European Centre for Disease Control (ECDC).

Eurofound also collaborated closely with the EU Institutions, including the EU Council and the Presidencies.

Eurofound also collaborated with international organisations like the OECD and the ILO, with whom a concrete programme was currently under discussion.

Pressure on Eurofound's budget, due to inflation but also to the increasing salary costs from the rising coefficient for Ireland, meant that the budget had been adapted. He thanked the Commission for its support and for the additional budget that had been made available to counteract the pressures. But there was a strategic challenge to deliver the work

programme in the medium to long term, and he looked forward to discussing this with the Executive Board.

The contract for the European Working Conditions Survey EWCS 2024 was in place. The survey would be face-to-face, ensuring comparison over time, and include a test of the transition to online using a push-to-web design.

A total of 27 research reports had been published in the year to date and he highlighted a few such as an interesting report *Telework in the EU: Regulatory frameworks and recent updates* and in November, the key findings from the *European Working Conditions Telephone Survey 2021*. This was the telephone survey carried out during COVID-19, when face-to-face surveys were not possible.

Activity 2 - Industrial relations & Social dialogue

The tripartite exchange seminar (known as the summer forum) had been organised with one in-person and two online events. There was very positive feedback so far from participants.

Activity 3: *Employment & Labour markets*

The European Restructuring Monitor would continue to be reinforced and there were already seven hundred new large-scale restructuring cases included there.

Analysis of the joint survey with Cedefop on skills would feed into events planned for the European Year of Skills in 2023.

Activity 4: *Living conditions & Quality of life*

He highlighted the report investigating the impact of COVID-19 from a gender perspective *Investigating the gender divide in the aftermath of Covid*. At the request of the European Commission a report on access to essential services for people on low incomes had been published.

Activity 5: *Anticipating and Managing the impact of Change*

In this area, reports looking at ethics in the digital workplace and at restructuring in the banking sector due to digitalisation had been published. Eurofound had started working in areas of work that were rapidly changing and to build capacity in horizon scanning and foresight. Colleagues were participating in the horizon scanning activities of the European Commission's Joint Research Centre (JRC).

Activity 6: *Promoting social cohesion & convergence*

At the request of the Czech Presidency, Eurofound had created a background report on the cost-of-living crisis and energy poverty which formed part of the informal EPSCO discussion. Another report in this activity would look at Trust and Discontent in the Age of COVID -19.

Activity 7: Survey management & Development

The fifth round of the e-survey was now complete and, at the request of the ETF, included 10 neighbouring countries. There were discussions with DG NEAR to run a larger online survey including up to 22 neighbouring countries in the future.

Preparation for the EWCS 2024 were ongoing. The contract had been signed, the questionnaire finalised, and the methodology decided. It would be a probability-based representative survey and to facilitate the work he asked the members in those countries with labour registries (such as the Baltic countries, Luxembourg, Italy, Slovenia, and

Austria) to be of assistance to Eurofound's survey contractors Kantar in gaining access to the registries.

There had been no new ad hoc research initiated in 2022.

The pilot project on minimum wage was on track and results from the three modules of the pilot would be delivered at the end of 2023.

There had been a rich programme of events and visits including the Foundation Forum in March 2022, which was live-in studio from Dublin Castle and online, with Commissioner Schmit and Mr Martin, the Irish Prime Minister amongst the high-level participants.

On 9 May, in collaboration with the European Commission offices in Dublin, Eurofound had organised an event for one hundred young representatives from schools.

High-level visits included that of Commissioner Schmit, the European Parliament's Employment Committee, the Polish Minister for Foreign Affairs.

The Executive Director and Deputy Director had been invited to meet his excellency the President of Ireland who it turned out was very familiar with the work of Eurofound.

Delegations from the ILO and the European Labour Authority (ELA) had also visited.

On the invitation of the European Parliament, *Youth First* a joint event with the other DG EMPL agencies held in September, had been an interesting example of how the different agencies could contribute to a topic, each with its own unique expertise.

Eurofound had been invited to organise a seminar at the Gender Equality Forum organised by EIGE in Brussels in October.

Eurofound continued to work closely with the EU Presidencies, contributing to Czech Presidency conferences on topics including the child guarantee, disability, and gender equality.

Eurofound continued to develop its media content which now included the *Eurofound Talks* podcasts. The migration of Eurofound's website to a new platform in 2023 would allow for new functionality and improved presentation.

Eurofound used several Key Performance Indicators (KPIs) to measure its communication activities and whilst there had been some reductions in uptake of content on Eurofound's website, likely due to a new cookies policy on the site which impacted the traffic data, and the relative decline in the uptake of digital content as users emerged from COVID-19 and the predominately online working environment. New media partnerships had been developed that included paid advertising campaigns for promoting the research.

Eurofound had been cited in key reports like the *Employment and Social Developments in Europe* report (ESDE 2022) and the *Joint Employment Report* and had been asked to provide information for twelve legislative procedures, mainly in preparatory documents from the European Commission.

In 2023 Eurofound would work with Cedefop on the European Year of Skills bringing its expertise on employment and labour shortages to the debate. The twin transitions, digital change, the area of mental health which was one of the priorities declared by EU-OSHA and the European Commission.

There would be further exploration of the results of the EWCTS 2021 and the e-survey, which had proved to be a good and popular instrument.

Despite the challenges Eurofound would deliver all its planned activities this year.

He informed the members that in 2023 Eurofound would commence so-called virtual visits in the Member States, online meetings with the stakeholders (social partners,

government representatives) to discuss with them how Eurofound was doing, what else it could be doing, how the correspondents were doing etc.

- 2.2 **The Chair** thanked the Executive Director and the staff for their good work. He was particularly pleased to hear about the event for schools and emphasised the importance of looking forward to the next generation.

He looked forward to Eurofound's input to the European Year of Skills in 2023.

He said that it was good to adopt a modern approach to communication, but important to always stay focused on the quality of the work behind it.

- 2.3 **Ms Rossi (Employers)** thanked Eurofound for the positive work and encouraged the organisation to remain open to different views which was one of its strengths.

- 2.4 **Mr Ciechański (Governments)** also thanked the Executive Director and staff for their positive work and noted the great efforts made to address the budgetary challenges.

- 2.5 **Ms Kauffmann (Commission)** joined the other Groups in congratulating Eurofound on its output and on its high budgetary utilisation. The agency had proven it was adaptable.

She was pleased to see that preparations were underway for the next EWCS and that the number of Representativeness Studies was on the rise.

She wished to personally thank Eurofound for its contribution to the ESDE report which she had presented on the previous day in the Employment and Social Rights Forum. And the Joint Employment Report which the Commission would adopt on 22 November. Eurofound's input was of great importance in the regular annual minimum wage review. With the adoption of the Directive for Adequate Minimum wage in Europe she said that she looked forward to the outcome of the ongoing pilot project on minimum wage.

She appreciated the challenges posed by the difficult budgetary situation this year and said that the Commission was pleased to be able to contribute to assistance regarding the subsidy.

There were no more comments on the progress report and the Chair thanked the Executive Director and closed the item.

3. **Adoption of Programming Document 2023 (MB 6/4)**

- 3.1 **The Deputy Director** had presented the PD 2023 on the previous day and there had been further discussions in the Group meetings.

A small number of amendments had been agreed by the Executive Board after those discussions, which she would outline.

She reminded the meeting that it had been agreed with the Executive Board that publications would be scheduled more regularly throughout the year, rather than altogether at the end of the year, so a number of those planned for December, would instead be published in the new year.

Three amendments were agreed in relation to Activity 7 on surveys.

- Page 38 Line 1225-1227: 'To test a possible transition of Eurofound surveys to an online mode of data administration, a smaller random subsample of respondents would be recruited to complete the interview online'. This clarified that the online transition in the EWCS 2024 was only being tested at this stage. It would be evaluated in 2025 and the results of that evaluation would then be presented to the Management Board.
- Page 38, Line 1236: a clarification that the European Quality of Life Survey (EQLS) should be fielded in 2026/2027 using lessons learned from the 2024 EWCS test survey.

- Page 39, Line 1239-1240: When it became clear in 2021 that Cedefop would not be a partner in the European Company Survey (ECS) it was wondered whether in the absence of a suitable partner Eurofound could continue to fund the survey. This amendment reflected that a discussion had not yet taken place. 'A new round of the ECS will take place in the next programming period. Appropriate cooperation partners will be sought'.

These amendments would also be reflected as necessary in the 2024 Programming Document.

- 3.2 **Ms Rossi (Employers)** said that the Group could approve the text. As discussed in the Executive Board the Employers urged Eurofound to closely monitor the activities and obligations of the network of national correspondents, following complaints by members that there were challenges establishing contacts and a dialogue with the national correspondents, something that was a requirement in their contracts.

Regarding Eurofound's communication activities the Group wished to highlight the importance of having a balanced representation in events where all three main stakeholders and the European Commission were represented and that Eurofound should always focus on its mandate which was to provide evidence-based research and should avoid entering political debates.

- 3.3 **The Executive Director** agreed that it was a contractual obligation of the correspondents to be in touch with the national stakeholders. The new contracts were in place, and this would be monitored. Eurofound was planning to have online meetings with the national stakeholders and correspondents to make sure that things were working on the ground and that Eurofound was responding to the needs.

The role of Eurofound to provide evidence for policymakers was clearly understood and it would be ensured that its activities were not perceived otherwise.

4. **Programming Document 2024 (MB 6/4)**

- 4.1 **The Deputy Director** asked for any comments on the document from the Group meetings on the previous day.

- 4.2 **Ms Hoffmann (Workers)** made the following comments.

- The Group would have suggestions for including the perspective of social dialogue and industrial relations in the topics that were sketched out in the Working Conditions and Sustainable work activity, since skills and working conditions were also shaped by social dialogue, even in SMEs.
- In the Industrial Relations activity, the research should be contextualised in relation to for example the Directive on Adequate Minimum Wage and the Pay Transparency Directive, depending on how things developed with that.
- The Group would have deeper discussions on the question of policy-relevant topics when there was the possibility to do that at the Group meetings in summer 2023, so it was alright that descriptions were vague in the document at this stage.
- In the section on Employment and labour markets the whole discussion seemed rather supply driven. The Group thought that labour shortages were not just a result of not enough skills or insufficient labour mobility. There was something more going on, and the Group would like to see that better reflected in the document.
- Social dialogue should be reflected more in the Anticipating and managing the impact of change activity because, after all, digitalisation, hybrid work, new forms of work, were all subject to social dialogue and industrial relations.

- There were some questions about the resource allocation per activity which the Group were happy to discuss in more detail in the Executive Board meeting in January 2023.

4.3 **Mr Närhinen (Governments)** said there had been a good discussion in the Group meetings and comments would be forwarded in writing.

- Activity 1: Working conditions and sustainable work: In the project on vulnerable workers the Group would like to have a more open conceptualisation of the most vulnerable groups and maybe to elaborate the links with active labour market policies in this project. The project on meaningful work had been deleted but the Group asked if it could be reintroduced in some way within this activity.
- Line 592: What was meant by 'objective' gender-neutral pay and what would the cooperation with EIGE entail.
- Activity 4: Living Conditions and Quality of life: In the research on care provision and the role of informal carers it would be interesting to look at it from a gender equality perspective.
- Research on the energy and cost of living crisis could be mentioned in Activity 5 on the Impact of change.
- In the project on the working conditions of online workers it would be good to elaborate a little on the future employment possibilities of platform workers. i.e., whether it increased their possibilities to be employed in the labour market in a more permanent way.
- In Activity 6 the research on social cohesion and new forms of inclusive participation which dealt with the polarisation of European societies, the Group wondered if it was part of Eurofound's priorities to do research on this kind of issue, so the Group suggested to reshape it a bit and make it a bit more of an open question and link it to Eurofound's remit.

Mr Ciechański echoed the statement by the Workers' Group that the research questions should be more clearly developed.

4.4 **Ms Rossi (Employers)** said that the Group felt that the programme did not sufficiently consider the challenges posed by the war in Ukraine and the energy crisis and was rather business as usual. There should be more awareness of the global context in the economic but also the social sphere.

- The Group had concerns about several projects, and she echoed the statements that it was important to define the research questions behind the projects.
- Line 592: The term 'gender-neutral pay determination' did not make sense. The timing of this project was problematic considering the potential implementation of a Directive on gender pay transparency in 2024. Although such information could be useful at the national level it did not seem that this was the approach in the project. It was not clear if it was a project on the implementation of that Directive.
- Line 710: the research investigating shifts in employment structure was welcome, but it was not clear what were the objectives, and the Group would welcome discussion. Similarly, they would like to discuss the objective of the new project on job differences in task requirements. A new project on gender pay gaps was extremely interesting but limiting it to an educational perspective could be misleading in understanding a dynamic that was influenced by many other factors such as gender stereotype, cultural approaches and so on.
- Page 30: The Group had some doubts on the focus on the impact of the green and digital transitions on the labour market.

- On the restructuring process at the company level, the perspective (adapting to digital processes) was too limiting.
- Page 30: On the transition to a low carbon economy, it was an interesting initiative, but the Group thought that the monitoring framework required a structural initiative because otherwise it was not possible to see the added value of the project.
- Page 31: The focus on managers was again, a bit limited and the perspective of workers and teams was missing. Sometimes there were no workers representatives to engage with, as the situation varied from country to country.
- On platform work, the Group were quite negative about this project which started with quite an ideological presumption that all platform workers were employees and exploited. The recent ILO report showed that it was quite difficult to compare all situations of platform workers. How did Eurofound propose to gather evidence on this because it could be quite difficult.

4.5 **Mr Ciechański (Governments)** said that the Group shared some of the concerns expressed by the Employers regarding the platform work project which could be looked at also as a kind of flexibilization of work, an entry point to the labour market. It could be a good project, but it needed to be crafted in a way that it was not simply an observation that platform workers were not workers.

4.6 **Ms Kauffmann (Commission)** agreed that the research questions to be addressed in projects should be clearer. She also agreed with comments made by the Employers that events were developing in a very fast way and that it was important to reassess whether the programme was still aligned with the changing environment.

On the project on the socioeconomic impact of the transition and towards a new monitoring framework, the project was interesting, but she would like to check where things were at EU level on this area and see what was coming up. There was a lot of activity in this area, with a recent recommendation by the Council on ensuring a fair transition and there would be a follow-up on energy poverty.

4.7 **The Deputy Director** responded to the comments.

- She understood from the feedback that there was a lack of clarity about the objectives of the projects and so Eurofound would go back and look at this again. To an extent it was the lack of certainty about the issues in 2024 considering the sense of permanent crisis in the world that meant that projects were not being nailed down at this point. Eurofound had demonstrated that it could be flexible, and she thought it would be best to discuss again in the summer and to tie down the projects or perhaps abandon them then, if they were not relevant to the situation. In the topical presentations on the previous day, Eurofound had tried to demonstrate its agility, how in response to a crisis like Ukraine or the pandemic the Agency was required to respond by setting up new data collection instruments. She asked that any concrete suggestions be sent to her.
- Line 592: The project was not concerned with the implementation of the Directive on gender pay transparency, and if the text gave that impression, it would be reviewed. There were currently existing a lot of different measures and methodologies aiming at doing gender neutral job evaluation and this would look at the methodologies and the results. The text had already been reviewed to address the concerns of the Employers about the objectivity of job evaluation and how it sets wages. The aim of having gender neutral job evaluation was to be objective regarding age and gender etc. It was 'objective' to indicate exactly that. It could be discussed in the Executive Board in January, but the purpose was to see what was out there and what could be learned from that, which was very much in the

spirit of Eurofound's research. There was a constant discussion with EIGE regarding any gender research so collaboration on this research would be possible.

- Eurofound could more clearly contextualise the research to the legislative process.
- On the gender pay gap, the research concerned the mismatch between the increase in educational attainment of women and the fact that the gender pay gap had not been narrowing at the same speed, which was an interesting research question, but to only look at education would provide some very strange assessments so there would be a lot of contextual elements like occupation, sector etc.
- Line 716: Measuring jobs differences in task requirements was an interesting project about structural changes in the economy, whereby people needed to move across sectors, not only within sectors and across occupations, and it would look at how big were the differences in task requirements. Nobody was looking at this currently, looking not at the skills but at the actual tasks and mapping the situation.
- On Activity 3: Employment and labour markets she would look into whether the research was more supply driven, if so then this could be reviewed.
- The comment from the Governments' group on whether a project on energy and living costs was possible she felt that this was covered in projects in Annex 13 of the document (overview of projects taking into consideration the impact of the war in Ukraine). If it was decided to do something more it would probably be under Activity 4 (i.e., Living conditions and Quality of life).
- The project on the platform economy concerned only online platform workers. These workers were more difficult to reach. She agreed with comments by the Employers that there were very different types of online workers, and she said the text could be improved to make that clear. It did not presume the employment status of workers. Many of these workers, for example translators, architects, had always worked online as self-employed and they had just found a new way of matching supply and demand. The colleagues were considering using an e-survey tool to reach out. So, it would not be representative. It aimed to understand the challenges and opportunities.
- Line 1134: Trust in institutions and satisfaction with democracy she would argue was a part of Eurofound's brief in relation to Social Europe. With the parliamentary elections in 2024 it would be good to have a project around some of the issues around trust in institutions. Without trust in institutions and democracy, change was extremely difficult and in a rapidly changing environment in the economies and lives of Europeans it was therefore necessary.

4.8 The Chair thanked the Deputy Director for her replies and noted that comments would be forwarded in writing to Eurofound.

5. **Mr Manolopoulos (EU Agency, FRA)** addressing the meeting online from Vienna, congratulated Eurofound on its response to the pandemic and the crisis in Ukraine and said that the Vienna agency was keen to establish areas where the two agencies could cooperate in future, especially on Ukraine.

The Executive Directors of both agencies had discussed how potential synergies and cooperation could contribute to reducing the cost of surveys, and FRA were very interested in the online element of the EWCS survey in 2024 (the EWCS Test survey). FRA ran several surveys and were in regular contact with colleagues in Eurofound to exchange and provide information to each other.

Eurofound had proposed a cooperation on the European Quality of Life Survey (EQLS) and on FRA's Fundamental Rights Survey, in 2026 so there would be explorations in

relation to potential collaboration. The Agency was also interested in Eurofound's work on digitalisation and Artificial Intelligence and felt that there was the potential for collaboration in this area in 2023.

He welcomed the collaboration between the two agencies and looked forward to the participation of the Executive Director Mr Kalfin in the FRA Management Board meeting in December.

- 5.1 **The Chair** thanked Mr Manolopoulos for his words and welcomed that there was good cooperation between the two agencies.

The **Deputy Director** also thanked Mr Manolopoulos for his intervention and said that there was a very good and fruitful collaboration in discussions around the surveys and how to move forward on that.

She was very happy with the exchange of data and looked forward to fruitful collaboration on the AI issues which were important for Eurofound too.

6. **Election of Chair and Deputy Chairs (MB 6/6)**

As was the usual practice the Chair of the Management Board rotated every two years between the tripartite Groups. The Workers had occupied the Chair since 2020 and accordingly the Chair and Deputy Chairs were elected as follows:

- Ms Rossi (Employers) Chair
- Mr Ciechański (Governments) Deputy Chair
- Mr Kouwenberg (Workers) Deputy Chair
- Ms Kauffmann (Commission) Deputy Chair

7. **Report from the Chair of the Management Board Committee on Staff Matters**

Ms Kauffmann (Commission) presented an oral report on the activities of the Committee and three decisions that were taken.

The first concerned the adoption of a Decision on the conduct of administrative inquiries and disciplinary procedures, taking the template adapted for use in the EU Agencies.

The second decision was to opt out from the European Commission decision on hybrid working, and to develop one more adapted to the situation in the agencies that would be available probably in January 2023.

The third decision was in relation to a complaint by a staff member into specific aspects of a decision on retirement of the staff member.

8. **Decision appointing alternate member of the Committee on Staff Matters (MB 6/8)**

The Board appointed Ms Kwiatkiewicz as alternate member for the Employers on the Management Board committee on Staff Matters.

9. **Draft Schedule of meetings of the Board, Executive Board and Groups in 2023 (MB 6/9)**

The draft dates were adopted.

In response to a question from Mr Närhinen (Governments) the **Deputy Director** outlined the meetings planned in February 2023 as part of the development of the next four-year programme (2025-2028). An extended Executive Board meeting (up to three additional participants per Group would be invited) would feed into a brainstorming on what the programme might look like (a short briefing paper would be made available beforehand).

Based on this meeting a draft would be developed and discussed at a further extended Executive Board meeting before the March meeting.

These meetings would be face-to-face and would take place in Brussels and would be facilitated by an external facilitator.

Where possible, ideas filtered through the Advisory Committees could feed into the process.

10. Annual report of the Data Protection Officer (DPO) (MB 6/10)

Ms Aguiar, (Data Protection Officer) presented online as she was attending a meeting of the legal network.

One of the key tasks of the DPO was to raise awareness of data protection through activities like the annual Data Protection Day in January (which in 2022 focused on cybersecurity) through targeted training sessions for staff (including training on dealing with data breaches), through providing advice on data protection provisions in contracts including those governing research, through a monthly newsletter, as well as by publishing information and guidelines for staff on the intranet.

As DPO she had responsibility also to carry out Data Protection Audits to assess the level of compliance internally and following an audit in 2021 had made 25 recommendations. Following on from the recommendations, there was work to be done on internal procedures for assessing international data transfers in contracts. Some internal governance rules would also need to be reviewed.

Full details could be found in the Annual Report of the DPO which had been provided.

The **Chair thanked Ms Aguiar** for her presentation and for her important work.

11. Report from the Internal Control Coordinator (MB 6/11)

11.1 Ms De Boer (Internal Control Coordinator) presented a summary of her report. She explained that EU Institutions and Agencies require an Internal Control framework to mitigate any risks that might deflect from implementation of the work programme, in an effective and efficient manner. The Annual Report of the Internal Control Coordinator concerned the implementation of control processes and systems. The report should support the Board in its tasks, such as monitoring the implementation of recommendations from internal and external audits of Eurofound, and also in assessing the Consolidated Annual Activity Report of the Authorising Officer (CAAR).

Ms De Boer highlighted the state of play in implementing actions from previous evaluations and risk assessments.

All actions following the Commission's cross-agencies evaluation (2019) had now been implemented.

There were some actions to be confirmed following the most recent evaluation of the Network of Eurofound Correspondents (NEC) (one of the most evaluated activities in Eurofound). It would be good to report on their feasibility in a next Executive Board meeting notably on the recommendation to explore collaboration with other networks.

Two recent audits by the Internal Audit Service (IAS) on Procurement and contract management and on HR management and ethics respectively, had yielded several recommendations. Action plans had been agreed and those planned for 2022 would be implemented by the end of the year.

The report also covered actions aimed at ensuring a strong internal control framework. One area highlighted for action was the management of potential conflicts of interest of staff, experts and the Management Board, and she mentioned that despite progress

following an appeal at the previous Board meeting, many of the Management Board members had still not provided their declarations, which had been noted in the discharge report of the European Parliament. By the end of the year all forms should be provided.

There was good cooperation with other agencies for example on the topic of risk. The Commission had recently asked all agencies to inform them of the greatest risks they faced.

Looking ahead, the Commission would be undertaking a cross-agencies evaluation of the DG EMPL agencies (Eurofound, EU-OSHA, Cedefop, EU-OSHA and ETF). This was foreseen in the founding regulation of the Agency and should be completed by early 2024. It would be an evaluation on the performance of each individual agency against its objectives (with a focus on efficiency, effectiveness relevance, coherence and EU added value). It would also take a cross-agency comparative perspective.

As part of the assessment, interviews and surveys of stakeholders would take place. It was important that Board members provided their feedback when approached, as the evaluation was important for the agency.

She closed her presentation with a recommendation for members to consult the Performance and Audits section of the Extranet for Board members.

11.2 Mr Närhinen (Governments) welcomed the opportunity to discuss the NEC which was a topic that raised a lot of interest in the Group and if there were any outstanding audit recommendations that she could share.

11.3 Ms De Boer said that it would be better to consult the documents relating to audits on the extranet which were very detailed. It would be better to discuss the NEC in a face-to-face meeting.

11.4 Ms Kauffmann (Commission) wished to add that the cross-agencies evaluation had been launched and would be completed by October 2023. Eurofound was encouraged to actively participate in the process and to engage with it. There would be quite extensive interviewing and it would be important that Eurofound should comment on the draft inception report for the evaluation.

It was important to note that each of the four agencies had to be evaluated at regular intervals and that the purpose of the evaluation was to look at the effectiveness, efficiency, relevance, coherence, and EU added value of the agency.

12. Advisory Committees 2023: Composition and dates of meetings (MB 6/12)

The composition and dates of Advisory Committee meetings in 2023 were provided for information only and the dates and any vacancies should be noted.

13. The Chair closed the meeting. The next meeting of the Board would take place on Friday, 17 November 2023 in Dublin

Chair
S.Rossi

Executive Director
I. Kalfin



List of Decisions taken by Management Board at its meeting on 18 November 2022

1. Adopted Decision No. 59 approving that the final draft of Programming Document 2023 be adopted subject to the budgetary procedure (MB 6/4)
2. Discussed fourth draft of PD 2024
3. Adopted Decision No. 60, electing the Chair Ms Rossi (Employers), and Deputy Chairs Mr Ciechański (Governments), Mr Kouwenberg (Workers), Ms Kauffmann (European Commission) MB 6/6)
4. Adopted Decision No. 61 appointing Ms Kwiatkiewicz alternate member of the Management Board Committee on Staff Matters (MB 6/8)
5. Adopted Decision No. 62 approving dates of meetings of Management Board, Executive Board and Groups in 2023 (MB 6/9)

List of Participants

	Last Name	First Name	Group	Member State	Status
1.	Antauer	Igor	Employers	Slovenia	Member
2.	Antila	Juha	Workers	Finland	Member
3.	Argyrides	Panikos	Workers	Cyprus	Member
4.	Balint	Adrienn	Employers	Hungary	Member
5.	Bergrath	Tanja	Workers	Germany	Member
6.	Bjerre	Maria	Workers	Denmark	Member
7.	Blasco de Luna	Francisco Javier	Employers	Spain	Alternate
8.	Bolsee	Yves	Governments	Belgium	Member
9.	Brankov	Dimiter	Employers	Bulgaria	Member
10.	Castex-Chauve	Lucile	Governments	France	Alternate
11.	Ciechański	Jerzy	Governments	Poland	Member
12.	Costa	Manuel	Employers	Portugal	Member
13.	Daly	Kevin	Governments	Ireland	Member
14.	David	Joyce	Workers	Ireland	Member
15.	De Camillis	Romolo	Governments	Italy	Member

	Last Name	First Name	Group	Member State	Status
16.	Drbalová	Vladimíra	Employers	Czechia	Member
17.	Eamets	Raul	Employers	Estonia	Alternate
18.	Farrugia	Joseph	Employers	Malta	Member
19.	Ferreira	Nelson	Governments	Portugal	Member
20.	Friis	Soren	Governments	Denmark	Alternate
21.	Fugger	Harald	Governments	Austria	Member
22.	Geurts	Wilm	Governments	Netherlands	Member
23.	Gourzoulidis	George	Governments	Greece	Member
24.	Gregorcova	Silvia	Governments	Slovak Republic	Member
25.	Gustavsson	Håkan	Workers	Sweden	Member
26.	Hoffmann	Aline	Workers	N/A	Deputy Coordinator
27.	Hopfner	Sebastian	Employers	Germany	Member
28.	Ioannou	Christos A.	Employers	Greece	Member
29.	Juurik	Marian	Governments	Estonia	Member
30.	Kanjou-Augé	Imad	European Commission	N/A	Alternate
31.	Karlsson	Patrik	Employers	Sweden	Member
32.	Katja	Miettinen	Employers	Finland	Member

	Last Name	First Name	Group	Member State	Status
33.	Kauffmann	Barbara	European Commission	N/A	Member
34.	Kiukucane	Ilona	Employers	Latvia	Member
35.	Komel	Vladka	Governments	Slovenia	Member
36.	Konjar	Maja	Workers	Slovenia	Member
37.	Kouwenberg	Jan	Workers (Chair)	Netherlands	Member
38.	Kwiatkiewicz	Anna	Employers	n/a	Coordinator
39.	Lewén	Aurora	Governments	Sweden	Observing
40.	Lope Fontagné,	Verónica	European Parliament	n/a	Member
41.	Messios	Orestis	Governments	Cyprus	Member
42.	Miettinen	Katja	Employers	Finland	Member
43.	Misslbeck-Winberg	Christiane	Employers	Denmark	Member
44.	Music Oreskovic	Iva	Governments	Croatia	Observer
45.	Närhinen	Antti	Governments	Finland	Member
46.	Nicolai	Alexandra	Governments	Netherlands	Alternate
47.	O'Brien	Brenda	EU-OSHA	N/A	Observer (EU Agencies)
48.	O'Hare	Pauline	Employers	Ireland	Alternate
49.	Olszewski	Bogdan	Workers	Poland	Member

	Last Name	First Name	Group	Member State	Status
50.	Ortega	Gloria	Governments	Spain	Member
51.	Pallagi	Gyula	Workers	Hungary	Member
52.	Parmentier	Charles	Workers	France	Member
53.	Pasat	Diana	Employers	Romania	Member
54.	Pavelka	Tomas	Employers	Czechia	Alternate
55.	Rocha	Fernando	Workers	Spain	Member
56.	Romele	Linda	Workers	Latvia	Member
57.	Rossi	Stefania	Employers	Italy	Member
58.	Rudka	Andrzej	Employers	Poland	Member
59.	Schömann	Isabelle	Workers	N/A	Coordinator
60.	Slekyte	Donata	Governments	Lithuania	Member
61.	Sonnweber	Tobias	Employers	Austria	Member
62.	Tare	Ineta	Governments	Latvia	Member
63.	Todorova	Teodora	Governments	Bulgaria	Member
64.	Van Mierlo	Mario	Employers	Netherlands	Member
65.	Vana	Vlastimil	Governments	Czechia	Member
66.	Vella Muscat	Diane	Governments	Malta	Member

	Last Name	First Name	Group	Member State	Status
67.	Voigtländer	Thomas	Governments	Germany	Member

Also participating as Observers and Eurofound staff

Last name	First Name	Representing	Status
Barnas	Kristin	Governments	EFTA/EEA Observer
Ulserod	Torstein	Employers	EFTA/EEA Observer
Ranieri	Antonio	Cedefop	EU Agencies Observer
Cockburn	William	EU-OSHA	EU Agencies Observer
O'Brien	Brenda	EU-OSHA	EU Agencies Observer
Scheele	Carlien	EIGE	EU Agencies Observer
Gortnar	Marusa	EIGE	EU Agencies Observer
Boiangiu	Cosmin	ELA	EU Agencies Observer
Mereuta	Cristine	ETF	EU Agencies Observer
Monteleone	Doriana	ETF	EU Agencies Observer
Till-Tentschert	Ursula	FRA	EU Agencies Observer
Manolopoulos	Constantinos	FRA	EU Agencies Observer
Eurofound staff			
Kalfin	Ivailo	Eurofound	Executive Director
Jepsen	Maria	Eurofound	Deputy Director
Grimmeisen	Markus	Eurofound	Secretary, Head of Resources
Eiffe	Franz	Eurofound	Union Syndicale Eurofound
Bangacheva	Nevena	Eurofound	Staff Committee
Ahrendt	Daphne	Eurofound	Staff Committee