

# Consolidated annual activity report 2023





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European Foundation  
for the Improvement of  
Living and Working  
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The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency established in 1975. Its role is to provide knowledge in the area of social, employment and work-related policies according to Regulation (EU) 2019/127.

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# Management Board's assessment

In 2023, Eurofound once again demonstrated its strength in supporting evidence-based policymaking through its expertise in the areas of employment, working life, living conditions and social dialogue, and by drawing on the benefits of its unique tripartite governance structure. In this third year of its four-year work programme *Towards recovery and resilience*, and working in a context of increasingly tight resources, Eurofound delivered 95% of its planned outputs, exceeding the key performance indicator (KPI) target of 80%. These outputs include important work on the impact of the COVID-19 pandemic and the aftermath of rising inflation on living standards and quality of life, as well as new findings on the world of work, including the advance of telework and hybrid work, the job quality of essential workers and the impact of psychosocial risks in the workplace. The Agency's work also provided insights on pressing issues in Europe today, such as labour shortages, the inaccessibility of affordable housing and employees' right to disconnect from work at the end of the working day.

The Management Board commends the broadening of the Agency's research in the critical area of the just transition, with the publication of several reports on key subjects. These include the impact of the green transition on employment and working conditions, the role of social dialogue, and the performance of the Member States in improving environmental quality of life. This work also takes into account the green transition as an essential dimension of more general and structural challenges facing Europe.

Reserving capacity within the work programme to ensure sufficient flexibility to align with the EU agenda and the needs of the stakeholders remains important. In 2023, the Agency ensured that it had capacity to respond to a request from the European Commission and the European Parliament to carry out an analysis of the European Child Guarantee monitoring framework.

The relevance and added value of the outputs from the work programme were demonstrated by their contribution to key European-level policy documents issued by the European Council, the European Parliament, the European Commission, EU committees and the EU-level social partners, as well as their citation in articles published in peer-reviewed academic journals, which increased notably in 2023.

The Board notes with satisfaction the Agency's contribution to activities at EU and national levels as part of the European Year of Skills. Inputs included a

background paper on preventing skills mismatches for the informal Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) meeting held under the auspices of the EU Presidency of Sweden; a joint event focused on skills needs in the EU held by five EU agencies in partnership with the European Parliament and the Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL); and a joint webinar with Cedefop on mobilising skills for business performance.

The Board endorses Eurofound's ongoing support for the EU Presidency programme and recognises its success in extending cooperation with EU institutions and agencies and external partners. Collaboration with the EU Presidencies of Spain and Sweden over the year included specific contributions to the informal meetings of EPSCO and the Employment Committee (EMCO) and other high-level events on a wide range of topics including labour market change, housing, the green transition, services for children, mental health and hybrid work arrangements. Partnerships with international organisations were exemplified by the joint event with the International Labour Organization (ILO) on essential workers, opened by Commissioner Nicolas Schmit.

In addition to the five-agencies meeting on skills, Eurofound undertook several other joint events and projects with EU agencies. These included the publication of two reports and a joint webinar on the socioeconomic impact of the EU's transition to climate neutrality in partnership with the European Environment Agency (EEA); a conference on labour shortages in the EU held in partnership with the European Labour Authority (ELA); collaborations with the European Institute for Gender Equality (EIGE) that produced a session exploring the gendered aspects of energy poverty during the European Sustainable Energy Week and a policy brief on gender differences in platform work; and the publication of a joint research paper with the Fundamental Rights Agency (FRA) on barriers to employment of displaced Ukrainians.

These activities attest to the Agency's commitment to working with the EU Presidencies and strengthening partnerships with external organisations to take advantage of synergies and to broaden the scope of its work. The Board was therefore pleased in November to adopt a corporate strategy for partnerships to facilitate this ongoing drive towards more and better collaboration.

In relation to the communication of the Agency's work, the Board welcomes several innovations in 2023 enhancing contact with decision-makers at EU and national levels. Of note among these is the inaugural annual Living and Working in Europe lecture, which took place as part of the Irish government's celebration of 50 years of EU membership. The launch of the Brussels Briefings provides an opportunity for small-scale interaction in a closed setting with key actors in the chosen subject field. The virtual visits programme – online meetings reaching out to stakeholder groups at national level – kicked off, hosting groups from Malta, the Netherlands, Denmark and Sweden. The Board also welcomes Eurofound's openness to the local community and interested citizens with its Open Day and Open House initiatives, which were launched successfully during the year.

The Agency's digital strategy advanced with further enhancements to Eurofound's website. The migration to a new website provides a more user-friendly experience with a fresh design and new interactive features. The website includes a new data explorer and data catalogue, which give users easier access to the wealth of surveys and other data in an accessible format, while the Eurofound apps environment hosts a number of databases. Web-based executive summaries also add to the user experience with the option for e-translation.

The Board recognises the progress made in stakeholder engagement and media outreach resulting from these innovations, noting the significant increase in priority news coverage as well as the increase in website page views and report downloads compared with 2022.

The Board notes the successful implementation of hybrid working arrangements within the Agency and the introduction of a support and well-being programme for staff. It also expresses its satisfaction with Eurofound's recertification under the Eco-Management and Audit Scheme (EMAS) in 2023, indicative of a continued improving performance on environmental sustainability indicators.

The Board acknowledges the European Court of Auditors' report on the annual accounts for the financial year 2022 and confirms the reliability of the Agency's accounts as well as the regularity and legality of the underlying transactions in all material aspects having completed the follow-up to the previous years' observations. It also notes the increase in the budget to mitigate the effect of the steep increase in the Irish coefficient.

It takes note of the declaration of assurance of the Executive Director and the information on the internal control system's assessment underpinning the declaration. It welcomes the fact that suitable controls are in place and work as intended, that no significant weakness has been identified, that risks are being appropriately assessed, monitored and mitigated, and that necessary improvements are implemented when required.

The Board looks forward with confidence to the recommendations from the European Commission based on the external evaluation of Eurofound's performance over 2017–2022, together with Cedefop, the European Training Foundation (ETF) and the European Agency for Safety and Health at Work (EU-OSHA).

The Board is satisfied that the information provided in this *Consolidated annual activity report 2023* gives reasonable assurance that the resources assigned to Eurofound in 2023 have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

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

Dublin, 26 June 2024

Signed: **Stefania Rossi**, Chair of the Management Board



# Executive summary

## Agency in brief

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

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

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

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

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

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

2023 was the third year of Eurofound's four-year programme, covering the period 2021–2024, entitled *Towards recovery and resilience*. This programming period is shaped not only by a context of polycrisis but also by significant challenges and opportunities arising out of the demographic, digital and green transitions, which are having transformational impacts on working and living conditions in Europe.

The programme's strategic objective is:

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

The Agency has implemented the 2023 programme with a budget of €25,369,931 and an establishment plan of 91 posts.

## Year in brief

2023 saw an intense period of work for Eurofound at a time of global turmoil and economic instability. Russia's protracted war of aggression in Ukraine, the dramatic escalation of conflict in the Middle East and high levels of inflation, albeit easing, provided the context as the EU legislative bodies moved to finalise its work before the end of the current political cycle in 2024. Eurofound also continued to drive forward its current four-year programme for 2021–2024, while finalising the comprehensive planning and development exercise of drafting Eurofound's new multiannual programme for 2025–2028.

Thanks to continued efforts in efficient resource management, Eurofound maintained its high standard in full budget implementation. It received additional funding from the European Commission that partly offset the actual cost increases. A strong focus on resource optimisation and stronger synergies continued to guide the implementation of the work programme. Indeed, Eurofound prepared several initiatives aimed at more flexibility in the work programme to ensure alignment with the EU agenda and the needs of the stakeholders. For example, at the request of the Commission and the European Parliament, Eurofound included a research project on the European Child Guarantee. Eurofound also worked on generating several proposals to create synergies and increase the efficiency of the EU budget. These proposals related to access to the Horizon Europe programme, better data management and use in the Agency's areas of work and increasing support for social dialogue.

Eurofound delivered 95% of the outputs planned in the programme for 2023, adding a variety of extra channels and products to respond to the information needs and requests of its stakeholders. A range of new channels and formats were introduced to ensure the optimal impact of Eurofound's research findings and analysis. These included webinars, podcasts, data visualisations and blogs, which saw a rise in media reach and web user activity.

The European Year of Skills provided ample opportunity for Eurofound to contribute to a wide range of activities at EU and national levels. Eurofound was requested to draft a background paper on the topic for the informal EPSCO meeting that was held under the auspices of the EU Presidency of Sweden and the five-agencies joint

event, focused on skills, that took place in the European Parliament in September. This event was one of many initiatives that were established in partnership with other actors during the year, including the joint event on essential workers, which was organised with the ILO and was opened by Commissioner Nicolas Schmit in October.

Uptake of Eurofound's expertise was identified in 166 key European-level policy documents (163 in 2022). Key European-level policy documents are those that initiate policy processes, are of a consultative or advisory nature, or are reports with comprehensive uptake of Eurofound's knowledge. Findings and analysis based on Eurofound's surveys are also high in the top 10 of Eurofound's outputs that are referenced articles in peer-reviewed academic journals.

Highlights of policy-relevant research included research on working conditions in key areas for the digital age such as telework, the right to disconnect, incorporating the 'human in control' principle for artificial intelligence in the world of work, regulating algorithmic management, and informing and consulting workers.

Several examples of positive collaboration took place during the year, not least with other EU agencies. Examples include the joint work with EEA, which resulted in two reports and a joint webinar in June on understanding the socioeconomic impact of the EU's transition to a climate-neutral economy and a joint event in March with ELA on labour shortages in the EU. A session exploring the gendered aspects of energy poverty was also organised in collaboration with EIGE during the European Sustainable Energy Week. In June, the joint Eurofound-FRA research paper entitled *Barriers to employment of displaced Ukrainians* was published.

Collaboration also continued at a high level as part of the EU Presidency programme with Eurofound called upon to make wide-ranging contributions to the EU Presidencies of Sweden and Spain during the year on topics ranging from labour market change, housing, skills and the green transition to the European Child Guarantee and mental health.

To facilitate this ongoing drive towards more and better collaboration to support EU policy in a visible and coherent manner, a corporate strategy for partnerships was drafted during the year and was adopted by the Management Board in November.

Eurofound has a long tradition of collaborating with countries preparing for EU membership. In the context of the Instrument for Pre-Accession Assistance (IPA III), Eurofound and the Commission's Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) signed a contribution agreement in May 2023 for the provision of knowledge to support better informed social, employment and work-related policies in the Western Balkans and Türkiye. Covering a period

of 36 months till 2026, the agreement covers three main tasks: data collection, comparative analysis and knowledge exchange.

Eurofound also further consolidated its involvement in the EU debate in our host country. The inaugural Living and Working in Europe lecture took place in May in partnership with the Irish government, and the Agency hosted an Open Day in June and also participated in the Open House Europe initiative in October. At the same time, Eurofound continued to welcome a broad range of visitors, including ministers, elected representatives, international guests, schools and community activists. A particular highlight in 2023 was the visit of Commissioner Mairead McGuinness, responsible for financial services, financial stability and the capital markets union, which took place in July.

The latter part of the year saw Eurofound reach out to the national level via the new virtual visits programme which brings Eurofound's experts to national stakeholders via an online interactive seminar. Four visits took place in 2023 with six more planned for 2024. Other developments to reach relevant stakeholders at EU level include the new Brussels Briefings, which brought together key actors from the institutions and the social partners in closed settings to discuss specific issues on the policy agenda such as job quality and the gender pay gap.

Eurofound's digital approach has been enhanced further with the migration to a more user-friendly website. Combined with ongoing innovation in data presentation, it is enabling greater interactivity and greater control in users' hands. Eurofound's new data explorer and data catalogue have been finalised, giving users access to a visually attractive interface with more options to select and compare from the wealth of surveys and other data available. There has been an increase in the uptake of expertise via the media (719 articles in priority media outlets compared to 572 in 2022). This reflects an increased volume of output, and a particular interest in news on minimum wage developments, Europe's housing challenges and teleworking.

Hybrid working continues to progress well. It will be supported in 2024 by the implementation of the model decision on working time and hybrid working.

Eurofound continued to contribute to energy efficiency and climate neutrality, which included the installation of solar panels (to be completed in 2024). It also obtained EMAS recertification.

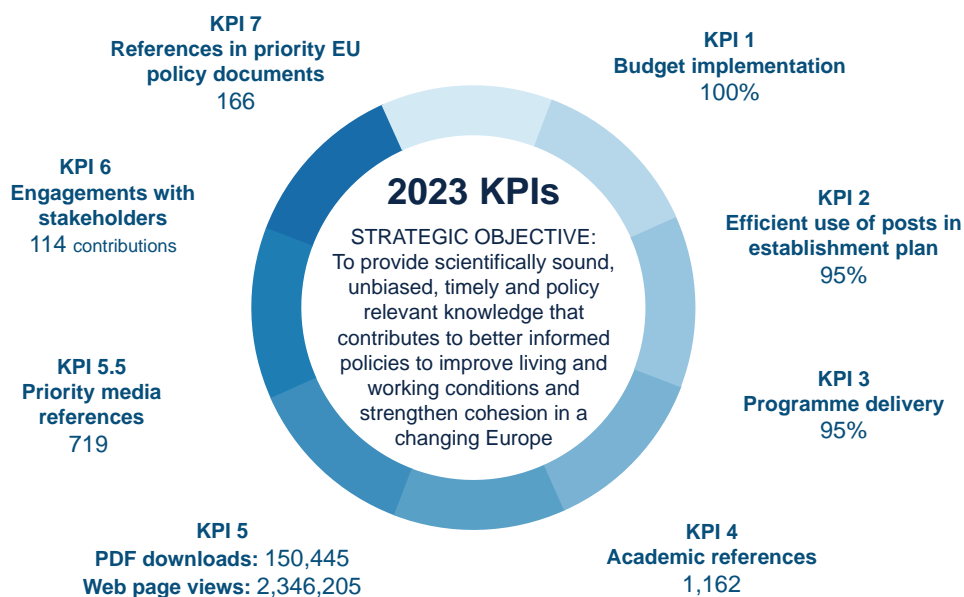
The Management Board obtained a new mandate. Nominations received via the Council resulted in a healthy mix between experienced and new members. In adherence with Eurofound's conflicts of interest policy, all declarations of interests and CVs of Board members have been published on the website.

The 2022 evaluation on learning and development provided important recommendations that were implemented in a new learning and development strategy that was adopted and rolled out in 2023. By the end of 2023, all actions in response to recommendations from audits and evaluations were implemented. The internal assessment of the internal control framework

showed no significant weaknesses while efforts to strengthen controls in a cost-effective manner continued.

An extensive support and well-being programme continues to sustain personal resilience, mental well-being and social interaction for all staff members.

Figure 1: Performance at a glance





# 1 Policy achievements of the year

## 1.1 General and institutional developments

At the end of this year of post-pandemic recovery, which saw a focus on the twin transition to a green and digital economy while tackling the fallout of the Russian invasion of Ukraine, the subsequent cost-of-living crisis and a new escalation of conflict in the Middle East, Eurofound focused on solidarity as the key to resilience and resolve. These persistent economic and social uncertainties required another year of adaptability and agility and work continued to monitor and assess the impact of these developments on living and working in Europe.

The European Pillar of Social Rights Action Plan continues to provide guidance in addressing common employment, skills and social challenges, and to foster upward convergence in working and living conditions in the Union, a key priority for the European Union and the Member States, as well as for candidate countries.

In 2023, the Council published a review of the implementation of the 2019 Council Recommendation on access to social protection for workers and self-employed people. It has been an important component of the rollout of the Pillar. It presents a mixed picture: gaps in access to social protection remain, often due to the complexity of adapting long-established national social protection systems for increased coverage and adequacy against a challenging economic background.

The directive on platform work is expected to come into force in 2024. It aims at striking a balance between digital development and the preservation of the basic rules, principles and rights of the labour markets for the workers in the sector.

The European Year of Skills further cemented and highlighted the importance of skills in an ever-changing labour market landscape as well as the importance of skills in addressing persistent labour shortages. Eurofound's work emphasised the importance of work organisation for skills utilisation and the need for continuous training, often provided by employers.

A new directive on adequate minimum wages, while leaving sufficient room for adaptation to the national context, brings clear benefits: it increases transparency, levels the playing field in a competitive cross-border labour market, stimulates a more prominent role for social partners and limits the precarious jobs that hinder EU competitiveness.

The [Pay Transparency Directive](#) (June 2023) is part of a broader package of measures and initiatives addressing the root causes of the gender pay gap and the economic empowerment of women, and feeds into the EU's broader [Gender Equality Strategy](#).

A mid-term review of the 2021 European Child Guarantee showed that further improvements are important, including improvements in its monitoring.

Topics such as an ageing workforce, long-term care, the state of housing in Europe and the impact of the green transition on living conditions show the joint efforts between politicians, policymakers, social partners and civil society in preserving the social dimension of Europe while remaining globally competitive – notably in light of the 2024 election year.

The political priorities of the EU institutions and the underlying developments are reflected comprehensively in Eurofound's multiannual programme and in the implementation of its research and communication activities in 2023. The relevant results and the new topics investigated by the Agency show its continued commitment to its mission.

Section 1.2 of this chapter presents the main results of Eurofound's work as set out in the 2023 work programme and outlines how this work contributed to the EU's policymaking in priority areas. In its annual publication *Living and working in Europe*, Eurofound provides more in-depth findings of selected research completed in 2023.

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

## 1.2 Programme results

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

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

- Working conditions and sustainable work
- Industrial relations and social dialogue
- Employment and labour markets
- Living conditions and quality of life

- Anticipating and managing the impact of change
- Promoting social cohesion and convergence

The work programme also includes two horizontal activities:

- Corporate communication
- Management and development

This section gives an overview of the main results of each activity in 2023. It starts by providing an overview of research findings that were published in 2023 as part of the special focus in Eurofound’s 2021–2024 programme on analysing the impact of the digital and green transitions.

## Just transition

During the 2021–2024 programming period, Eurofound’s focus is on analysing the impact of the digital and green transitions. This focus has given rise to several projects analysing the impact of the green transition, and 2023 saw the publication of findings from a number of these research projects. While half of the publications analysed the impact of the green transition on employment, working and living conditions, as well as the role of social dialogue in managing the just transition, other publications delved into challenges of a more general and structural nature where the green transition will add an extra dimension. The reports on labour shortages and skills needs, energy poverty and challenges regarding current and future housing stock highlight the current challenges and policy solutions and emphasise the implications of such challenges and solutions for the green transition. Two of the reports were produced in collaboration with EEA.

Publications	
Impact of climate change and climate policies on living conditions, working conditions, employment and social dialogue: A conceptual framework	Eurofound research paper
The transition to a climate-neutral economy: Exploring the socioeconomic impacts	Research report
Green, clean and keen to converge? A convergence analysis of environmental quality of life in the EU	Research report
Fit for 55 climate package: Impact on EU employment by 2030	Research report
Supporting regions in the just transition: Role of social partners	Research report
Measures to tackle labour shortages: Lessons for future policy	Research report
Unaffordable and inadequate housing in Europe	Research report
Surviving Wint-Her: A gendered analysis of energy poverty factors, drivers and outcomes	Working paper

The results were presented on various occasions at events organised by the social partners, the conference on social inclusion and access to adequate housing organised by the EU Presidency of Sweden and the European Commission. Eurofound also provided input for a session organised as part of the European Sustainable Energy Week.

Going forward, Eurofound will continue to provide evidence on the green and just transitions.

## Working conditions and sustainable work

Substantial work was undertaken in this activity in 2023, with data from the European Working Conditions Telephone Survey (EWCTS) playing a significant role in much of it. The analysis of both psychosocial risks and research on working conditions of essential (critical) workers used EWCTS data. A policy brief entitled *Job quality of COVID-19 pandemic essential workers* was published; this informed a joint event on essential workers with the ILO in Brussels. The policy brief examines the experiences of work among critical workers during the pandemic, and highlights imminent challenges to the sustainability of their work. It raises the question of whether these workers are equipped to support society through future shocks and crises.

The report *Psychosocial risks to workers' well-being: Lessons from the COVID-19 pandemic* was published in November, with cooperation from EU-OSHA. According to the EWCTS data, during the last stages of the COVID-19 pandemic, work organisation was characterised by high levels of work intensity for at least one in three employees, meaning they were working at high speed, to tight deadlines or in their free time. The report assesses job characteristics such as managerial support, participation and training that could help to protect workers' health and well-being in post-pandemic workplaces. Job stressors such as adverse social behaviour and job insecurity continue to be experienced by a significant proportion of workers in the EU. One of the report's key messages is that social dialogue has an essential role to play in helping to work towards common minimum standards for psychosocial risks at EU level. It can do so by specifically addressing issues such as work intensity, unsocial working hours, job insecurity, violence and harassment, and emerging risks coming from digitalisation.

The research report entitled *Self-employment in the EU: Job quality and developments in social protection* sets out the trends in self-employment and examines the working conditions of different groups of self-employed people using the EWCTS. The report also analyses measures taken at EU Member State level to better protect self-employed individuals against the risks of unemployment, workplace accidents and sickness, in the light of the Council Recommendation on access to social protection for workers and the self-employed.

The report recommends that lessons should be drawn from the experience of the pandemic to improve social protection systems and plan for any future extraordinary income support measures. This includes the importance of appropriate eligibility criteria, of removing bottlenecks in the dispensation of funds, of early implementation of support measures, and of sufficient awareness raising and transparency.

Research on the hybrid workplace in the post-COVID-19 era has started following completion of a short report *Hybrid work in Europe: Concept and practice*, which aims to clarify the meaning behind the much-used but rather fuzzy term 'hybrid work'. Eurofound's findings on different forms of telework have also informed relevant sections in the Joint employment report 2023.

Linked to the question of hybrid work practices is the issue of a right to disconnect. Eurofound's report on the subject, *Right to disconnect: Implementation and impact at company level*, which focuses on the implementation of a right to disconnect at company level and the impact it has, was published at the end of November 2023. Company-level evidence shows that the implementation of a right to disconnect policy on its own is insufficient to bring about cultural change in the workplace; the policy must be accompanied by awareness raising, training and effective measures to limit out-of-hours connection in ways that are tailored to specific work environments.

Work on a project that addresses keeping older workers in employment is ongoing. A literature review has been completed, and information on policies, practices and mechanisms at Member State level that help keep older workers engaged was collected from the Network of Eurofound Correspondents.

Results from Eurofound's research on working time informed the discussion of the Working Time Directive subgroup of the Directors General for Industrial Relations in their December meeting.

The job quality index developed as part of the analysis of EWCTS data was used to investigate the link between job quality and labour shortages in the European Commission's *Employment and social developments in Europe 2023*. Eurofound co-drafted the chapter on employment and working conditions in sectors and occupations with persistent labour shortages.

**Table 1: Uptake of publications from Working conditions and sustainable work during 2023**

Title	No. of downloads
Hybrid work in Europe: Concept and practice	1,237
Psychosocial risks to workers' well-being: Lessons from the COVID-19 pandemic	556
Right to disconnect: Implementation and impact at company level	511
Job quality of COVID-19 pandemic essential workers	500

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

- European Council: *Council conclusions on mental health and precarious work*
- European Commission: *Employment and social developments in Europe 2023*
- European Commission: *Joint employment report 2023*
- European Parliament: *Minimum health and safety requirements for the protection of mental health in the workplace* (study required by the Parliament's Employment and Social Affairs (EMPL) Committee)
- BusinessEurope: *Algorithmic management at work* (policy orientation note)

## Industrial relations and social dialogue

Eurofound continued to provide data and information on minimum wage setting in the EU. Initial data and findings were available early in the year, and the *Minimum wages in 2023: Annual review* was published in June, along with three country-specific articles. The report showed that despite large nominal increases in minimum wages, minimum wage workers in many countries were faced with a decline in their purchasing power due to high inflation. Despite the short-term losses in real terms, longer-term gains did not disappear in 2023. Early impacts of the EU directive on adequate minimum wages are noticeable, with more countries electing to use the international 'indicative reference values' mentioned in the directive. Eurofound's research and expertise on minimum wages continued to be in demand by wage setters, including, for example, the Irish Low Pay Commission, the Maltese union Voice of the Workers (UHM) and the Chinese Ministry of Labour as part of a conference organised by the ILO.

Work on tripartite social dialogue and policy formation resulted in the publication in March of a report entitled *Involvement of social partners in the implementation of national recovery and resilience plans (RRPs)*. The involvement of social partners in the implementation of the many policy measures in the RRP is currently uneven. While social partners in some Member States have been involved and consulted, others claim that they have been unable to provide effective input. This is in part due to the different pace in the implementation of reforms and investments in some countries, where reform and investment plans have not yet started and consequently no consultation has taken place. The complexity and diversity of the measures in the RRP, as well as the insufficient time allotted to consultation, have been identified by social partners as factors limiting the quality of their involvement. The inclusion of the REPowerEU – the EU's plan to reduce dependence on Russian fossil fuels – as part of the RRP is an opportunity to open the way for greater involvement of the social partners. The report was presented at a hybrid seminar to BusinessEurope.

As part of the regular reporting on *Developments in working life 2022*, 27 national country working papers were published in May. An additional two comparative working papers were published. One examined collective bargaining in a climate of high inflation and

was presented to the EESC Workers' Group; the second paper addressed the working life of refugees from Ukraine.

Also in May, a topical update entitled *Hybrid work in Europe: Concept and practice* was published as part of this activity's work-programme, but under the more thematically suitable 'Working conditions' activity (see the 'Working conditions and sustainable work' section above).

In July, the report *Supporting regions in the just transition: Role of social partners* was published. It investigates the involvement of social partners in the just transition to a climate-neutral economy, with a particular focus on the territorial just transition plans. Overall, social partners are supportive of the EU's climate neutrality objectives and have an essential role to play in partnerships for the transformation of regions and the just transition. However, findings show that some social partners, particularly in countries where social dialogue structures are rather weak, lack the capacity to meaningfully engage in the policy process, highlighting the importance of capacity building in dealing with the just transition.

The project on collective bargaining following the health, social and economic crisis resulted in the *publication of the report Tackling rising inflation in sectoral collective wage bargaining* in September. It showed that trends in collectively negotiated wages in 2022 did not reflect the rising cost of living, resulting in further purchasing power losses for employees. Collective wage agreements analysed in four sectors – chemical and pharmaceutical, metalworking, and hospitality and domestic work – in France, Germany and Italy show how negotiated wages have struggled to keep up with inflation developments, mostly growing slower than inflation. Even though governments have launched extensive relief packages aimed at cushioning the impact of inflation on households, families and sectors, hardly any specific measures have influenced collective wage negotiations; the exception is the inflation allowance in Germany.

In October, the biennial report on developments in *Working time in 2021–2022* was published. The most important changes in the regulation of working time in Europe in 2021 and 2022 were related to the transposition of two European directives: the Work-life Balance Directive and the Transparent and Predictable



Working Conditions Directive. The reduction in working time and, more specifically, the four-day working week have been increasingly debated in many EU Member States. In 2022, the average collectively agreed working week in the EU stood at 38.1 hours. Of the sectors analysed, agreed working hours were shortest in public administration, at around 37.7 hours, and longest in the retail sector, at 38.5 hours.

The report *Measuring key dimensions of industrial relations and industrial democracy* was published in December. The research shows that six Member States (Austria, Denmark, Finland, Germany, the Netherlands and Sweden) demonstrate that, in a system of mature industrial relations, it is possible to combine efficiency, equity and voice. The cross-time analysis of the Industrial Democracy Index from 2008 to 2021 shows a very moderate trend of upward divergence, meaning that the EU27 mean score increased slightly, and differences between Member States were mostly stable. This is the result of two opposite and rather marked trends: an initial downward divergence reversed by upward convergence since 2013–2017.

Country profiles for *Moldova* and *Georgia*, developed in cooperation with ETF, were added. Eurofound published four representativeness studies in 2023 (*furniture, woodworking, European cross-industry social dialogue* and *professional football*) and work continued on 14 other studies, a number of which are scheduled for publication in 2024.

In addition to the activities described above, an ad hoc background note *Trends in national social dialogue as response to external shocks or crises* was written and presented at the EMCO meeting hosted by the EU Presidency of Sweden (thematic discussion on strengthening social dialogue).

Other new and ongoing research in this activity includes the *EU PolicyWatch database*, which continues to be updated; to date, more than 2,500 policy measures have been published. The latest updates were related to responses to inflation, and mapped policies supporting the green transition as well as measures to cushion the effects of extreme weather events for businesses and citizens.

**Table 2: Uptake of publications from Industrial relations and social dialogue during 2023**

Title	No. of downloads
Minimum wages in 2023: Annual review	2,044
Working time in 2021–2022	1,256
Developments in working life 2022	1,314
Tackling rising inflation in sectoral collective wage bargaining	353
Supporting regions in the just transition: Role of social partners	332
Measuring key dimensions of industrial relations and industrial democracy	309
Involvement of social partners in the implementation of national recovery and resilience plans	302

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

- European Commission: *Communication on strengthening social dialogue in the European Union*
- European Commission: *Proposal for a joint employment report (for 2024)* (communication)
- European Commission: *Labour market and wage developments in Europe – Annual review 2023*
- European Parliament: *European Parliament resolution of 1 June 2023 on strengthening social dialogue*
- BusinessEurope: *Working time flexibility* (policy orientation note)

## Employment and labour markets

The reporting on structural changes that are ongoing in the EU labour markets bases its analysis on data from the European Jobs Monitor (EJM), the European Restructuring Monitor (ERM) and Eurostat. In 2023, the EJM database and the ERM events and legal databases were updated with the latest data and redesigned to become more user-friendly. According to the EJM, the trend of occupational upgrading continues; however, the COVID-19 crisis and its aftermath have had a

disproportionate impact on employment contraction in low-paid services jobs. However, unlike in 2022, when company restructuring led to the creation of a considerably larger number of jobs compared to the number that were lost, the share of jobs lost and jobs created in 2023 was very similar, albeit with some more being created than lost. Concern also grew about the wave of job cuts by tech companies. According to Eurofound's article '*Big tech dismissals: What is the impact in the EU?*', the lay-offs in the EU's information and communications technology (ICT) sector were small

relative to the extraordinary headcount growth in previous years, with a similar number of jobs lost and jobs actually created in 2023.

In its continuation of analysis on labour shortages, Eurofound published the report *Measures to tackle labour shortages: Lessons for future policy* in March. The report demonstrates that addressing labour shortages is not just about skills. Instead, it involves proper targeting of measures to address the issues at stake, such as improving working conditions, providing broader support around pay and work-life balance and facilitating entry to employment. At the request of the EU Presidency of Sweden, Eurofound prepared a background paper for the informal EPSCO meeting on 3–4 May 2023: *Changing labour markets: How to prevent a mismatch between skills and jobs in times of transition*.

In March, Eurofound also published (jointly with Cedefop) the report *Fostering skills use for sustained business performance: Evidence from the European Company Survey*. This presented an analysis of how organisations can harness the skills of their employees to sustain their performance, thereby providing input to the European Year of Skills in 2023. The findings underline the importance of creating a motivating workplace for employees and the crucial links between managerial practices and skills use in workplaces. The report also found that people-centred managerial approaches that harness workplace well-being are key to making the best use of human capital and achieving more successful business outcomes. This finding holds across countries, sectors and organisations of different sizes. The results indicate that promoting workplace well-being is not just beneficial to employees but is an important factor in translating employee skills into positive business performance.

In 2023, follow-up research on labour shortages looked at company/organisation practices tackling labour shortages related to the twin digital and green transitions. It also examined sectors in which shortages have been aggravated by the COVID-19 pandemic (for example, health or ICT). The Network of Eurofound Correspondents provided 18 case studies from 13 countries; some of the case studies focus on labour market integration of displaced people from Ukraine. The Network of Eurofound Correspondents also provided information on short-time working schemes for the analysis of COVID-19 support measures and job retention schemes. Eurofound set up a database of support measures in the Member States and used it for drafting the research report scheduled for 2024.

A new project is investigating regional employment shifts between metropolitan and rural areas in the wake of the COVID-19 pandemic and the sharp increase in teleworking and hybrid working. It confirms the resilience of the labour markets and strong employment growth across the vast majority of EU regions, but also highlights that this has not eliminated some of the persistent regional differences. The report (to be published in 2024) will include an overview of the initiatives to promote co-working and remote work in non-urban regions as a means to promote more balanced territorial development.

Eurofound's updates on recent labour market changes and policy measures were presented throughout the year at high-level events, including those organised by the EU Presidencies of Sweden and Spain. Inputs based on Eurofound's expertise in researching employment developments, labour shortages and company practices were made available to European Economic and Social Committee (EESC) initiatives and presented at joint events with Cedefop and ELA and at OECD and ILO expert events.

**Table 3: Uptake of publications from Employment and labour markets during 2023**

Title	No. of downloads
Measures to tackle labour shortages: Lessons for future policy	1,229
Fostering skills use for sustained business performance: Evidence from the European Company Survey	411
Changing labour markets: How to prevent a mismatch between skills and jobs in times of transition	381

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

- European Council: *Council conclusions on mental health and precarious work*
- European Commission: *Labour market and wage developments in Europe – Annual review 2023*
- European Commission: *Annual report on intra-EU labour mobility 2022*
- European Parliament: *European Parliament resolution of 12 July 2023 on the COVID-19 pandemic: Lessons learned and recommendations for the future*
- European Parliament: *Social and economic consequences of COVID-19* (study requested by the Special Committee on the COVID-19 pandemic (COVI))

## Living conditions and quality of life

Work in this activity intensified during 2023 as living conditions of European citizens came under increasing pressure due to the cost of living and energy prices.

The report *Unaffordable and inadequate housing in Europe* was published in May. It maps housing problems faced by EU citizens as well as policies recently implemented by Member States to address them. The report draws on evidence from Eurofound's *Living, working and COVID-19* e-survey and other data sources. The analysis displays the social implications of housing insecurity in Europe, going beyond the risk of becoming homeless, demonstrating how it affects all the dimensions of quality of life and living conditions of individuals. Furthermore, the report highlights that, while unaffordable and inadequate housing is a growing issue across the EU, the situation is heterogeneous across the Member States and different policy approaches are taken to address housing-related problems, such as homelessness, housing insecurity, financial strain and inadequate housing. The report's findings informed the high-level conference on social inclusion and access to adequate housing, organised under the auspices of the EU Presidency of Sweden.

Social services have been facing unprecedented challenges in recent times of crisis and there is a growing need for them to adapt to new circumstances to maintain service delivery to citizens. The report *Social services in Europe: Adapting to a new reality* was published in August. It addresses the impact of the COVID-19 crisis on social services in the EU and how they adapted to it. The findings reveal that, while the pandemic negatively affected social services, it nevertheless provided lessons on how to adapt them in response to new challenges and social risks. Among these lessons, the most important were a better use of digitalisation for both users and workers and the need for clear contingency plans and funding for quick adaptation in times of crisis.

In December, the policy brief *Intergenerational inequalities: How to close the gaps?* examined differences in living conditions among generations. The findings reveal that the various economic and social shocks of the past decades have had an uneven effect on the different age groups, with inequalities between generations widening in important areas such as income, housing and employment.

Eurofound also completed its research on the rural-urban divide in 2023. The report *Bridging the rural-urban divide: Addressing inequalities and empowering communities* investigates the different economic and social trends in rural and urban areas in Europe. The

report finds that urban areas have higher employment rates, higher average GDP per capita, higher productivity, and are better equipped to reap the advantages of globalisation. Furthermore, gaps in the provision of public services between rural and urban areas are increasing, and declining and ageing populations pose challenges for future service provision in rural areas. Most importantly, the report finds that the rural population feels that their role in society and their cultural identities are not valued or recognised. The implications of this recognition gap are lower trust in institutions and lower satisfaction with democracy, and can be seen as one of the drivers of the current discontent among rural communities.

Another three new projects were launched in 2023. The project entitled 'Social protection 2.0' aims to map those groups that are not covered, or are inadequately covered, by social protection measures in each Member State. In this regard, a literature review and statistical analyses were performed and contributions from the Network of Eurofound Correspondents are currently being reviewed. Preliminary results of this project informed the background note accompanying the informal EPSCO meeting that took place under the auspices of the EU Presidency of Belgium in January 2024. Another new project, building on previous research on young people, investigated the long-term impact of the pandemic on young people's transitions to adulthood and their entrance into the labour market. The study uses a wide range of datasets, including Eurofound's *Living, working and COVID-19* e-survey, to investigate the multifaceted vulnerability of young people. Finally, a new project focuses on EU citizens' rights and opportunities to live independently. The report will map the situation faced by various vulnerable groups (such as people with disabilities, people with mental health problems or people experiencing homelessness), and outline how EU Member States are supporting them. Publications based on these three new projects are expected to be available in 2024.

Throughout the year, Eurofound actively presented its research on housing at high-level events. Notably, these included the conference on social inclusion and access to adequate housing, organised by the EU Presidency of Sweden; the European Union-Latin America and the Caribbean policy dialogue on multidimensional poverty, intersectional inequalities and social inclusion co-organised by the Organization of American States and the European Union in Washington; and the European Commission's Steering Board meeting of the European Platform on Combating Homelessness, for which Eurofound provided valuable input in the European Pillar of Social Rights discourse.

**Table 4: Uptake of publications from Living conditions and quality of life during 2023**

Title	No. of downloads
Unaffordable and inadequate housing in Europe	1,530
Social services in Europe: Adapting to a new reality	511
Bridging the rural-urban divide: Addressing inequalities and empowering communities	402
Intergenerational inequalities: How to close the gaps?	38

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

- European Council: *Resolution of the Council on the outcomes of the 9th cycle of the EU Youth Dialogue*
- European Parliament: *European Parliament resolution of 21 November 2023 ‘Children first – strengthening the Child Guarantee, two years on from its adoption’ Title 1*
- European Parliament: *European Parliament resolution of 15 March 2023 on the European Semester for economic policy coordination: Employment and social priorities for 2023*
- European Parliament: *Gender aspects of the rising cost of living and the impact of the energy crisis*
- European Parliament: *Intersectional evaluation of the impact of the COVID-19 pandemic on different groups* (study requested by the COVI Committee)

## Anticipating and managing the impact of change

Eurofound’s research on anticipating and managing change focuses on the twin transition and has produced a range of findings related to the impact of digitalisation and developments towards climate neutrality.

In 2023, Eurofound continued its research on the impact of digitalisation on working life. The report *The future of telework and hybrid work* (April 2023) was an addition to the series of Eurofound research on the topic. It applies a foresight approach to spell out potential future scenarios related to teleworking and hybrid working and highlights the advantages to be gained if these modes of work are developed equitably. It also points to the need to explore appropriate ways for setting minimum standards in areas such as the right to disconnect, equipment costs, communication, energy costs, health and safety, mental health and equal treatment of teleworkers and those working only at the employer’s premises. The social partners have a critical role to play in shaping these standards. The report identifies that monitoring and the issue of cross-border telework and hybrid work, including the tax and social security implications, will be important at EU level.

The report *Ethical digitalisation at work: From theory to practice*, published in September, was based on exploratory company case studies and highlighted that the policy initiatives on ethics and digitalisation remain broad in focus, failing to address the workplace dimension sufficiently. Workers’ concerns revolve around the perceived diminished value of their work, risks of losing acquired skills and the job itself. While issues related to digitalisation – particularly data ethics, algorithmic management, worker surveillance and AI governance more generally – are not systematically

covered in collective bargaining, some innovative sectoral and company-level collective agreements are highlighted as demonstrating the added value of using social dialogue in dealing with digitalisation at the workplace. Eurofound’s follow-up project is examining the impact of new developments in human-machine interaction on work organisation; the report will be published in 2024.

Furthermore, the ongoing initiatives in relation to the platform economy have been highlighted in the dedicated Eurofound web repository, and Eurofound and EIGE jointly published a policy brief *Gender differences in motivation to engage in platform work* in May. This policy brief pointed out that, while women join platforms to gain an additional income and because it allows them the flexibility to combine work with household chores or family commitments, men are driven by the opportunities provided by platforms to work globally and to expand their client base. These findings suggest that policy action should focus on extending working hours regulations and work-life balance measures to all platform workers. Eurofound’s work on changes related to digitalisation and the recent hybrid work arrangements were presented at high-level events on the future of work and social dialogue hosted by the EU Presidency of Spain, the European Parliament Employment Committee hearing on algorithmic management, and at a range of sector-focused initiatives, including events involving the transport and financial services sectors. In the research strand related to the transition to a climate-neutral economy, several publications saw the light in 2023.

The working paper *Impact of climate change and climate policies on living conditions, working conditions, employment and social dialogue: A conceptual framework*, presents an analytical summary of current

academic and policy literature to manage the transition to a carbon-neutral economy. It sets out a conceptual framework to outline the relevant drivers, relationships and outcome of climate change and policies to ensure the transition to carbon neutrality. The joint project with EEA on the socioeconomic impact of the transition was finalised with the publication of two reports and the holding of a joint webinar on the socioeconomic impact of the green transition. Eurofound also became a member of the EEA-led European Climate and Health Observatory. The Eurofound-EEA report *The transition to a climate-neutral economy: Exploring socioeconomic impacts*, published in June 2023, is based on a foresight approach and on a scenario-focused engagement with stakeholders and experts. The report gains a better understanding of emerging economic and social inequalities at EU and regional levels. It identifies policies and initiatives that are needed for a transition that leaves no one behind, highlighting the need for investment in education and training and the strengthening of mechanisms for multilevel and multistakeholder engagement. The second Eurofound/EEA report, *Green, clean and keen to converge? A convergence analysis of environmental quality of life in the EU* was published in August. It presents evidence on how disparities in the environmental quality of life between the Member States have narrowed since the early 2000s, although the speed of the greening process still varies among the

Member States. However, the data show that the economic downturns of the past two decades have negatively affected the household-level indicators examined, such as energy poverty. Diversifying the EU's energy and material use through renewable energy and circular economy measures are therefore among the goals that would help to cushion the impacts of potential future crises, especially for people on low incomes.

Meanwhile, the report looking at the impact of the green transition on employment and job quality (*Fit for 55 climate package: Impact on EU employment by 2030*) was published in the autumn. This report finds that the potential for employment growth by 2030 is mildly positive overall, due specifically to carbon-neutral policies, including in sectors such as construction. However, prospects are uneven for particular regions. These findings help to assess the prospects for industrial transformation in the EU and were the subject of a Eurofound presentation at the expert event hosted by the Foundation for European Progressive Studies (FEPS), for example. A new project began exploring opportunities and challenges for policy actors in the just transition. Case studies and interviews with national and regional actors and focus groups took place as part of a mapping exercise. Interim findings from the research strand on the just transition were shared with the European Commission to assist its preparation for the UN Climate Change Conference (COP28).

**Table 5: Uptake of publications from Anticipating and managing the impact of change during 2023**

Title	No. of downloads
The future of telework and hybrid work	1,170
Fit for 55 climate package: Impact on EU employment by 2030	647
The transition to a climate-neutral economy: Exploring the socioeconomic impacts	532
Impact of climate change and climate policies on living conditions, working conditions, employment and social dialogue: A conceptual framework	508
Ethical digitalisation at work: From theory to practice	446
Gender differences in motivation to engage in platform work	351
Green, clean and keen to converge? A convergence analysis of environmental quality of life in the EU	264

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

- European Commission: *Commission Recommendation (EU) 2024/236 of 29 November 2023 on means to address the impact of automation and digitalisation on the transport workforce, Title 1*
- European Commission: *Handbook on measuring digital platform employment and work*
- European Commission: *Thematic review 2023: Fair transition towards climate neutrality – synthesis report*

## Promoting social cohesion and convergence

In January, the report *Economic and social inequalities in Europe in the aftermath of the COVID-19 pandemic* was published. The report finds that the COVID-19 pandemic had varying impacts on social groups, depending on existing disadvantages, in terms of inequality in income, health, employment and education. It examines in particular the shifts evident during the first year of the pandemic. The results show that, despite notable differences between countries, government support overall was able to reach those most in need, which represents a major consideration for future crises.

The impact of COVID-19 on disparities among Member States and regions was further investigated in the report *EU convergence: Geographical dimension, impact of COVID-19 and the role of policy* published in March. The report takes stock of the last two decades of convergence trends and provides an empirical investigation of economic, social and institutional convergence over 2004–2021 at both Member State and regional levels. The study confirms overall upward convergence, driven by the central and eastern European Member States. While the pandemic appears to have slowed upward convergence, it did not stop it. The report also provides a first assessment of the potential impact of the Recovery and Resilience Facility (RRF) on convergence and compares this with the economic crisis that prevailed between 2008 and 2013.

In June, the joint Eurofound/FRA research paper *Barriers to employment of displaced Ukrainians* was published. The paper, which forms a part of a bigger project on migration whose main output will be published in 2024, investigates experiences of Ukrainian refugees when seeking access to employment and highlights the main barriers that displaced people encounter.

In August, the report *Societal implications of labour market instability* was published. This study explores the social groups whose attachment to the labour

market may be unstable and who are most likely to have non-standard working arrangements, and the implications of such arrangements, and job insecurity, for workers' well-being, social exclusion, trust, perception of fairness and political participation. The report finds that non-permanent contracts, informal work and insecure jobs are associated with negative outcomes when it comes to social exclusion and trust, while job insecurity is additionally associated with poorer well-being.

Finally, the annual update on convergence focused on the policy areas covered by the European Child Guarantee. The European Child Guarantee was established in 2021 to ensure that children in need have access to a set of key services. In September, a policy brief, *Guaranteeing access to services for children in the EU*, was published with an analysis of trends and disparities in children's access to early childhood education and care, education, healthcare, nutrition and housing. The analysis looks at the differences between urban and rural areas and between children living in households with different levels of income and risk of social exclusion. The indicators chosen for analysis highlight the links between the Guarantee, the European Semester and the Social Scoreboard. The publication of the policy brief was accompanied by an update of the EU convergence monitoring hub where a new section on the indicators for the European Child Guarantee has been added.

Drawing upon its project findings, Eurofound actively engaged in high-level discussions throughout the year. Notably, its research on services for children within the EU was presented at two events hosted by the EU Presidency of Spain. Furthermore, in collaboration with EIGE and the European University Institute, a session exploring the gendered aspects of energy poverty was organised during European Sustainable Energy Week. Additionally, these findings were shared at a hearing of the Committee on Women's Rights and Gender Equality (FEMM) in the European Parliament.

**Table 6: Uptake of publications from Promoting social cohesion and convergence during 2023**

Title	No. of downloads
Economic and social inequalities in Europe in the aftermath of the COVID-19 pandemic	1,125
Guaranteeing access to services for children in the EU	447
Societal implications of labour market instability	400
Barriers to employment of displaced Ukrainians	325
EU convergence: Geographical dimension, impact of COVID-19 and the role of policy	285

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

- European Commission: *Proposal for a joint employment report (for 2024)* (communication)
- European Commission: *Regional trends for growth and convergence in the European Union* (staff working document)
- European Parliament: *Reducing inequalities and promoting social inclusion in times of crisis for children and their families*

## Survey management and development

In 2023, much of the work in this activity was dedicated to the preparation of the European Working Conditions Survey 2024 (EWCS). As this round consists of the collection of face-to-face trend data and the online test, five questionnaires were developed and translated into 51 language versions using the TRAPD (translation, review, adjudication, pretest, and documentation) methodology. Strategies for all aspects of the survey implementation were drafted and national sampling plans were prepared. A dry run to test the technical infrastructure was organised in three countries over the summer, followed by a full pilot that was fielded in all 35 countries from September to November. 2023 also saw the completion of the EWCTS 2021 work in this activity with the finalisation of the technical documentation and the external quality assessment.

Work also started on preparations for the 2026 European Quality of Life Survey (EQLS), with a user survey and the first of a set of consultations with academics at the end of November. The conceptual work started with a literature review.

The e-survey was fielded in May and June to provide data for the ‘Becoming adults’ project, which focuses on the post-pandemic social situation of young people. With the aim of continuous improvement, the e-survey questionnaire was also fielded in parallel in six countries on Kantar Public’s probability-based Public Voice panel.

## Reacting to ad hoc information requests

In order to be able to react to changing information needs that could not be foreseen at the time of programme development as well as to ad hoc requests from policymakers, Eurofound has reserved capacity to provide background papers, customised reports and short studies when requested to do so by its stakeholders. The capacity reserved can also be used to research upcoming and unforeseen issues at the initiative of Eurofound.

During 2023, Eurofound received an ad hoc request from the European Parliament to carry out an analysis of the European Child Guarantee monitoring framework. The analysis will provide a synthesis and summary of the approaches to monitoring and evaluation and the indicators used to monitor the European Child Guarantee. It will focus in detail on how the monitoring and evaluation frameworks deal with workforce-related measures. A secondary data analysis is being carried out involving all indicators in the EU-wide monitoring framework. This aims to bring together all different indicators in a user-friendly format, including a data visualisation tool. The first publication is expected in the first half of 2024.

## Corporate communication

The corporate communication programme continued with a focus on its priority pillars: policy focus, national level, digital first and partnerships. The publication and promotion of the reports discussed in the previous activities is a key pillar of this approach, one that is increasingly complemented by other communication outputs such as podcasts, blogs and webinars. In 2023, Eurofound delivered 39 reports, 5 webinars, 13 articles, 11 blogs, 6 podcasts, 4 virtual visits, 3 Brussels Briefings along with over 289 contributions to the policy debate across the EU and beyond, providing timely insights into the changing dynamics of living and working in Europe. The Agency also embraced new forms of content, including carousel posts, audiograms and videos. Webinars facilitated additional discussion on various research findings and allowed for live interaction through Q&A sessions, covering issues like telework, job quality and gender equality, the impact of climate transition, the struggles faced by workers due to inflation, and the rural–urban divide. The Eurofound Talks podcast series continued throughout to offer in-depth analyses. Six podcasts in 2023 provided a deep dive into the topics, supplementing the information published in our reports and provided by our research experts at in-person events. They covered job quality, gender and work, skills and labour shortages, essential workers, minimum wages and the green transition.

International Women’s Day on 8 March was a stage for Eurofound to spotlight gender-related challenges. A data story on [violence in the workplace](#) was published. The European Year of Skills provided wide-ranging opportunities for Eurofound to contribute its research and data at both EU and national levels. Amongst these was the 5-Agencies event, organised jointly with ETF, Cedefop, ELA and EU-OSHA in conjunction with the European Parliament and the European Commission. Eurofound also produced a podcast on the topic in collaboration with Cedefop along with various presentations throughout the year. A joint event with the European Commission Representation Office on ‘Skills for jobs’ took place in Dublin in November, with the opening address delivered by Simon Harris T.D., Irish Minister for Further and Higher Education, Research, Innovation and Science. Partnerships have been a keen focus of communication and research activities during this period, with collaboration with EEA, ETF, Cedefop, ELA and the ILO, among others, on joint events and other activities. A high-level meeting with Commissioner Schmit took place with the Directors of all five EU agencies working in the field of employment, social affairs and inclusion to further foster cooperation.

Ongoing engagement with the media resulted in an increase in the uptake of Eurofound content by journalists. In 2023, the Agency’s social media presence continued to grow with 1,750 posts in 2023 across all networks, an increase of 26% from 1,404 in 2022.

LinkedIn had the fastest growth of followers, up over 16% in 2023 with post impressions on LinkedIn up by 31.4%. Data-driven content is performing well, particularly on LinkedIn, where the average post engagement rate reached more than 5% (5.31%). In terms of topics, gender equality, minimum wages and telework saw highest rates of engagement.

2023 also saw a number of innovations in the communication field: the inaugural annual Living and Working in Europe lecture took place in collaboration with the Irish government's celebration of 50 years of EU membership; our Eurofound Open Day in June and our participation in Open House Dublin (part of the Open House Europe project co-funded by the EU) in October were very successful in-person initiatives that exposed Eurofound to a wider domestic audience. The face-to-face, small-scale Brussels Briefings (looking at social services and resilience, job quality in the transition to a carbon-neutral economy, and the gender pay gap) enabled a depth of conversation with participants from the European institutions, social partners and civil society. In addition, the virtual visits programme took off with four taking place by year-end involving Malta, the Netherlands, Denmark and Sweden.

A series of high-level visits took place, including with two Irish government ministers and European Commissioner Mairead McGuinness, as part of an active visitor programme that included social partners, researchers, academics and civil society actors. At the request of the European Commission and the Irish Department of Children, Equality, Disability, Integration and Youth, Eurofound hosted a meeting of the Working Group on Child Guarantee coordinators, while also providing valuable input to the discussion. Wide-ranging collaboration continued with the Swedish and Spanish Presidencies, with specific contributions provided to the informal EPSCO and EMCO meetings and other high-level events.

Finally, a key milestone was reached with the migration of the new website. A more user-friendly website, combined with ongoing innovation in data presentation, is enabling greater interactivity and greater control in users' hands. Web-based executive summaries also mean an improved user experience with the new added option for e-translation. In addition, the [Eurofound apps environment](#) is now live and integrated with the website, hosting EU PolicyWatch, the Platform economy database, the ERM events database and the ERM legislation database. All of the above has contributed to an ongoing increase in media reach, web user activity and stakeholder engagement, alongside continued references to Eurofound's work in key EU

policy documents such as the European Commission's *Joint employment report* and *Employment and social developments in Europe 2023*.

## Management and development

Eurofound gained more experience with hybrid working. Staff work a minimum of two days in the office. The draft model decision on working time and hybrid working is awaiting final approval. A support and well-being programme continues to be in place to sustain personal resilience, mental well-being and social interaction. Following the evaluation of Eurofound's learning and development approach, and in consultation with management and social partners, Eurofound developed a new learning and development strategy. It is based on three pillars:

- implement a competency framework bringing added value to talent management
- reinforce informal learning
- reinforce leadership

Improving the efficiency of processes and systems remained a priority to ensure a lean administration and reliable management reporting. The project management system has been adapted following a review of the information requirements and of the software that best supports these. It was successfully launched for the 2024 annual work programme implementation. Eurofound is also participating in the Commission systems that are available and reasonable for agencies. The latest addition is the Public Procurement Management Tool (PPMT) to plan, schedule and track public procurements in a digital environment.

An ex ante evaluation has been accompanying the development of the multiannual programme and related documents (see Section 2.12 Implementation of evaluation programme).

Through a joint effort with the EU's cyber defence entity, the Computer Emergency Response Team for the Union institutions, bodies and agencies (CERT-EU),<sup>1</sup> several initiatives have taken place aimed at improving the cybersecurity of our systems and the cloud infrastructure.

After a successful first external audit of Eurofound's EMAS accreditation at the end of 2022 and its recertification in 2023, Eurofound became one of the first organisations in Ireland to be granted the EMAS certificate by the Irish regulatory body. Further improvement in sustainable energy efficiency is expected following the conclusion of a contract on the provision of solar panels at the end of 2023.

<sup>1</sup> CERT-EU is an inter-institutional service provider administratively hosted in the European Commission. It is one of the most mature cyber defence entities in Europe and a central cybersecurity cog of the EU. More information can be found [here](#).



## Service-level agreements and contribution agreements

### Pilot project on minimum wages (2021–2023) – for information only

Work on the pilot project on minimum wages has been completed. Following a final expert meeting for Module 1 (enforcement of and compliance with minimum wages) in May, the contractor completed the draft final report, which was subsequently validated by the European Commission and was published in November 2023 (*Minimum wages: Non-compliance and enforcement across EU Member States – Comparative report*). The final

expert meeting for Module 2 (minimum wages for low-paid workers in collective agreements) took place in June. This was followed by a review of the draft final report by the expert group in August and validation by the European Commission in October. The report was published in January 2024. The associated database contains coded and fully quality-controlled collective agreements. Pay rates within these agreements were coded based on more than 3,000 agreement texts for the period 2015 to 2022. The report for Module 3 (minimum pay and tariffs for self-employed people) had already been published in November 2022. All results are available online: [Minimum wages pilot project](#).

**Table 7: Uptake of publications from the minimum wages pilot project during 2023**

Title	No. of downloads
Minimum wages: Non-compliance and enforcement across EU Member States – Comparative report	645

### Pilot project on working time reduction – for information only

A service-level agreement for a pilot project on working time reduction was signed with the European Commission on 27 July. The purpose of this pilot project is to collect evidence on working time reduction practices implemented by companies in the EU, with a focus on the introduction of a four-day week with different models applied. For the first work package, a literature review, a draft was available at the end of October. This was revised following comments from the European Commission. A second work package involving the Network of Eurofound Correspondents, the mapping of recent government and social partner initiatives on working time reduction, started in October. The mapping in all Member States, based on a short questionnaire, was completed in November. Based on the results, seven countries were selected for a more in-depth investigation of the mentioned initiatives in Q1 2024.

### Provision of knowledge to support better informed social, employment and work-related policies in the Western Balkans and Türkiye – for information only

In the context of the Instrument for Pre-Accession Assistance (IPA III), Eurofound and the Commission's DG NEAR signed a contribution agreement in May 2023.

Covering a period of 36 months up to 2026, the agreement covers three main tasks: data collection, comparative analysis and knowledge exchange. In 2023, research started on the topic of young people and their labour market participation. Making use of official statistics, the EWCTS and the Living, working and COVID-19 e-survey (carried out jointly with ETF in 2022), the study will investigate the labour market participation of young people, including young people who are not in employment, education or training (NEETs), in countries that are beneficiaries of IPA III. Furthermore, the Western Balkan countries are part of the 2024 edition of the European Working Conditions Survey for which the questionnaire was finalised in 2023. Preparatory work for a new e-survey on living conditions in the Western Balkans and Türkiye started in 2023.

The knowledge exchange will include participation in the Tripartite Exchange Seminar (2024), network meetings such as the annual meeting of the Network of Eurofound Correspondents (2025), and smaller expert meetings to facilitate knowledge exchange covering all policy areas of Eurofound's mandate while also becoming familiar with Eurofound's mandate and tripartite governance.

## 1.3 Progress against key performance indicators 2023

### 1.3.1 Key performance indicators (KPIs)

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

#### Results indicators

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

- uptake of Eurofound’s expertise in key European-level policy documents (KPI 7)
- Eurofound’s engagement with stakeholders in meetings and events (KPI 6)

- uptake of Eurofound knowledge in the media (KPI 5.5)
- uptake of and engagement with Eurofound’s knowledge through its website (KPI 5)

#### Indicator of scientifically sound delivery

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

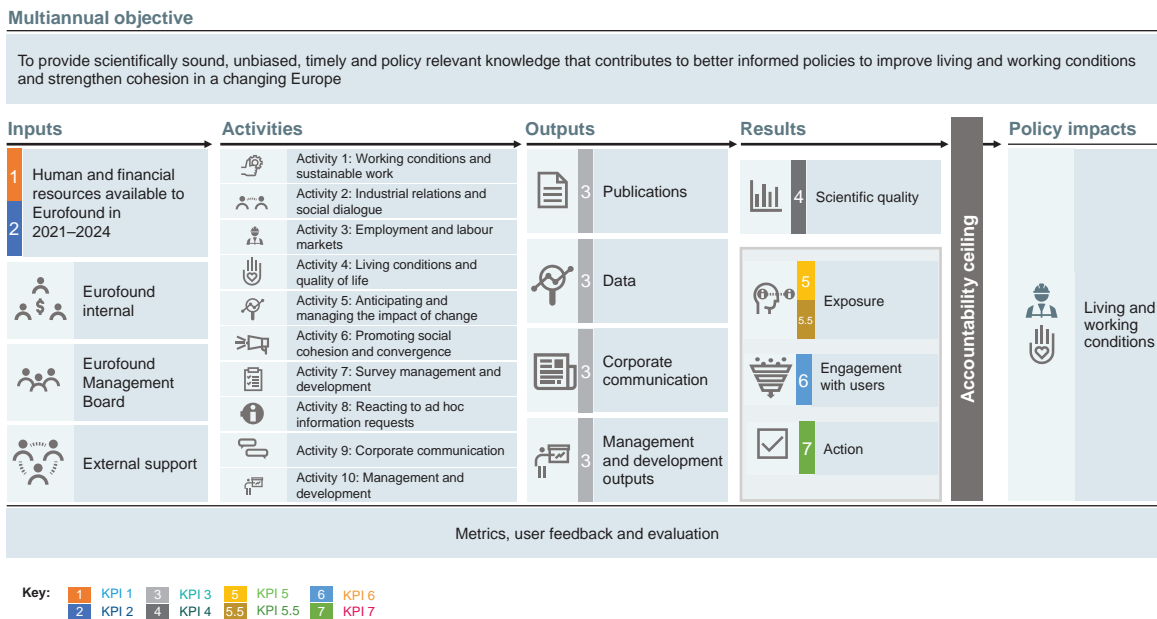
#### Input and output indicators

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

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

Figure 2 demonstrates how these KPIs are organised to cover the whole of the Agency’s programme logic.

Figure 2: Eurofound’s strategic objective and KPIs mapped against its programme logic



### 1.3.2. Results indicators

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

**Table 8: Summary of performance, 2020–2023**

Indicator	2023	2022	2021	2020
Uptake of Eurofound's expertise in key European-level policy documents (out of total registered European-level policy documents)	166 out of 202 (82.2%)	163 out of 198 (82.3%)	152 out of 206 (74.0%)	95 out of 274 (34.6%)

Eurofound was referenced in 202 EU policy documents in 2023, of which 166 were key European-level policy documents from the European Commission, the Council of the European Union, the European Parliament, the EESC, the Committee of the Regions (CoR), the EU social partners and advisory bodies to the EU (such as EMCO and the Social Protection Committee (SPC)).

Key European-level policy documents are those that initiate policy processes, are of a consultative or advisory nature, or are reports with comprehensive uptake of Eurofound's knowledge. The breakdown by European-level organisation is shown in Table 9.

**Table 9: Number of key European-level policy documents and total registered documents citing Eurofound research, by source, 2023**

EU institutions and social partners	No. of key European-level policy documents
European Parliament	47
European Commission	71
EU social partners	30
European Economic and Social Council	9
Council of the European Union	3
Committee of the Regions	3
European Court of Auditors	2
European Central Bank	1

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

- 3 Council conclusions, recommendations and resolutions
- 11 European Parliament resolutions
- 5 European Commission communications
- 16 European Commission reports with significant uptake
- 8 EESC and CoR resolutions and opinions
- 3 EU social partner resolutions and position papers

**Table 10: Top outputs cited in key EU policy documents, 2023**

Title	No. of citations
1. Working conditions in the time of COVID-19: Implications for the future (8) + EWCTS data (7)	15
2. Sixth European Working Conditions Survey – Overview report (8) + EWCS data (5)	13
3. Living, working and COVID-19	12
4. EU PolicyWatch	12
5. Tackling labour shortages in EU Member States	12
6. Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty	11
7. European Industrial Relations Dictionary	10
8. The rise in telework: Impact on working conditions and regulations	9
9. Impact of COVID-19 on young people in the EU	8
10. The cost-of-living crisis and energy poverty in the EU	8

See Annex 1 for the full listing.

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

**Table 11: Summary of performance, 2020–2023**

Indicator	2023	2022	2021	2020
Eurofound's engagement with stakeholders in meetings and events (out of contributions to events in total)	114 out of 289 (40%)	109 out of 250 (44%)	172 out of 360 (48%)	109 out of 202 (54%)

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

our research and in the relationships that are built and maintained over time. Eurofound continued to make a strong contribution to high-level policy debate. Overall, Eurofound staff recorded 289 engagements at policy-relevant events and meetings throughout 2023, with 114 of these (40%) at the request of stakeholders in the organisations mentioned in Figure 3.

Figure 3: Number of engagements with stakeholders, by EU institution and social partner, 2023

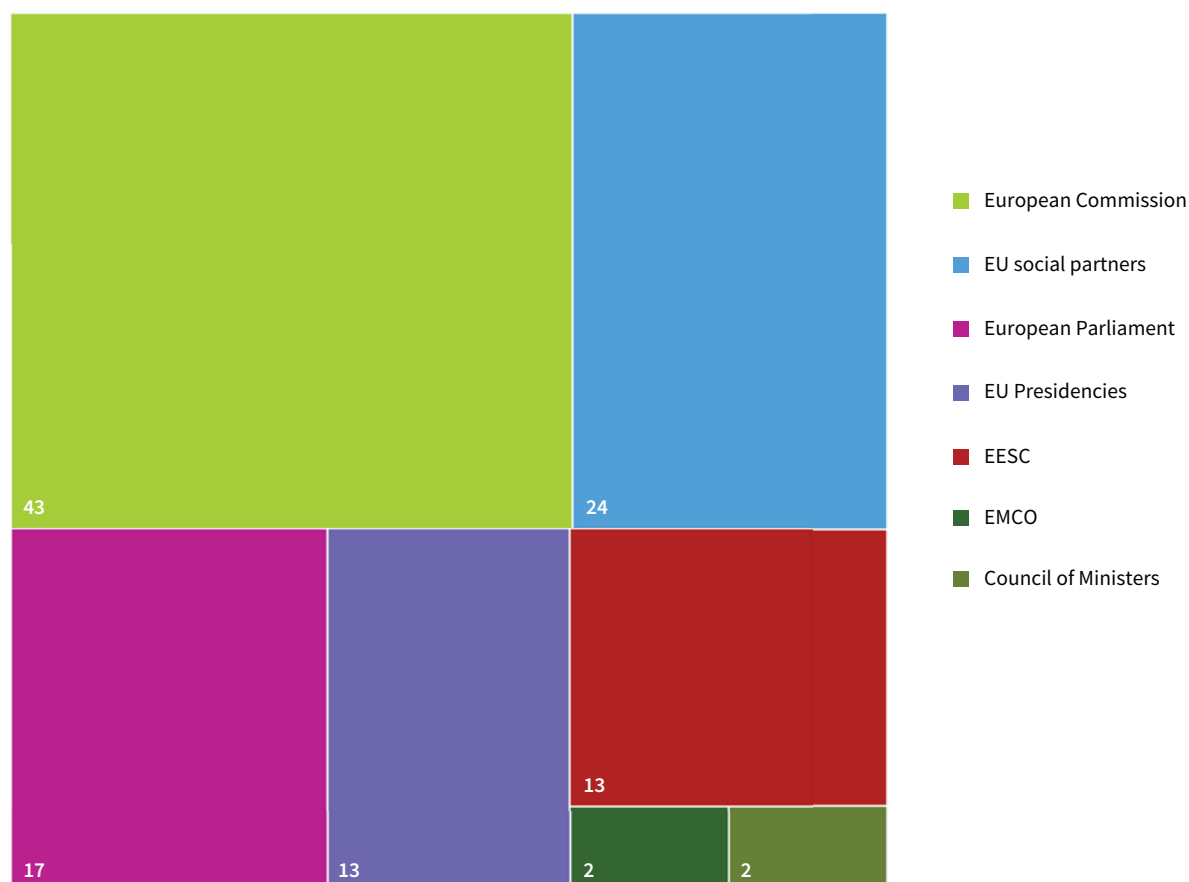


Table 12: Stakeholder engagement highlights, by activity, 2023

Date	Event	Organiser
<b>Working conditions and sustainable work</b>		
3 February	Virtual – Hearing: <i>Democracy at work</i>	EESC
7 February	DG EMPL launch event – <i>The future of social protection and of the welfare state in the EU</i>	European Commission
25 May	Conference – Supporting Skills Development through Reforms	European Commission
10 July	ILO – 8th Regulating for Decent Work Conference	ILO
26 September	EU Presidency of Spain – Conference on health and safety at work (mental health)	EU Presidencies
2 October	EU Presidency of Spain – Informal EMCO meeting	EU Presidencies
<b>Industrial relations and social dialogue</b>		
10 February	EU Presidency of Sweden – Informal EMCO meeting	EU Presidencies
19 March	EU Presidency of Sweden – Informal EMCO meeting	EU Presidencies
10 May	Youth minima for EESC/Youth Work Ireland – request for expertise	EESC
20 September	Virtual – EESC – Debate on the importance of social dialogue and collective bargaining	EESC
28 November	Visit with Irish trade unions to Brussels	European Commission

Date	Event	Organiser
<b>Employment and labour markets</b>		
30 June	Labour Market Observatory (LMO) – First meeting of the mandate	EESC
11 September	EESC opinion on the digital education package – request for expertise	EESC
4 October	Meeting of contact persons of European Globalisation Adjustment Fund (EGF)	European Commission
19 October	High-level conference – Active Labour Market Policies: Pillar of the European Year of Skills – external event	EU Presidencies
<b>Living conditions and quality of life</b>		
15 February	Virtual – Meeting of the Social Protection Committee	European Commission
4 April	EU Presidency of Sweden – Conference on social inclusion and access to adequate housing	EU Presidencies
15 May	Eurofound input into monitoring the European Care Strategy – request for expertise	European Commission
27 October	Virtual meeting of the task force on long-term care statistics – request for expertise	European Commission
3 November	EU Presidency of Spain – Meeting of directors and coordinators of the European Child Guarantee	EU Presidencies
<b>Anticipating and managing the impact of change</b>		
21 September	EU Presidency of Spain – High-level meeting on the future of work and social dialogue	EU Presidencies
29 November	EMPL Committee hearing – <i>Algorithmic management at work: Risks, regulatory challenges and perspectives</i>	European Parliament
<b>Promoting social cohesion and convergence</b>		
7 November	FEMM report hearing – <i>Gender aspects of the rising cost of living and the impact of the energy crisis</i>	European Parliament
10 November	Virtual conference: <i>Guaranteeing a healthy nutrition for all children in the European Union</i>	EU Presidencies
13 November	2023 Annual Research Conference – European Integration, Institutions and Development	European Commission

## Uptake of Eurofound knowledge in the media (KPI 5.5)

**Table 13: Summary of performance, 2020-2023**

Indicator	2023	2022	2021	2020
Uptake of Eurofound knowledge in the media	719	572	1,083	(703) <sup>2</sup>

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

Overall, priority news coverage in 2023 was up significantly compared to 2022, with 719 articles recorded in 2023, compared to 572 in 2022. This reflects

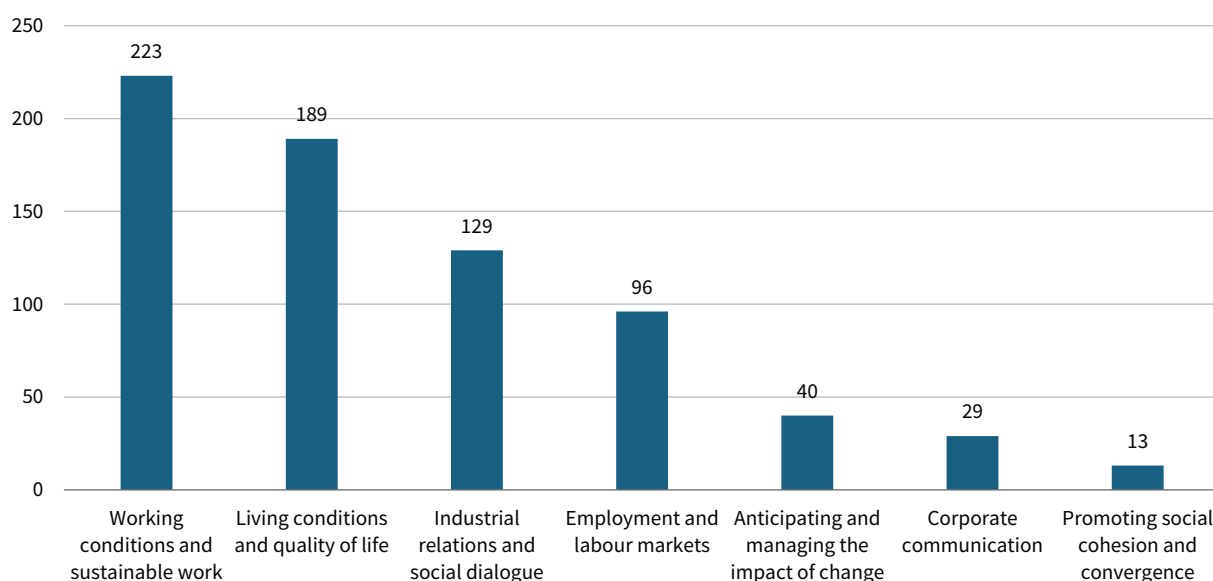
an increased volume of output, and a particular interest in news on minimum wage developments, Europe's housing challenges and teleworking.

In terms of coverage by activity, 223 articles were recorded under Working conditions and sustainable work, 189 were on Living conditions and quality of life, 129 on Industrial relations and social dialogue, 96 were on Employment and labour markets, 40 were on Anticipating and managing the impact of change, 29 were on Corporate communication, and 13 were on Promoting social cohesion and convergence.

Eurofound was most covered in Bulgaria (75 articles), France (72 articles), Italy (70 articles), Belgium (68 articles) and Spain (63 articles).

<sup>2</sup> Baseline.

Figure 4: Media articles by activity, 2023



There was further growth in the number of views of press material in Eurofound's online newsroom, with 13,684 views (excluding email views) in 2023, compared with 11,025 in 2022. This reflects a general increased interest in Eurofound's material following a post-pandemic slump in 2022, as well as the full integration of the MyNewsDesk newsroom into the main Eurofound website during the year.

Furthermore, reaching out and engaging with its stakeholders and target audiences via social media remains central to Eurofound's communication strategy and media mix. Together with targeted and timely email marketing, press work and media partnerships and placements, it can positively influence uptake of Eurofound's research findings via the web, in the media and in requesting expertise at meetings and events. Overall, Eurofound's social media following increased by 7% in 2023, with a notably strong increase on LinkedIn. See also Section 1.2, where this is discussed under 'Corporate communication'.

#### Uptake of and engagement with Eurofound's knowledge through its website and other corporate platforms (KPI 5)

Table 14: Summary of performance, 2020–2023

Indicator		2023	2022 <sup>3</sup>	2021	2020
Uptake of and engagement with Eurofound's knowledge through its website and other corporate platforms	HTML page views	2,346,205	2,190,593	2,998,125	3,174,382
	PDF downloads	150,445	133,868	174,878	188,556

The website continues to be Eurofound's main vehicle to distribute publications, data and information – both research and institutional content (such as vacancy or tender notices). 2023 saw an increase in uptake of and engagement with Eurofound knowledge through the website, with figures again climbing year-on-year since

an unprecedented spike during the height of the COVID-19 pandemic in 2020. This growing interest is perhaps due to the timeliness and relevance of Eurofound's research on living and working conditions in a post-pandemic era.

<sup>3</sup> Due to data protection legal requirements, users of the Eurofound website must give their consent to be tracked via cookies. This change, introduced in 2022, decreases the measurable number of page views and downloads. Cookie consent statistics indicate that the share of users who decline to be tracked is 30%, indicating that the measured numbers likely reflect only 70% of the entire population of website users.

**Table 15: Top 10 downloaded outputs, 2023**

No.	Title	No. of downloads
1	Working conditions in the time of COVID-19: Implications for the future	4,659
2	The rise in telework: Impact on working conditions and regulations	2,742
3	Sixth European Working Conditions Survey – Overview report	2,322
4	Minimum wages in 2023: Annual review	2,044
5	Living and working in Europe 2022	1,751
6	Telework in the EU: Regulatory frameworks and recent updates	1,638
7	Living, working and COVID-19	1,627
8	Working anytime, anywhere: The effects on the world of work	1,583
9	Unaffordable and inadequate housing in Europe	1,530
10	Living, working and COVID-19 in the European Union and 10 EU neighbouring countries	1,522

### 1.3.3 Indicator on scientifically sound delivery

#### Recognition of the scientific quality of Eurofound’s research (KPI 4)

**Table 16: Summary of performance, 2020–2023**

Indicator	2023	2022	2021	2020
Recognition of the scientific quality of Eurofound’s research (number of articles mentioning Eurofound in academic journals)	1,162	1,143	1,220	1,034

This KPI measures by proxy the recognition of scientific quality and credibility of Eurofound’s work in the academic community. At least 1,162 articles published in peer-reviewed academic journals during 2023 mentioned Eurofound.

The most cited publications remain the reports based on Eurofound surveys, and the joint reports with the ILO.

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

No.	Title	No. of citations
1	Living, working and COVID-19	133
2	Sixth European Working Conditions Survey: Overview report	102
3	Working anytime, anywhere: The effects on the world of work	84
4	Telework and ICT-based mobile work: Flexible working in the digital age	36
5	Fifth European Working Conditions Survey: Overview report	26
6	Working conditions in a global perspective	25
7	Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year	24
8	European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society	23
9	Burnout in the workplace: A review of data and policy responses in the EU	22
10	Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty	20
11	NEETs – Young people not in employment, education or training: Characteristics, costs and policy responses in Europe	20
12	European Company Survey 2019: Workplace practices unlocking employee potential	18
13	Employment and working conditions of selected types of platform work	16
14	Working conditions and workers' health	16
15	Working conditions and sustainable work: An analysis using the job quality framework	14



### 1.3.4 Input and output indicators

#### Programme delivery (KPI 3)

**Table 18: Summary of performance, 2020–2023**

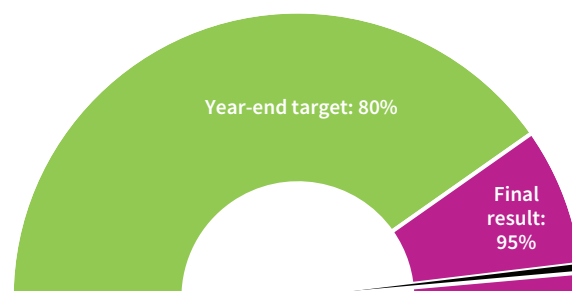
Indicator	2023	2022	2021	2020
Programme delivery (percentage of key outputs delivered within the programming year)	95%	97%	93%	98%

Eurofound’s effectiveness in delivering its work programme is measured by the number of outputs delivered in 2023 as per the plan. A total of 36 outputs out of the 38 in scope were delivered in 2023, hence the final achievement is 95%, which is above the target of 80%.

Outputs are defined as final deliverables from a project in any of the activities listed in the annual work programme. These outputs – planned for delivery in the work programme year – constitute the measurement baseline and count positively against the target when delivered within the year.

Efforts to ensure a more even spread of outputs available over all quarters of the year continue as they begin with the planning of the underlying research.

The communication strategy for the 2021–2024 programme period allows for Eurofound’s research results to be presented in different formats that suit the



information needs per user profile in terms of timeliness and depth of information. For a list of all publications published in 2023, see Annex 9.

#### Other input and output indicators

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



## 2 Management

### 2.1 Management Board

The Management Board is tripartite, being composed of representatives of the social partners and national governments of all the EU Member States, the European Commission and an independent expert appointed by the European Parliament. It is assisted by an Executive Board of eight members who prepare decisions to be adopted by the Board, monitor and follow up on findings and recommendations stemming from internal or external audit reports and evaluations, and advise the Executive Director on the implementation of Board decisions with a view to reinforcing the supervision of administrative and budgetary management.

The mandate of the Management Board was renewed by a Council decision in March, appointing members and alternate members from 1 April 2023 until 31 March 2027. In September 2023, the European Parliament appointed an independent expert to the Management Board.

During the year, three Executive Board meetings were held. An extended Executive Board met on 23 March to review the findings of an earlier stakeholder workshop (1–2 March) on planning for the new four-year programme 2025–2028. The summer Group meetings

were held online on 28 June. The 7th Management Board meeting took place on 17 November in Dublin with a good number of members in attendance, although online participation was also possible.

During the meeting, Ms Rossi (Employers) was elected as Chair for one year. Three Deputy Chairs were elected as follows: Mr Ciechański (Governments), Mr Kouwenberg (Workers) and Ms Kauffmann (Commission).<sup>4</sup> In June, Ms Jarc was appointed coordinator for the Workers' Group. See Annex 9 for a full list of Management Board and Advisory Committee members as of 31 December 2023.

EU agencies addressing issues interconnected with working and living conditions (EU-OSHA, Cedefop, ETF, FRA, EIGE and ELA) participate in Eurofound Board meetings as observers.<sup>5</sup> Such participation is in line with the reinforced cooperation foreseen in the Commission's 2019 staff working document on the evaluation of the EU agencies working in the employment and social affairs policy field. Social partners representing the EFTA/European Economic Area countries also participate as observers on the basis of an agreement concluded in 1995.

In 2023, the Management Board Committee on Staff Matters adopted one decision.

**Table 19: Overview of decisions taken by the Management Board in 2023**

No.	Description	Date
65	Adoption of draft <i>Programming document 2024</i>	31 January
66	Adoption of <i>Consolidated annual activity report (CAAR) 2022</i>	28 June
67	Opinion on final accounts 2022	28 June
68	Decision on probation, management trial period and annual appraisal of Executive Director	28 June
69	Adoption of final minutes of the fifth Management Board meeting of 18 November 2022	28 June
70	Renewal of term of office of Management Board Committee on Staff Matters	6 July
71	Adoption of <i>Programming document 2024</i>	17 November
72	Election of Chair and Deputy Chairs	17 November
73	Adoption of dates of meetings (Management Board, Executive Board and Groups) in 2024	17 November
74	Eurofound strategy for cooperation with external partners	17 November
75	Appointment of members of the Management Board as members of the reporting panel for appraisal of Executive Director	17 November
76	Adoption of multiannual research programme 2025–2028	17 November
77	Adoption of amending budget 2023	22 December
78	Adoption of final budget 2024	22 December

<sup>4</sup> Decision 72 of the Management Board.

<sup>5</sup> Decision 55 of the Management Board.

## 2.2. Major developments

The Agency also used 2023 to prepare for a new multiannual programme that will run until 2028. The process involved a range of activities, including foresight techniques, broad consultation with stakeholders and staff and close collaboration with the Management Board. The purpose was to ensure that the new programme is ‘fit for purpose’ in today’s rapidly changing environment. This requires adapting Eurofound’s work to potentially new EU policy priorities following the upcoming European Parliament elections and a new college of Commissioners, and to allow for optimal agility and responsiveness in the face of unforeseen events. The Management Board approved the multiannual research programme and a strategy for cooperation and partnerships. It expects to formally approve the Programming document with the work programme for 2025 in November 2024.

Strategic foresight plays a key role in helping future-proof EU policymaking by ensuring that short-term initiatives are grounded in a longer-term perspective. Eurofound set up an internal working group to strengthen its own capabilities and to contribute where possible to the collective intelligence that the European Commission coordinates.

Initiatives to further strengthen Eurofound’s resource capabilities continued. Internal efforts were made to reduce administrative workload, for example by adapting the project management system (Project Lean), and to seek partnerships that bring added value (as outlined in Section 2.2.1). Eurofound is also ready to utilise its knowledge resources and expertise for specific requests or EU programmes, such as the pilot projects and programmes to support EU enlargement.

### 2.2.1 Collaboration: A strategic component of Eurofound’s work

Eurofound is committed to exploring, developing and optimising cooperation with other agencies in order to maximise its research capability, and to enhancing its dissemination capacity to better serve the needs of its stakeholders. Cooperation with other agencies increases the efficiency of the work, as overlaps and duplications of activities are replaced by exchanges and complementarity. This is part of Eurofound’s broader strategy of cooperation with external partners at international, EU and national levels, approved by the Management Board in November 2023.

During 2023, Eurofound built on well-established collaboration with its sister agencies in the employment, social affairs and inclusion policy field (Cedefop, ELA, EU-OSHA and ETF), as well as with other agencies related to Eurofound’s work (FRA, EIGE, EEA). Action plans are mutually agreed on an annual basis for shared activities (e.g. exchange of information, joint

publications). A notable example of cooperation in 2023 was the second edition of a joint event organised among the five EU agencies under DG EMPL, at the initiative of the Chair of the Employment and Social Affairs Committee. The initiative, which took place at the European Parliament, marked a milestone in the European Year of Skills, signalling the EU’s determination to focus on current and future skills needs.

Another exemplary case of joint work in the areas of surveys is seen in the collaboration with ETF to field a Europe-wide survey on living and working conditions. The survey, entitled *Living and working in the EU and neighbouring countries*, was available in 33 languages and built upon other online surveys carried out by Eurofound over the past three years. In December 2023, Eurofound and ETF also published the first working life country profile for Georgia and Moldova in recognition of their status as an EU candidate country.

Work with Cedefop on the European Company Survey (ECS) secondary analyses also continued and resulted in a joint report in March 2023 on fostering skills use for sustained business performance, as well as a Eurofound Talks podcast, with contributions from experts in both agencies.

Significant exchange also took place with EU-OSHA in relation to survey activities, notably EU-OSHA’s Workers’ Exposure Survey, planning for the European Working Conditions Survey (EWCS) and the European Survey of Enterprises on New and Emerging Risks (ESENER) 2024. Cooperation also continued in the research areas of digitalisation, telework/hybrid work, care and psychosocial risks. In 2023, Eurofound also carried out some analysis of the Flash Eurobarometer – OSH Pulse, ESENER 2019 and EWCTS data will be included in Eurofound’s forthcoming report on human-machine interaction.

Cooperation was also strengthened with EIGE across different research areas, including platform work, culminating in the publication in April 2023 of a joint policy brief, *Gender differences in motivation to engage in platform work*. In addition, Eurofound and EIGE, along with the European University Institute, teamed up with COFACE Families Europe, the Agency for the Cooperation of Energy Regulators (ACER) and the Council of European Energy Regulators (CEER) to organise a session on 21 June at the high-level Policy Conference that took place as part of European Sustainable Energy Week 2023.

Cooperation with FRA was also strengthened with the publication of a joint paper highlighting the main barriers that displaced people from Ukraine encounter and suggesting ways to facilitate their inclusion. The paper was based on a Eurofound analysis of the online survey conducted by FRA in 2022 among people displaced from Ukraine.

In terms of research on labour shortages, a joint ELA/Eurofound event took place in Brussels in March 2023 to launch Eurofound's report *Tackling labour shortages in EU Member States* and ELA's *EURES report on labour shortages and surpluses 2022*.

Regular exchange and close collaboration are taking place around several thematic activities with other agencies, such as EEA, with whom two joint publications were published, and with the European Commission's Joint Research Centre.

Beyond the research area, exchange on key performance indicator methodologies, internal control and risk management and HR practices is also ongoing. Joint procurement and shared ICT systems are two critical areas where efficiency gains could be achieved.

### 2.2.2 EU Agencies Network

Close cooperation with other EU agencies and Joint Undertakings is facilitated through the various sub-networks of the EU Agencies Network (EUAN).

Eurofound is an active participant in working groups, task forces and the regular meetings and exchanges organised by the Shared Support Office (SSO) of the EUAN, based in Brussels. During 2023, the focus was on the further deepening of the possibilities for sharing of services, preparation for the upcoming cybersecurity regulation and further development of the EUAN's internal governance structure. The aim is to ensure that the governance structure better reflects the increased number of network members and the complexity of the topics discussed at the various network levels. Eurofound attended the two meetings of the high-level Heads of Agencies Network, organised by the SSO and the coordinating agencies (Fusion for Energy (F4E) and the European Insurance and Occupational Pensions Authority (EIOPA)). It also co-organised the 10th anniversary of the EU Agencies Network on Scientific Advice (EU-ANSA).

## 2.3. Budgetary and financial management

### 2.3.1. Report on budgetary and financial management

#### Budget implementation

Table 20: Summary of performance, 2020–2023

Indicator	Target	2023	2022	2021	2020
Budget implementation	98%	100%	100%	100%	100%
		Amending budget: €25,369,931	Amending budget: €22,438,000	Amending budget: €22,757,000	Amending budget: €21,741,655

Overall, in respect of C1 appropriations, i.e. the subsidy granted within the EU general budget and other general revenue, Eurofound achieved a maximum budget implementation rate of 100%. No C1 appropriations were cancelled.

#### **Rate and type of implementation of appropriations**

The original final budget for 2023, amounting to €23,813,000, was adopted by the Management Board of Eurofound on 21 December 2022. The 2023 subsidy of €23,595,000 included an additional €650,000 (from DG EMPL, specific to Eurofound) for the partial mitigation of the recent increases in relation to the Irish country coefficient and €450,000 (from the Directorate-General for Budget (DG BUDG), similar to other EU institutions and agencies) mainly to mitigate the inflationary pressure. These budget increases were absolutely vital for Eurofound and yet they still only covered about 40% of the cost increases experienced (country coefficient and inflation). The remainder was absorbed by maximising the efficiency of the budget implementation.

All options to preserve the delivery of the adopted work programme were scrutinised and exhausted. As a result, Eurofound delivered its work programme without any significant changes. It conducted three formal forecast reviews during which all project plans and changes in the operating context were discussed and a new budget scenario was drawn up each time.

Overall, general Title 1 appropriations were increased by €80,000. Deviations between the original Title 1 and the amendment arose from the statutory increase in salaries and further movements in the Irish country coefficient, which aims at having a comparable remuneration level for EU staff across the different Member States (a decrease in the coefficient to 135.4 in the first half of 2023 was followed by an increase to 139.6 in the second half of the year). Some savings in other Title 1 budget lines (e.g. in missions, salaries for contract agents) were realised and used to fund the deviations. However, the above-mentioned €80,000 had to be moved into Title 1 from Title 3. The increase in

general Title 2 appropriations results from additional investments required for facilities management services and IT infrastructure. Overall, general Title 2 appropriations were increased by €230,000.

The final amended budget of Eurofound was €25,369,931 in 2023. This amount includes appropriations from C1, C4 and new R0 funds of the current year. The Commission subsidy and miscellaneous and general revenue from services rendered (C1) totalling €23,740,810 constitute the final general C1 appropriations in the EU financial management system (ABAC). Cashed recoveries of expenses of €191,205 were received as internal assigned revenue. Of these, €125,000 relate to the service-level agreement with DG EMPL for the new pilot project on working time reduction and €55,000 relate to the accounting services delivered in 2023 to ELA. Overall, external revenue contributions of €592,756 were received from Belgium, Norway, Slovenia and Switzerland towards the implementation of the European Working Conditions Survey. Additionally, a prefinancing payment of €810,000 was received from DG NEAR for the new IPA contribution agreement. Finally, Eurofound received the balance payment of €35,161 for the previous IPA agreement.

General C1 budget appropriations available for activities authorised in the Programming document 2023 amounted to €23,740,810. Final commitments made from C1 appropriations were €23,740,810.

### **Budget outturn**

The provisional budget outturn account for 2023 was sent to the Commission in early January 2024. This account shows a zero balance which means that no funds will need to be returned to the Commission.

### **Transfers and amending budgets**

Fifty-six credit transfers were made to enable high budget execution and to meet the requirements for the final budget forecast (in 2022, 65 credit transfers were made). Most of the budget transfers were carried out in the context of the salary adjustments and the movements of the Irish country coefficient from 136.3

to 139.6, which is applicable to staff salaries and salary-related expenditure.

The Management Board and its Executive Board were regularly informed of credit transfers in the Executive Director's progress reports. On 23 December 2023, 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**

The final execution of payments is 83.2%. The actual payment appropriations carried forward (RAL) amounted to €3,994,943 (or 16.8%) of the final C1 appropriations. For the most part, these related to multiannual projects such as the European Working Conditions Survey and the Network of Eurofound Correspondents, which were implemented, by and large, in accordance with the 2023 work programme.

Actual cumulative total carry-forward appropriations were €1,452,555 higher than the original expectation of €2,542,388 (in 2022, €4,455,441 or 21.1% of C1 appropriations were carried forward). The main increase in carry-forward appropriations was due to rescheduling of payments of about €1,000,000 for the European Working Conditions Survey. In Title 3, it was decided that an additional amount of €100,000 would be allocated to ongoing research and study projects. A further €70,000 were reallocated to the translation of executive summaries of selected research reports and €30,000 were allocated for editing selected working life country profiles. Finally, €95,000 were allocated to web application development services from the Directorate-General for Informatics (DG DIGIT). In Title 2, €75,000 were reassigned to advance essential IT infrastructure investments and cloud services required for 2024.

The payment appropriations of €4,455,441 carried forward from 2022 to 2023 were largely consumed as planned; only €76,616 or 1.7% of all commitments carried forward were cancelled (at the end of 2022, the figure was €102,526 or 2.9%).

## **Overview of procurement procedures for contracts above €15,000**

**Table 21: Summary of procurement procedures**

Type of procedure applied	No. of procedures resulting in contracts	Value (€)	Proportion of the value (%)
Open procedure (Article 164(5)(a) FR)	6	3,529,500.00	78
Negotiated – medium value (Point 14.2 Annex 1 FR)	8	481,246.03	11
Negotiated – low value (Point 14.3 Annex 1 FR)	4	226,500.00	5
Negotiated without prior publication of a contract notice (Point 11.1(a) Annex I FR)	1	300,000.00	7

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

Eurofound continued using its metrics for procurement performance indicators in 2023. The metrics have been acknowledged by the Internal Audit Service (IAS), and several other agencies are now using them as an example of good practice. The overall picture emerging from the data gathered confirms the recent general findings of the European Court of Auditors (ECA) in relation to difficulties in making public procurement in the EU more attractive to economic operators.<sup>6</sup> In Eurofound's case, a relatively low level of competition remains an area of concern. Despite ongoing efforts to widely publicise upcoming tenders, the number of tenders per procedure tends to be relatively low, with only one tender being submitted in 32% of procedures in 2023. The situation is aggravated even further by the repeated failure to attract any tenders in some cases, especially when targeting the local Irish market. This problem affected every fifth tender that Eurofound published in 2023, despite advertising planned tenders on the Commission's procurement platform, the Public Procurement Management Tool (PPMT), and Eurofound's website.

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

This did not occur during 2023.

#### **Activity-based budget – 2023 implementation**

Activity-based management allows the planning, management and monitoring of budget allocation to Eurofound's main activities. In the 2021–2024 programme period, eight operational activities and two horizontal activities (please see Annex 5 for a comprehensive list) contributed to six areas of intervention. The consumption of all planned resources (human and financial) amounted to 100% in 2023, demonstrating the organisational capacity to adapt and redirect resources in line with the necessary changes in the work programme in response to information needs emerging throughout the year as well as anticipating and managing change in Europe.

While considerable savings were realised in Title 3 (overall €387,000 or 6%), the costs for human resources increased by €315,000 or 2%, mainly due to the adjustments in the Irish country coefficient, salaries and related allowances in Title 1 and further investments in ICT infrastructure (Title 2).

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

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

### **2.3.2 Contribution agreements<sup>7</sup> and service-level agreements**

The service-level agreement to implement a pilot project on the minimum wage within a framework of three years and with a budget of €1,000,000 was completed by the end of 2023.

A new service-level agreement with a total budget of €250,000 covering an 18-month-period for a pilot project on working time reduction was signed with the European Commission on 27 July. The first prefinancing instalment of €125,000 was received in October. Further developments are expected in 2024.

In early May 2023, Eurofound and the European Commission's DG NEAR signed a contribution agreement with a budget of €900,000 within the context of IPA III. The first pre-financing instalment of €810,000 was received by the end of May.

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

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

The budget implementation as reported on in Section 2.3.1 reflects the activities and tasks outlined in the annual work programme for 2023, which served as the financing decision.

#### **Sound financial management**

##### **Ex ante controls**

- Ex ante control systems are in place based on a documented validation path for each commitment, payment, decommitment and recovery and these controls are applied at operational and financial level. A total of 151 commitments (excluding top-ups and decommitments) and 745 payments went through these checks. There are regular meetings between the relevant members of staff to discuss any observations. No errors of material significance were detected during 2023.
- The strong focus on compliance requires significant investment in staff training and internal control capacity in order to ensure the proper execution of procurement. From 1 January 2024, the procurement team has been led by a Head of Procurement (recruited during 2023) and has been moved to the Resources Unit in order to better align its day-to-day operations with the finance team.

<sup>6</sup> See *Special report 28/2023: Public procurement in the EU – Less competition for contracts awarded for works, goods and services in the 10 years up to 2021*.

<sup>7</sup> Articles 7.2 and 7.5 of the Financial Regulation.

- Legal entities are flagged in the Early Detection and Exclusion System, which is checked in advance of an award decision and at commitment and payment stages. No red flags were raised.

### Timely payment

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

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

Eurofound processed 881 budgetary payments in 2023 (commercial invoices or internal documents such as debit notes). Most Eurofound payments were processed and paid within 30 days. The average turnaround time for a payment was 12 calendar days. Only a small number of payments processed (19 or 2.2%) were

slightly delayed (average delay was six days). Eurofound monitors and reports on payment times regularly via ABAC Workflow. The application of payment time suspension is used in cases where the payment amount is not due (deliverables or service not completed) or the appropriate supporting documents have not been produced by the contractor or service provider.

### Ex post verification

Eurofound uses a light financial circuit for payments relating to salaries, missions, meetings and transactions with the Network of Eurofound Correspondents. In these cases, there is no ex ante verification in ABAC, only initiation and validation/authorisation. A sample of these transactions is verified ex post. Out of 686 transactions in 2023, 48 were randomly selected to get the same relative sample size as in previous years. In two claims for business travel (missions) non-material errors were detected. They were due to an arithmetic mistake and non-inclusion of evidence of a minor element of the claim, respectively. In both cases, the error was made by the person claiming the expenses. Not related to these findings and rather more related to the fact that Eurofound is not the owner of the system for estimating and claiming business travel costs, the ex post verification recommends cooperation and sharing of information with the Commission's Paymaster Office (PMO), as the service-level agreement is between Eurofound and the PMO.

**Table 22: Ex post verification of transactions, 1 January–31 December 2023**

Description	Number of transactions	Required number of verifications	Number of verifications selected	Results
Recruitment (BL 1180)	7	0	3	No errors
Missions (BL 1300)	178	18	20	Two errors (less than €5)
Meetings (BL 3040 and 3042)	101	5	5	No errors
Network payments including R0	244	12	12	No errors
Network commitments C1 & C8 & R0	156	8	8	No errors

### Prevention and detection

#### Exceptions register

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

Thirteen cases were registered during 2023. Six of them related to the same issue: omission of an award decision for below €15,000, which had been introduced at the start of the year in response to the recommendation from the IAS audit on procurement and contract management. While an information session had taken place, this new requirement was not immediately part of the administrative workflow of staff without some reminders. Most of the remaining cases (except one) were of a similar nature: oversight in the submission of required documentation. Measures to avoid these situations continue to be strengthened, for example by updating checklists. There was one specific



exception granted, namely to start the implementation of service-level agreement measures with the Commission prior to the receipt of the agreed pre-payment. This was justified based on a very tight delivery schedule.

#### ***Anti-fraud strategy and action plan***

Awareness-raising activities continued, notably within the context of Ethics Month which, in 2023, focused on aspects of organisational culture and communication that strengthen staff in their responsibility to be vigilant in preventing or highlighting possible misbehaviour and illegal activity, including fraud or corruption. There was no detection of fraud during 2023.

#### ***Risk assessment***

The 2023 risk action plan was implemented, ensuring that none of the risks materialised in a way that had a negative impact on the Agency's reputation or achievement of strategic or operational objectives.

As in previous years, Eurofound took part in the peer review exercise on risk management in decentralised agencies launched by the European Commission. The cluster of agencies related to DG EMPL, together with the Translation Centre, shared knowledge, methodologies and critical risks. Consolidated information and analysis from the cluster was discussed with colleagues at the Commission, who also shared the main risks arising from their exercise.

#### ***Reliability of reporting***

The planning application for the Programming document and the project management application constitute the central system for information about planning and progress when implementing the Agency's annual work programme. The information is captured in a wide range of management reports. To ensure the continuation of reliable management information, the project management system was overhauled, with a focus on the usability and management of essential data. This was concluded in time for the 2024 work programme projects.

Financial reporting is based on the use of the Commission's accounting system (ABAC) in combination with rigorous forecasting exercises that are conducted two to three times a year under the responsibility of the Budget Officer. The Accounting Officer reports directly to the Management Board.

#### ***Safeguarding of assets and information***

Eurofound uses ABAC Assets for the registration and control of all its fixed assets and inventory. All items are subject to an annual stocktake. For the 2023 stocktake, all 2,719 items were accounted for. No areas of concern were highlighted during the stocktake.

Information is a vital asset for the Agency to fulfil its mission. Work is ongoing to ensure a digital solution for storing and retrieving different data sources (such as

raw statistics and relational databases) with an appropriate governance structure. Similarly, this is under investigation for the management information of the Agency to ensure efficient and effective use, with the appropriate safety measures to govern access.

#### **2.3.4. Cost of controls**

Eurofound's risk-based approach to the design and implementation of its controls is proportionate to their effectiveness. Using the same methodology and calculation as was used in 2021 for the first time, Eurofound carried out an exercise to quantify the cost of control around budget implementation.

Time spent by actors in the financial circuit, in preparing and planning the financing decision, preparing external audits and coordinating the internal control work plan added up to a total of 7.8 full-time equivalent (FTE) hours. Using the existing rates for staff costs in Eurofound, the cost for 2023 came to 13% of the (amended) budget for 2023. Effort increased marginally (0.3%), which can be attributed to preventive effort around cybersecurity, the preparation of the anti-fraud multiannual strategy and a review of the financial circuit. The increase in the daily rate due to the increase in Title 1 is the main reason for the cost increase (0.3%). The result was shared with DG EMPL.

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

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

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

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

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

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

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

Budgetary transactions within the meaning of this section include:

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

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

staff member – it needs to be authorised by the Authorising Officer.

The implementation of delegation decisions is monitored by Eurofound’s finance team. The team is responsible for drafting, amending or repealing a delegation based on instructions received by the Authorising Officer. By decision of the Executive Director, the delegations are transposed in ABAC with access rights granted by the ABAC Local Authorisations Manager of the Agency to each individual Authorising Officer by Delegation. The ABAC Local Profile Manager has no other role in ABAC. Specific controls are implemented accordingly in ABAC, ensuring that the budget lines and ceilings established by individual delegations are respected.

As part of the periodic validation of access rights granted in ABAC, access rights were assessed by a Neutral Verifier, appointed by the Executive Director, to confirm that the financial actors are granted ABAC access rights corresponding to the delegation decisions of the Executive Director (ex post control). The periodic assessment was completed in September. No incompatibilities or exceptions were found. The report was shared with DG BUDG.

## 2.5 Human resources management

### 2.5.1 Staff capacity

**Table 23: Summary of performance, 2020–2023**

Indicator	Target	2023	2022	2021	2020
Efficient use of posts available in the establishment plan	97%	95% Posts as per establishment plan: 91	92% Posts as per establishment plan: 91	89% Posts as per establishment plan: 91	95% Posts as per establishment plan: 91

At the end of 2023, offers for three vacant posts were accepted. The candidates started in early 2024.

Including these posts, 98% of the posts in the establishment plan are filled.

**Table 24: Vacancies filled, 2023**

Job title	Grade	Start date
I&C Assistant	AST SC2	16/01/2023
Research Officer	AD05	01/02/2023
Research Officer	AD05	01/03/2023
Research Officer	AD05	01/03/2023
Procurement Specialist	AST04	01/04/2023
Editor	AST03	01/08/2023

Job title	Grade	Start date
Administrative Assistant	AST02	01/09/2023
HRM Assistant	AST02	01/10/2023
Financial Assistant	AST02	01/10/2023
Research Support Officer	FGIV	16/10/2023
Research Officer	AD05	01/11/2023
Research Officer	AD05	01/12/2023

**Table 25: Selection procedures completed, 2023**

Internal mobility exercise (launched in 2022, finalised in 2023)
Graduate traineeship programme 2023 (EF-TR-2-23-01)
Internal Control Officer (EF-TA-23-02)
Digital Transformation Manager (EF-TA-23-03)
Head of Procurement (EF-TA-23-04)
Digital Communication Officer (EF-CA-23-05)

## 2.5.2 Staff roles

### Gender balance, including of senior and middle management team

**Table 26: Gender breakdown of staff (officials, temporary agents and contract agents), 2023**

Gender	Number
Female official	7
Male official	2
Female temporary agents	40
Male temporary agents	37
Female contract agents	3
Male contract agents	6

The senior and middle management team (Executive Director, Deputy Director and Heads of Unit) is made up of 4 women and 5 men. The gender balance in Eurofound is stable.

#### Geographical distribution of statutory staff

A table with the detailed geographical balance of staff can be found in Annex 4. Twenty nationalities are currently represented, and there is a fairly balanced distribution. Eurofound strives to cover all nationalities. However, the Agency has been receiving fewer job applications from candidates in EU Member States such as Croatia, Cyprus, Denmark, Estonia, Malta, Slovenia and Sweden. The high number of Irish staff is due both to historical and geographical reasons. Irish applicants are generally higher in number in Eurofound's recruitment procedures, and it is expected that the number of Irish staff will continue to be higher than other nationalities.

#### Learning and development

As of 2023, Eurofound's learning and development activities were designed to take into consideration the learning and development strategy published in 2023. The strategy promotes an increase in informal training and knowledge-sharing activities. One example in 2023 was the statistical training pilot where staff continue to have access to an external expert to solve challenges in their work. The annual training plan was designed following input from the Human Resources

Development Programme (HRDP) and input from all Heads of Unit. A focus on statistical skills development continued to be a priority for research staff as was planning for staff in other units. To continue the investment in the well-being of Eurofound staff, several activities were organised around neurodiversity, diversity and inclusion, confidential counselling, mindfulness and yoga. Individual staff members attended external training related to, for example, legal topics, statistical software, survey research and ethics.

#### Regulatory issues

##### *Staff Regulations and Implementing Rules*

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

Eurofound received the model decision on working time and hybrid working that will go to the Management Board's Committee on Staff Matters for adoption in 2024. The decision requires the adoption of internal guidelines. Both the Staff Committee and Eurofound's union (a branch of Union Syndicale) are being consulted.

### Administrative inquiries and disciplinary procedures

Following the 2021 ruling of the Court of Justice, an Administrative Inquiry was launched with the involvement of external investigators. This was still ongoing in 2023.

#### Article 90

An external candidate in a selection procedure submitted a complaint which was processed by the Management Board’s Committee on Staff Matters. The committee assessed the claim and rejected the complaint.

#### Social dialogue

There is a constructive dialogue with the Staff Committee and Eurofound’s union, including regular meetings on the further development of Eurofound’s HR practices.

## 2.6 Strategy for efficiency gains

In the context of a budget that potentially could be frozen in real terms for the next few years and only increased by an amount that will partly compensate for the Irish country coefficient, efficiency gains are the only way to counter the likely effects of increased costs beyond inflation. Much has already been done following on from experience gained during the pandemic. Expenditure for missions, meetings and governance, as well as administrative overheads, remained lower compared to previous levels.

The services that are shared between different EU agencies or between an agency and the Commission remained an important focus for further efficiency gains. The extent of shared services and joint

procurements with the Commission has increased consistently over the past few years. An example of this is the rollout in Eurofound of the Commission’s HR system, Sysper, which was fully implemented during 2023. While these developments have certainly resulted in a higher quality of goods and services procured, and in economies of scale, the reduction in administrative burden and cost is much less obvious. The procedures for participating in joint procurements and in shared services give rise to coordination costs that limit any potential savings. This is even more the case if an agency leads a joint procurement, as Eurofound has learned when leading procurement or offers services to others. In the case of the Commission, this regularly leads to a request for very significant fixed annual charges, for example, for the use of Sysper or the possibility to participate in IT procurement tenders.

In addition to the sharing of services and joint procurements, the delivery of more and better digital solutions to support the Agency is a key element in achieving efficiency gains. The digital-driven redesign of processes and projects to reduce the administrative burden requires investment in the area of information and communication technology. On balance, it nevertheless results in net efficiency gains for the Agency. Based on an efficiency review that had started in 2022, a leaner version of the corporate project management system was developed for the 2024 work programme projects.

Systematic efforts made in the administration and support services to simplify, streamline and share knowledge and resources with other agencies led to an incremental shift to tasks of an operational nature. According to the job screening methodology applied across agencies, the share of operational tasks increased from 70.39% in 2022 to 71.59% in 2023.

Table 27: Job-screening exercise results, 2023

	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 MIMPL	EVAL	GEN OPER	FINCONT	LING	
Totals 2023	1	4	1	7	7	1	1	0	2	0	7	61	2	10	9	0	8.9
as percentage	20.43%										71.59%				7.97%		
Totals 2022	1	3	0	8	7	1	1	0	3	0	6	59	1	10	10	0	9.5
as percentage	20.90%										70.39%				8.71%		
Totals 2021	1	2	0	6	5	2	2	0	2	0	6	61	1	11	13	0	12.6
as percentage	17.53%										71.20%				11.27%		
Totals 2020	1	2	0	7	6	2	1	0	2	0	6	65	1	10	13	0	13.1
as percentage	17.76%										70.95%				11.29%		

## 2.7 Assessment of audit and evaluations

### 2.7.1. Internal Audit Service

In December 2023, Eurofound received the IAS strategic internal audit plan (SIAP) covering the period 2024–2026. The IAS plan is based on the results of an in-depth risk assessment that the IAS conducted between June and August 2023.

The risk assessment resulted in a shortlist of two audit topics:

- Eurofound surveys
- a limited review of the internal control framework

Depending on the results of the annual risk assessment update and taking into account the main risks identified by the IAS, the 2024–2026 SIAP may be adapted at that time by either planning additional audit engagements or by replacing one of the prospective audits.

Information and cybersecurity, as well as quality management with regard to in-house research, have also been identified as high-risk areas by the IAS, resulting in potential audit topics for the 2024–2026 period. More details about the status of the open recommendations are available in Section 2.8.

### 2.7.2. European Court of Auditors

The European Court of Auditors (ECA) acts as external auditor for Eurofound. In 2023, the accounts for the 2022 financial year were audited by Mazars Ireland, and their opinion was forwarded to the ECA. The court's report on the annual accounts for the 2022 financial year was published on 26 October 2023. 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 2022 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 observed that there was confusion in a procurement procedure between award and selection criteria in relation to the professional and language skills of the tenderers' team

members. However, the outcome of the procedure was not affected in any way and tender templates have been updated since to avoid confusion in future. A second observation referred to the traineeship programme, which, according to the court, was not sufficiently formally adopted. Deviations with regard to trainees' remuneration were also mentioned but these were disputed by Eurofound. Again, to avoid further confusion in this regard, the guidelines were clarified and updated, and any required adjustments were paid to the trainees for 2022.

## 2.8 Follow-up of recommendations and action plans for audits

During 2023, Eurofound completed the implementation of the 20 actions that were proposed in response to the 2022 IAS audit on procurement and contract management. The IAS identified three recommendations (all classified as important) related to:

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

During 2023, recommendation 1, regarding procurement planning, monitoring and reporting, was followed up and closed by IAS. In the case of recommendation 2 (procurement procedures and control) and recommendation 3 (fostering competition, synergies and efficiencies), Eurofound implemented all actions linked with those recommendations by February 2024 and submitted to IAS for assessment. The IAS has not yet conducted a follow-up engagement for these two recommendations.

## 2.9 Follow-up of observations from the discharge authority

The discharge report for 2021 was adopted by the European Parliament on 10 May 2023. It grants the Executive Director discharge in respect of the implementation of the budget for the financial year 2021 and approves the closure of the accounts for 2021. The specific observations in relation to Eurofound are commented on and addressed in the following table insofar as action is required. Many observations noted satisfaction with the 2021 results, which is much appreciated by the Agency. The following table indicates the status of implementation of Eurofound's response to the observations that required follow-up by the end of 2023.

Observations for discharge 2021	Response and actions taken	Status
<b>Budget and financial management/performance</b>		
<p>Is concerned that the real purchasing power of the budget is decreasing and that the share of the operational budget decreased from 39% in 2010 to 28% in 2021; <b>stresses that the continuation of this trend puts at risk the ability of the Foundation to collect sufficient, timely and reliable data</b></p>	<p>An additional subsidy amount would be required to mitigate the increase in the Irish country coefficient and, thus, reverse the trend of a decreasing share of the operational budget.</p>	Ongoing
<p>Notes with concern that due to the increased cost of living in Ireland, the share of the Foundation’s operating budget has been constantly shrinking, from 37.6% in 2012 to 26.4% in 2021; <b>warns that the continuation of this trend will put at risk the ability of the Foundation to preserve and further improve the quality of its work</b></p>	<p>An additional subsidy amount would be required to mitigate the increase in the Irish country coefficient and, thus, reverse the trend of a decreasing share of the operational budget.</p>	
<p>Welcomes the fact that the Foundation has been sharing its Accounting Officer’s services with ELA, which helped the latter with a smooth ramp-up</p>	<p>During 2022, Eurofound continued to provide the services of its Accounting Officer to ELA. At ELA’s request, this arrangement was discontinued in the second half of 2023.</p>	
<p>Commends the fact that the Foundation developed an action plan in response to recommendations in the ex ante evaluation of its 2021–2024 programme; acknowledges that some actions require a medium-term effort, while others have already been carried out, such as the optimisation of the use of financial resources to match programme ambitions to available resources; notes further that, in 2021, external evaluation contractors conducted an evaluation of two activities: ‘The digital age: Opportunities and challenges for work and employment’ and ‘Monitoring convergence in the European Union’, which were new in the 2017–2020 programming period; notes that this evaluation looked at the achievements and learning from the implementation of those activities, the extent to which the ambitions for those activities set out at the start have been achieved and how they have impacted on policymaking; <b>takes note that in 2021 the Foundation launched an evaluation of its current learning and development programme and approach</b></p>	<p>The evaluation on learning and development provided important recommendations that were implemented in a new learning and development strategy that was adopted and rolled out in 2023</p>	Implemented
<b>Staff policy</b>		
<p>Regrets the fact that on 31 December 2021, <b>the establishment plan was only 89% completed</b> (compared to 95% in 2020), with 9 officials and 74 temporary agents appointed out of 91 authorised under the Union budget (91 authorised posts in 2020), whereas 2 staff members were on leave on personal grounds and were not immediately replaced; points out, however, that considering the vacant positions offered and accepted in 2021, 94% of positions were filled; notes that, in addition, 13 contract agents were working for the Foundation in 2021; notes that 6 staff members left the Foundation in 2021 (turnover: 5.8%), 2 of them because of retirement; regrets that 3 senior positions were not filled; <b>commends the Foundation for its continuous reflection on good practices and improvements in working conditions</b>; recalls the importance of fighting against staff turnover within Union agencies</p>	<p>Eurofound operates with a close to fully used establishment plan. A small number of posts may be vacant at any given time due to normal staff turnover. A staff turnover rate of about 5% (including retirements) could be considered healthy for an organisation.</p>	
<p>Notes that in 2021 the breakdown by gender of the Foundation’s senior management was 5 men (56%) and 4 women (44%); of its Management Board members, 54 were men (64%) and 30 were women (36%); and of its overall staff, 41 were men (43%) and 55 were women (57%); notes the underrepresentation of staff from Cyprus, Estonia, Malta and Slovenia; reminds the Commission and the Member States to take into account the importance of ensuring gender and geographical balance when nominating members to the Foundation’s Management Board; <b>urges the Foundation to ensure gender and geographical balance when recruiting its staff</b></p>	<p>Indeed, the composition of the Management Board depends on the stakeholders’ decisions – governments, social partners and the Commission.</p> <p>Twenty nationalities are currently represented, with a fairly balanced distribution. Eurofound strives to cover all nationalities. However, Eurofound has been receiving fewer job applications from candidates in EU Member States such as Croatia, Cyprus, Denmark, Estonia, Malta, Slovenia and Sweden. Irish applicants are generally higher in number in Eurofound’s recruitment procedures, and it is expected that the number of Irish staff will continue to be higher than other nationalities. A table with the detailed geographical balance of staff can be found in Annex 4.</p>	<p>The new Management Board was confirmed in 2023 for a 2-year term.</p> <p>Ongoing</p>

Observations for discharge 2021	Response and actions taken	Status
<b>Staff policy</b>		
<p>Notes that since 2013 the Foundation has a policy on protecting the dignity and respect of people and the prevention of harassment (Eurofound Policy); notes that the Foundation has a <b>draft procedure manual for the Eurofound Policy</b> which is in a consultation process; welcomes the fact that new staff, trainees and local temporary staff participate in the dignity and respect programme as part of their induction training; welcomes the fact that in 2021 physical and psychological well-being and the technology necessary to maintain a high level of performance while working remotely was addressed in training</p>	<p>A new manual is approved and implemented. Additionally, the procedure and reference to the manual was explained in meetings with all units.</p>	Implemented
<b>Procurement</b>		
<p>Recalls the Court's observation that the Foundation concluded a framework contract in June 2019 for a maximum amount of €170,000 to supply electricity on the basis of a negotiated procurement procedure with a single candidate, without the prior publication of a contract notice waiver; notes the Court's observation that the contractor is a retail supplier and that the provision of electricity is not quoted and purchased on a commodity market, and that therefore the exception of a negotiated procurement procedure as followed by the Foundation is not applicable; notes the Court's conclusion that the payments made in connection with this contract are irregular and that in 2021 they amounted to €30,689; notes that the underlying contract expired in June 2021; welcomes the fact that the internal procedures for procurement were adjusted accordingly</p>	<p>This matter was indeed closed in June 2021.</p>	Implemented
<p>Notes that the Foundation adopted the revised procurement plan 2021; notes further that the Foundation has begun to investigate the procurement methodology used to tender for the large surveys; takes note that, in autumn 2021, the IAS started an audit of the Foundation's procurement and contract management; welcomes the Foundation's onboarding to the public procurement management tool</p>	<p>All actions in response to the findings and recommendations issued by the IAS, based on its audit on procurement and contract management, were implemented by the end of 2023.</p>	Implemented
<p>Recalls the importance of all procurement procedures ensuring fair competition between tenderers and procuring goods and services at the best price, respecting the principles of transparency, proportionality, equal treatment and non-discrimination; <b>asks for the implementation of the e-procurement information technology (IT) tools developed by the Commission; calls for an updated clarification of the procedures and templates in the procurement guidelines</b>; notes with concern the Court's observation that the public procurement weaknesses are increasing and remain the largest source of irregular payments in most Union agencies</p>	<p>Eurofound fully onboarded the Commission's newest procurement platform (PPMT) by the end of 2022 and uses it now for processing all its tenders. Eurofound implemented changes to improve the clarity of its internal procurement workflows and templates.</p> <p>In 2023, Eurofound created a dedicated procurement section led by an AD-level staff member in order to strengthen expertise and leadership in public procurement, including the monitoring of contract implementation in the Agency's units and sections.</p>	Implemented Ongoing
<b>Prevention and management of conflicts of interest and transparency</b>		
<p>Notes that declarations of conflicts of interest and CVs of Management Board members and of management staff have been published on the Foundation's website; commends the Foundation for having in place a conflicts of interest policy with a detailed procedure for potential situations of conflicts of interest</p>	<p>With a new Board mandate started in 2023, new declarations of interests and CVs of Board members were collected and most were published on Eurofound's website by year-end.</p>	Ongoing
<b>Internal control</b>		
<p>Notes that in April 2021, the IAS delivered its final report on human resources and ethics, with four recommendations, none of which was labelled critical; notes that an action plan was agreed to implement those recommendations in 2022</p>	<p>All recommendations of said action plan were implemented and accepted by the IAS in early 2023.</p>	Implemented
<p>Recalls the importance of strengthening management and control systems to ensure the proper functioning of the Agency; strongly insists on the requirement of effective management and control systems to avoid potential cases of conflicts of interest, missing ex ante or ex post controls, inadequate management of budgetary and legal commitments, and failures to report issues in the register of exceptions</p>	<p>Information sessions and awareness campaigns were organised in areas such as cybersecurity, anti-plagiarism, conflicts of interest and prevention of data breaches.</p> <p>The register of exceptions is monitored on a regular basis and reported on, including in the annual activity report</p>	Ongoing

Observations for discharge 2021	Response and actions taken	Status
<b>Digitalisation and the green transition</b>		
<p>Welcomes the measures put in place in 2021 with regard to the Foundation’s cybersecurity; notes in particular the 2021 cybersecurity awareness programme and the awareness training provided to all staff, the rolling out of the multifactor authentication system and the performance by CERT-EU of network penetration and phishing simulation tests; welcomes the Foundation’s proactive approach in preparing for the update of its information systems security policy in light of the two upcoming Union regulations on cybersecurity and information security in Union institutions and bodies; <b>encourages the Foundation to work in close cooperation with the European Union Agency for Cybersecurity (ENISA)</b></p>	<p>Through active participation in the ICT Advisory Committee Meeting of the EU Agencies (ICTAC), Eurofound maintains close cooperation with ENISA and has worked directly with ENISA on cybersecurity issues, participating in training and implementing recommendations.</p>	Ongoing
<p>Commends the Foundation’s environmentally friendly measures to reduce its electricity consumption, to improve the energy efficiency of its boilers and to install additional charging points for electric cars; congratulates the Foundation for the sharp decrease in its paper consumption from 1.9 million sheets in 2019, to 148,980 sheets in 2020 and 84,990 sheets in 2021; notes with appreciation the Foundation’s reply that for the last five years it has procured only 100% green electricity from renewable sources; <b>notes that in 2021 the Foundation took significant additional steps to prepare for the EMAS certification that was to take place in Q3 2022</b></p>	<p>A successful EMAS audit was conducted for the first time in Q4 2022 and EMAS certification was granted accordingly in early 2023.</p>	Implemented
<b>Other comments</b>		
<p>Welcomes the fact that the Foundation is consistently working on enhancing the accessibility and dissemination of its findings, reaching out to new audiences, and ensuring that Union stakeholders can access information in a variety of ways through its ‘digital first’ approach, including through newly launched podcast series and enhanced data visualisation; <b>urges the Foundation to step up its efforts and report relevant performance information to Union citizens and the general public in clear and accessible language; urges the Foundation to ensure greater transparency and public accountability by better utilising media and social media channels; expects the Foundation to report developments in that regard to the discharge authority</b></p>	<p>Clear and accessible communication to the general public has been advanced in a number of ways, primarily via web-based improvements, including: automatic translation of all web-based content into all EU languages; executive summaries are now directly available on the publication page (rather than in PDF), which improves accessibility and search engine optimisation; charts from publications are being redeveloped into dynamic data visualisations, which are now available on the publication page and in a dedicated data catalogue; Eurofound has trialled podcast transcriptions and will roll this out in 2024; also in progress is a new series of digital stories which will greatly improve the Agency’s communication impact; added to this, our Open Day in June brought the Agency to the attention of the local public.</p> <p>Ongoing engagement with the media resulted in an increase in the uptake of Eurofound content by journalists and, in 2023, our social media presence continued to grow in 2023 across all networks, with LinkedIn having the fastest growth of followers. Data-driven content is performing well (particularly on X (formerly Twitter)); in terms of topics, gender equality, minimum wages and telework saw the highest rates of engagement.</p>	Ongoing
<p>Refers, for other observations of a cross-cutting nature accompanying its decision on discharge, to its resolution of 10 May 2023 on the performance, financial management and control of the agencies.</p>	<p>Eurofound has been actively contributing to the horizontal report prepared by the Agencies’ Shared Support Office.</p>	Implemented



## 2.10 Sustainability (including environmental management)

### Economic (performance)

#### KPI 1: Budget implementation

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

#### KPI 3: Programme delivery

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

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

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

### Social (people)

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

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

#### External stakeholders

##### *Number of 'customers' (users)*

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

##### *Bi-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. In 2023, findings from the 2022 survey were taken on board inter alia by implementing the online service to explore the rich source of survey data in a more tailored fashion online at [Data explorer | European Foundation for the Improvement of Living and Working Conditions \(europa.eu\)](https://dataexplorer.eurofound.eu)

#### Internal stakeholders

##### *Staff engagement survey*

For sustainability reporting, the assumption is that engaged staff are an enabler of sustained performance and a 'lead indicator' of future performance. In addition

to some small-scale staff surveys in relation to the pandemic and remote working, Eurofound deployed an adapted version of its own EWCS, which allows comparisons to be made between internal results and the EU-wide findings of the EWCS. The findings of the 2023 edition of this survey were presented in early 2024 for follow-up.

#### Relationships with suppliers (supplier perspective/strategic partnerships)

Eurofound participates in the Green Public Procurement initiative. Green Public Procurement (GPP) is defined in the Communication (COM(2008)400) *Public procurement for a better environment* as 'a process whereby public authorities seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured'.

### Environmental (planet)

#### EMAS certification

Eurofound was EMAS-certified for the first time in 2022. Following a positive registration audit, it maintained its certification in 2023.

#### Environmental aspects and impacts register

As part of EMAS, Eurofound has an aspects and impacts register, which measures our environmental impacts. These are calculated mainly on the basis of resource use, emissions, discharges and waste generation. As a result of its initiatives, Eurofound has reduced the relevant score from 341 to 262 due to process improvements and technical upgrades.

#### Electricity

In 2023, Eurofound reduced its electricity consumption by 16% (or 56,763 kWh) compared to 2022.

#### Natural gas

Natural gas is used for heating the buildings on site. New boilers were installed in 2021, significantly improving efficiency. In 2023, natural gas consumption was reduced from 532,000 kWh (compared to 2022) to 405,000 kWh, a reduction of 24%.

#### Numbers of pages printed

In 2023, printing and photocopying in Eurofound decreased by 12% compared with 2022.

#### Infrastructure improvements

As part of the ongoing drive towards greater sustainability, Eurofound replaced 45% of the main building's lights with LED panels in 2023, bringing the total amount of lighting replaced to over 95%. It is estimated that the replacements will reduce lighting energy consumption by 38%.

Eurofound concluded a contract on the provision of solar panels at the end of 2023. Positive environmental and financial impacts could be expected from 2024.

Initiatives were taken to further improve the waste management system. Only 9% of the waste generated on site will end up in a landfill, while the rest of the waste produced will either go to organic composting or recycling.

## 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:<sup>8</sup>

- (a) effectiveness, efficiency and economy of operations:
  - well-functioning governance and oversight by the Management Board in implementing and adopting the multiannual programme for 2021–2024 and the annual work programmes
  - implementing actions agreed to strengthen efficient and effective implementation
  - regular budget review and forecast meetings (in June and September at a minimum), with a view to full budget implementation around shared priorities
  - striving to achieve a fully filled establishment plan by ensuring efficient recruitment
  - investment in the quality of and innovation in research and communication
- (b) reliability of reporting:
  - ensuring a project-based management information system that is fit for purpose
  - regular reporting from the system at all levels: team/unit, management committee and Management Board, complemented by regular monitoring of various key indicators and metrics on programme delivery and effective take-up
  - sound methodology for reporting on KPIs, metrics and evaluations, ensuring a coherent Eurofound performance monitoring system (EPMS)
  - office systems for transparency of information and ease of collaboration
- (c) safeguarding of assets and information:
  - transactions executed in compliance with management's (delegated) authorisation
  - continuous investment in ICT security

- expertise in areas around scientific quality, effective delivery channels for communication, and procurement and contracting
- (d) prevention, detection, correction and follow-up of fraud and irregularities:
    - financial circuit with related information sessions and support for continuous learning
    - no reporting of fraud detection or conflict of interest
  - (e) adequate management of the risks relating to the legality and regularity of the underlying transactions:
    - no errors in ex post verification findings
    - no critical audit findings; very important findings all implemented

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

## 2.12 Implementation of evaluation programme

Eurofound has a well-established performance monitoring and evaluation system (EPMS) that provides valuable information for accountability, management and learning purposes. An evaluation policy and procedure are embedded to ensure the evaluation activities are supported by management.

An ex ante evaluation has been accompanying the development of the multiannual programme and related documents. The overall purpose of an ex ante evaluation is to ensure that the planned programme will be a 'good programme', that it is relevant and feasible and that it can be monitored and evaluated during and after its implementation. Facilitated workshops with research staff (in January) and stakeholders (in two extended Executive Board workshops in March) included a foresight exercise and horizon scanning to identify the needs to be addressed in the new programme. An interim report included a positive assessment on the programme design and its internal coherence vis-à-vis the Eurofound mandate. The ex ante evaluation will continue to partake in the further preparations for implementing the programme from

<sup>8</sup> Article 30.2 of the Financial Regulation (2019).

January 2025 onwards. Its final report will be delivered to the Management Board in November 2024, together with the final version of the 2025 work programme.

In 2023, the European Commission carried out an evaluation of four of the DG EMPL agencies (Eurofound, Cedefop, EU-OSHA and ETF) in which it looked at the achievements of the agencies in relation to their objectives, mandates and tasks between 2017 and 2022. A cross-cutting horizontal assessment across the agencies evaluated the complementarities and synergies, including their role in dealing with cross-sector themes, the COVID-19 pandemic and Ukraine crisis. It also looked at how the agencies cooperate with each other and with external (EU, international and national) bodies. The agencies were consulted and informed throughout the evaluation process. The final report and recommendations will be available in 2024.

In January 2023, the final report on Eurofound's biennial user feedback survey (conducted in 2022) was delivered by the contractor ICF. The next survey will be in 2024.

#### **Action plans in response to previous evaluations**

##### ***Evaluation of the Network of Eurofound Correspondents***

In 2023, the focus was on continuing the actions identified in the 2021 evaluation (the 'NEC roadmap'), which focused on strengthening quality monitoring and on exploring synergies.



# 3 Internal control

## 3.1 Effectiveness of the internal control framework

Eurofound's internal control framework covers five components and includes 17 principles. The five components are: control environment; risk assessment, including risks of fraud; control activities; information and communication; and monitoring activities. Their effectiveness is assessed through a combination of ongoing monitoring, findings and recommendations by the IAS on risks and controls in specific areas and an internal professional appraisal using a broad range of information sources as mentioned in this report, notably in Section 2.3.3. The objective is to provide reasonable assurance that the internal control principles are functioning. Ongoing monitoring is built into business processes and performed on a real-time basis at all levels of the organisation. This enables the Agency to react in a timely fashion to changing conditions and to correct deviations from intended performance and effectiveness levels. A progress report was presented to the Management Board during its meeting in November. Weaknesses identified in the 2022 assessment were followed up to ensure the functioning of the internal control principles, together with any other actions identified as part of ongoing monitoring. This is outlined below.

### Component 1: Control environment

#### Commitment to integrity and ethical values

Ethics Month 2023 took place in May. It is an annual event for all staff to strengthen their understanding of staff conduct rules. The objective is to equip staff with the knowledge to recognise and minimise situations that could lead to wrongdoing. The objective for 2023 was to raise awareness of communication, cultural expectations and biases. The initiative therefore aimed to empower staff in a variety of ways, such as to (i) use constructive verbal and non-verbal language that supports mutual respect and trust; (ii) understand the concepts and principles of unconscious biases and positive regard towards their interlocutor; (iii) feel more confident in engaging in difficult conversations; (iv) understand the rules which their professional conduct should abide by; and (v) prevent wrongdoing. Staff participation was 79%, surpassing the attendance in previous years. Some staff members were not able to attend due to (sick) leave or other obligations. These members were informed about the content of the workshops.

#### Preventing conflict of interest

Staff and the Agency's Management Board members have an obligation to declare matters of personal interest that may give rise to a conflict of interest. Over the first half of the year, and especially during Ethics Month, staff were reminded that this declaration refers to the professional activities of spouses or partners, as well as to any external activities (paid or unpaid) they undertake during active service. Compliance with declaring interests in selection committees for recruitment and evaluation committees for procurement remained at 100%. Similarly, the compliance of Management Board members with regard to submitting their declarations increased to close to 100% following their new mandate (the compliance rate of alternates was lower).

#### Structures and reporting lines

With a view to strengthening the procurement function, a new function of Head of Procurement was established and recruitment was by open selection procedure. In January 2024, the team, together with the new Head of Procurement, moved to the Resources Unit. A review of the financial circuit is to be finalised in the first half of 2024. In preparation for the new multiannual programme, a review of the roles and responsibilities and coordination arrangements dating from 2012 was started to ensure efficient and effective implementation of the objectives and activities.

### Component 2: Risk assessment

#### Identification and analysis of risks

A new application was developed that will allow for a more efficient capturing of risks at both corporate and activity level.

#### Fraud prevention

Between May and July 2023, Eurofound carried out a fraud risk assessment in an e-survey in which 40% of staff participated. The survey was divided into a risk assessment and a fraud awareness and detection assessment. It formed the basis for a new anti-fraud strategy that will be concluded in 2024.

## Component 3: Control activities

### ICT security and technology

- A security optimisation assessment exercise was performed on Eurofound's cloud infrastructure; the findings and recommendations were addressed and will be implemented during the course of 2024.
- A cyber awareness information session was organised with CERT-EU and delivered to all staff. The session focused on new threats, the latest cybersecurity attacks such as phishing and smishing, disinformation and other types of malware.
- Multifactor authentication was implemented, adding a layer of protection to the network sign-in process.

## Component 4: Information and communication

### Data protection

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

The effort to increase and consolidate awareness of data protection among staff continued in 2023. Data Protection Day was marked with two information sessions. One focused on clarifying data protection concepts of relevance to the work produced by Eurofound's research units and was delivered by the Data Protection Officer (DPO); another session on cybersecurity aimed to provide staff with an understanding of the most common cyber attacks so that they could learn how to detect them and how to react to them. This session was organised by the DPO together with Eurofound's Local Security Office (LISO) and was delivered by CERT-EU. To mark Data Protection Day, a 'Detox your Data' campaign was launched, incentivising staff to spend a few hours spring cleaning the data they hold (for example, by deleting emails from their spam and deleted items folders).

Twelve additional issues of the Data Protection Gazette were published, and new content was included in the Data Protection section of the intranet. Information on possible investigations performed by the DPO was added.

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

Further to the above, a data protection impact assessment (DPIA) was performed on Prisma Access, Palo Alto's Secure Access Service Edge (SASE).

The DPO presented her annual report to the Management Board at its meeting in November.

### Access to documents

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

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

Eurofound received four requests for access to internal documents in 2023. The requests were made by a single applicant requesting access to documents relating to a recruitment procedure, internal appointments and a service-level agreement with the European Commission.

### Access to internal information

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

### Historical archiving

Council Regulation (EU) 2015/496 of 17 March 2015<sup>9</sup> 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 a period of 30 years has expired) at the Historical Archives of the European Union (HAEU) in Florence, in accordance with a framework agreement, on a per annum cost basis linked to the size of the depositing body.

<sup>9</sup> 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.

Eurofound and EEA represent the EU agencies in the Interinstitutional Archives Group (IIAG), comprising the Director of the Historical Archives of the European Union and the depositing EU institutions and agencies. Meetings take place twice a year. There were no transfers to HAEU in 2023.

### Component 5: Monitoring

Recommendations from the internal audits were followed up with actions within the agreed deadlines. Remedial actions identified as part of the ongoing monitoring of processes and management information are taking place. The Internal Control Coordinator reported to the Management Board meeting in November. The annual assessment exercise has used guidelines from the working group in the Performance

Development Network of the EUAN. Limitations in further development were due to limitations in the available staff resources (awaiting the fulfilment of a new post for Internal Control Officer).

## 3.2 Conclusions of assessment of internal control systems

Based on the information provided and as a result of an analysis and assessment thereof, the internal control framework works effectively; all its components are in place and functioning for their intended purpose. Full rollout of the assessment tool will be necessary to support the internal communication of strengths and weaknesses.

### 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: 24 May 2024

Signed: **Mattanja de Boer**



# 4 Management assurance

## 4.1 Review of the elements supporting assurance

The Executive Director can rely on the following 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 for reporting at Management Board meetings, and Executive Board meetings and is included in the reporting by Heads of Unit in unit and management 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 2022 by Eurofound's Accounting Officer.
- The existing measures to ensure the legality and regularity of the Agency's underlying transactions, including ex ante verification and ex post controls, regular checks on segregation of duties, and specific measures to prevent and detect fraud and conflict of interest (Section 2.3).
- The risk assessment of the Internal Audit Service and the reports of the European Court of Auditors for the years prior to the year of this declaration. The follow-up of previous audit findings and of the 2021 discharge report as outlined in Sections 2.7 to 2.9.
- The assessment of results from evaluations and subsequent actions (Section 2.12).
- The findings about the effectiveness of the internal control framework (Chapter 3), including the statement of the Internal Control Coordinator (Section 3.3).
- The declarations of assurance of the Authorising Officers by delegation.
- 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, Ivailo Kalfin,*

*Executive Director 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:** 6 June 2024

**Ivailo Kalfin,** Authorising Officer



# Annexes

## Annex 1: Key performance indicators

### Summary 2023

Key performance indicator (KPI)	2023 target	2023 performance	2022 performance	2021 performance	Source	Notes
1. Budget implementation	98%	100% Amending budget: €25,369,931	100% Amending budget: €22,438,000	100% Amending budget: €22,757,000	Budgetary outturn account (C1 commitments/ C1 appropriations)	Full amending budget amounts (general: C1 and assigned appropriations: R0)
2. Efficient use of posts available in the establishment plan	97%	95%	93%	89%	The establishment plan approved in the annual work programme and HR record of recruitments resulting in posts filled by 31 December of the reporting year.	The establishment plan remains at 91 posts since 2018.
3. Programme delivery	80%	95% 36 out of 38 deliverables	97% 30 out of 31 deliverables	93% 38 out of 41 deliverables	Report from the Eurofound project management system based on outputs listed in the <i>Programming document 2023</i>	The data are captured through Eurofound's project management system.
4. Recognition of the scientific quality of Eurofound's research (references in peer-reviewed journals)	n/a	1,162	1,143	1,220	Articles in academic journals mentioning Eurofound, based on searches of the Dimensions scientific research database (from 2021)	In 2021, the Centre for Science and Technology Studies (CWTS), University of Leiden, reviewed the methodology. The Total Mentions Score (TMS) is the number (count) of academic journal articles mentioning Eurofound (or name variations) in any part of its full text. As a result of this review, a different data source is used in comparison to 2020 and before, making 2021 the new baseline. The TMS is complemented with a five-year citation analysis in Scopus.
5. Uptake of and engagement with Eurofound's knowledge through its website and other corporate platforms	n/a	HTML page views: 2,346,205 PDF downloads: 150,445	HTML page views: 2,190,593 PDF downloads: 133,868	HTML page views: 2,998,125 PDF downloads: 174,878	Europa Analytics	Due to data protection legal requirements, users of the Eurofound website must give their consent to be tracked via cookies. This change, introduced in 2022, decreases the measurable number of page views and downloads.  Cookie consent statistics indicate that the share of users who decline to be tracked is 30%, indicating that the measured numbers likely reflect only 70% of the entire population of website users.

Key performance indicator (KPI)	2023 target	2023 performance	2022 performance	2021 performance	Source	Notes
5.5 Uptake of Eurofound knowledge through the media	n/a	719	572	1,083 <sup>10</sup>	Monitoring tools: Europe Media Monitor (EMM); Mynewsdesk; Mention	KPI 5.5 is new since 2021. Baseline 2020: 703 articles This indicator captures articles which refer to and use Eurofound's research data and analysis in priority media outlets. These priority outlets are newspapers of record, recognised as communication vehicles to reach our stakeholders and target audiences, and do not cover TV or radio outlets.
6. Eurofound's engagement with stakeholders in meetings and events (out of contributions to events in total)	n/a	114 out of 289 (40%)	109 out of 250 (44%)	172 out of 360 (48%)	Eurofound Events Tracking Database	The methodology was adapted in 2020 to include a new category of engagement (in addition to participation in events): request for expertise. This covers meetings, in whatever format, in which Eurofound staff provide stakeholders with our expertise, based on our research and knowledge.
7. Uptake of Eurofound's expertise in key European-level policy documents (out of total European-level policy documents)	n/a	166 out of 202 (82%)	163 out of 198 (82%)	152 out of 206 (74%)	Eurofound EU Impact Database	New methodology introduced in 2021.

## Outputs and uptake by activity, 2023

Activity	Outputs delivered within the programme period	References in academic journal articles	References in priority media outlets	Engagements with priority organisations	References in key European-level policy documents
Working conditions and sustainable work	3	113	223	111	74
Industrial relations and social dialogue	11	71	129	46	97
Employment and labour markets	3	102	96	33	79
Living conditions and quality of life	3	105	189	72	54
Anticipating and managing the impact of change	6	71	40	22	33
Promoting social cohesion and convergence	5	17	13	28	11
Survey management and development	n/a	n/a	n/a	3	n/a
Corporate communication	3	168	29	115	36
Management and development	n/a	n/a	n/a	26	n/a

<sup>10</sup> During the first year of introducing this key performance indicator, Eurofound experienced exceptional growth in its references in priority media outlets in 2021 on the back of timely and relevant information related to the COVID-19 pandemic. From 2022 onwards, the references are more comparable with the 2020 baseline of 703.

## KPI 7: Eurofound outputs with findings referenced in more than one key European-level policy document in 2023

Title	References in key European-level policy documents
◦ Working conditions in the time of COVID-19: Implications for the future (8) + EWCTS data (7)	15
◦ Sixth European Working Conditions Survey – Overview report (8) + EWCS data (5)	13
◦ Living, working and COVID-19	12
◦ EU PolicyWatch	12
◦ Tackling labour shortages in EU Member States	12
◦ Fifth round of the Living, working and COVID-19 e-survey: Living in a new era of uncertainty	11
◦ European Industrial Relations Dictionary	10
◦ The rise in telework: Impact on working conditions and regulations	9
◦ Impact of COVID-19 on young people in the EU	8
◦ The cost-of-living crisis and energy poverty in the EU	8
◦ Living and working in Europe 2022	6
◦ Working anytime, anywhere: The effects on the world of work	6
◦ COVID-19 pandemic and the gender divide at work and home	5
◦ Measures to tackle labour shortages: Lessons for future policy	5
◦ Telework and ICT-based mobile work: Flexible working in the digital age	5
◦ Telework in the EU: Regulatory frameworks and recent updates	5
◦ Employee monitoring and surveillance: The challenges of digitalisation	4
◦ Involvement of social partners in the implementation of national recovery and resilience plans	4
◦ European Jobs Monitor 2019: Shifts in the employment structure at regional level	4
◦ European Jobs Monitor 2021: Gender gaps and the employment structure	4
◦ Exploring the fraudulent contracting of work in the European Union	4
◦ Living, working and COVID-19 (Update April 2021)	4
◦ Measuring varieties of industrial relations in Europe: A quantitative analysis	4
◦ Minimum wages in 2023: Annual review	4
◦ People with disabilities and the COVID-19 pandemic	4
◦ The digital age: Implications of automation, digitisation and platforms for work and employment	4

## KPI 5.5: Uptake of Eurofound knowledge in the media

The following are a selection of coverage highlights from 2023.

- Le Monde: Dominique Méda : « Rendre le travail soutenable est un préalable indispensable à toute réforme des retraites »
- Irish Times: Many older people still living 'lockdown lives' and struggling to regain independence
- David McWilliams: Ignore the false stories – the facts show that immigrants make a country richer
- Irish Times: The growth of employee surveillance: Scanning emails, tracking phones, taking screenshots
- Irish Times: Buying and renting in Europe shows grass not always greener elsewhere
- EurActiv: Post-pandemic digital nomads march on in Europe
- Reuters: Analysis: Pension reform strikes tell story of French work malaise
- Euronews: How is Europe addressing challenges in long-term care?
- Euronews: How important is an adequate EU minimum wage in a high-inflation context? The Latvian case
- The Guardian: 'I feel constantly watched': the employees working under surveillance
- Forbes: Is the 4-day workweek the next big thing?
- El País: Working from home opens the door to 'productivity paranoia
- Le Monde: « Si elle n'y prend pas garde, l'Europe risque de devenir l'union des territoires délaissés »
- Newstalk: Young adults are still living at home with their parents
- Irish Examiner: Worker health in danger from extreme weather
- El País: ¿Una España vaciada de jóvenes?

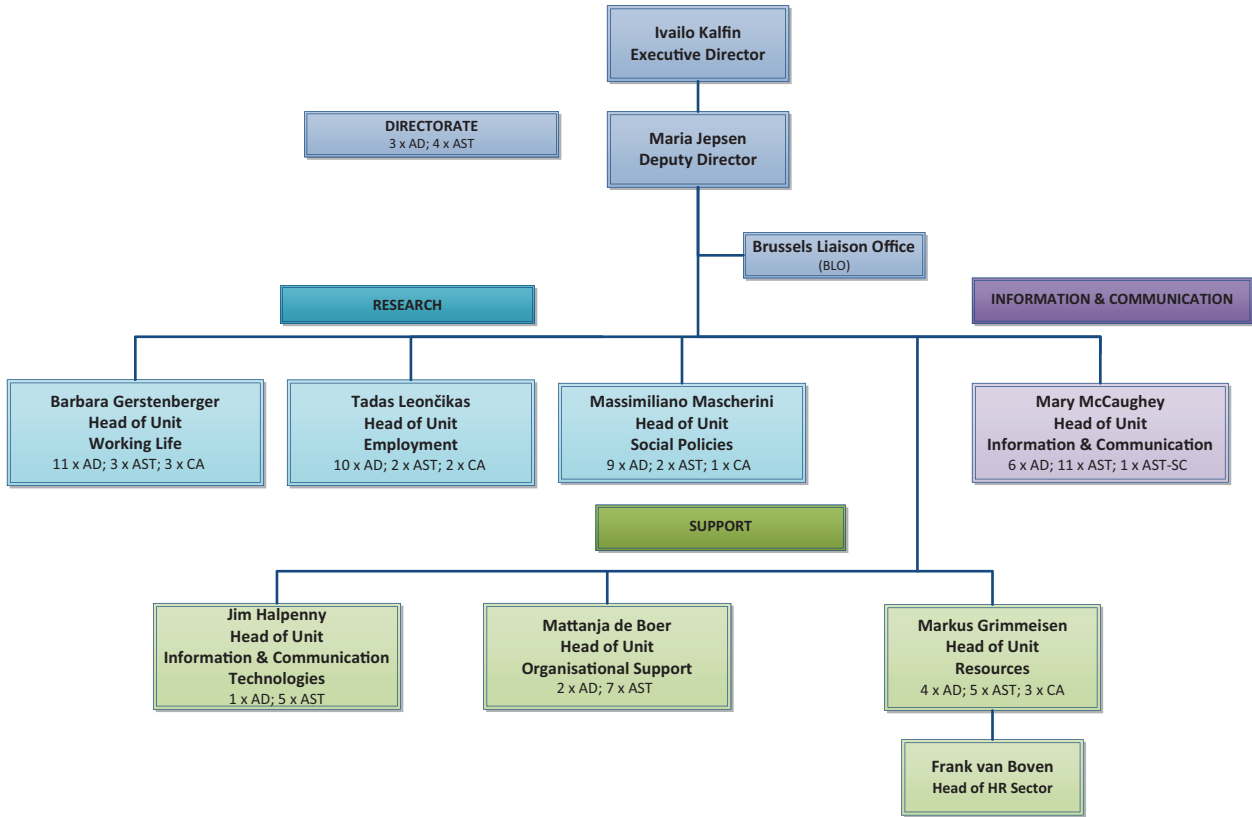


## Annex 2: Financial management

The provisional budget outturn account for 2023 was sent to the Commission in early January 2024. The balance of this account shows a euro zero-balance. See Section 2.3.1 in the main report for comments.

	Title	2023 (€)	2022 (€)
<b>Revenue</b>			
Balancing Commission subsidy	1000	23,595,000	22,051,380
Other subsidy from Commission (IPA, delegation agreement, etc.)	1010	845,161	0
Miscellaneous revenue – internal assigned revenue	5400	951	0
Miscellaneous revenue	5400	11,754	0
Services rendered – general	6000	68,244	59,756
Services rendered – internal assigned revenue	6000	179,450	0
Services rendered – external assigned revenue	6000	592,756	237,940
Proceeds from lettings	6030	0	0
<b>Total revenue (a)</b>		<b>25,293,316</b>	<b>22,349,076</b>
<b>Expenditure</b>			
<i>Staff</i>	1		
Payments		(16,115,651)	(15,244,227)
Appropriations carried over to the following year		(277,652)	(186,845)
<i>Administrative expenses</i>	2		
Payments		(1,478,812)	(1,326,703)
Appropriations carried over to the following year		(414,532)	(327,707)
<i>Operating expenses</i>	3		
Payments		(3,013,250)	(1,710,228)
Appropriations carried over to the following year		(4,899,473)	(4,769,829)
<b>Total expenditure (b)</b>		<b>(26,199,370)</b>	<b>(23,565,540)</b>
<b>Outturn for the financial year (a-b)</b>		<b>(-906,054)</b>	<b>(-1,216,464)</b>
Cancellation of unused payment appropriations carried over from year n-1		76,616	102,528
Adjustment for carry-over from previous year of appropriations available at 31.12 arising from assigned revenue		829,440	1,127,975
Exchange differences for the year (gain +/loss -)		0	-11
<b>Balance of the outturn account for the financial year</b>		<b>0</b>	<b>14,028</b>
Balance year N-1		14,028	17,912
Positive balance from year N-1 reimbursed in year N to the Commission		-14,028	-17,912
Result used for determining amounts in general accounting		0	14,028
Commission subsidy – Agency registers accrued revenue/Commission accrued expense		23,594,998	22,037,352
<b>Pre-financing reimbursed by Agency to Commission in 2022</b>		<b>0</b>	<b>14,028</b>

## Annex 3: Organisational chart as at 31 December 2023



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

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

### Establishment plan

Staff population		Staff population in voted EU budget 2023	Staff population actually filled at 31 December 2023
Officials	AD	4	4
	AST	5	5
	AST/SC	0	0
Temporary agents	AD	47	42
	AST	33	33
	AST/SC	2	1
<b>Total</b>		<b>91</b>	<b>85</b>

### Other human resources

Category	Status at 31 December 2023
Contract agents (CAs)	9
Seconded national experts (SNEs)	0
Trainees	6
Temporary agency workers	2
Structural service providers	5
<b>Total</b>	<b>22</b>

### Geographical balance

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

Country	%
Austria	2.1
Belgium	6.3
Bulgaria	2.1
Czechia	3.3
Denmark	1.0
Finland	2.1
France	6.3
Germany	5.2
Greece	1.0
Hungary	2.1
Ireland	29.4
Italy	10.0
Lithuania	1.0
Netherlands	5.2
Poland	3.1
Portugal	3.1
Romania	3.1
Slovakia	3.1
Spain	8.4
Sweden	2.1

### Promotion and reclassification of staff

In 2023, 21 staff members were promoted. These included 12 temporary agents in the AD category and 8 temporary agents in the AST category. Additionally, 1 contract agent was promoted. The averages in careers for temporary agents are always aligned to, if not above, the recommendation of Decision C(2015)9563, while for contract agents, the averages are within the brackets as foreseen in the recommendations according to Decision C(2015)9561.

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

Grades	2019	2020	2021	2022	2023	Average over 5 years (according to Decision C(2015)9563)
AD05		3.0			2.7	2.8
AD06	4.5	5.0	3.0		3.0	2.8
AD07	4.2	3.2	2.8	3.3	2.9	2.8
AD08	2.8	2.7	5.0	3.0	3.0	3.0
AD09	4.0		4.0	3.5	3.8	4.0
AD10	4.5				4.0	4.0
AD11	12.0				6.2	4.0

Grades	2019	2020	2021	2022	2023	Average over 5 years (According to Decision C(2015)9563)
AD12		8.5		8.2		6.5
AD13						6.7
AST1	3.7				11.1	3.0
AST2	4.3		3.0		3.2	3.0
AST3		3.0		3.5	2.8	3.0
AST4	3.0	6.5	3.0	2.3		3.0
AST5	4.8	5.0	4.2		4.0	4.0
AST6	6.0	4.0	3.0		4.2	4.0
AST7	6.0	5.5	5.0		3.3	4.0
AST8	4.3		5.2		4.0	4.0
AST9						n/a
AST10 (Senior assistant)		7.5				5.0

### Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2023	Number of staff members reclassified in 2023	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members (according to Decision C(2015)9561)
CA IV	17				6-10
	16				5-7
	15	2			4-6
	14	3	1	3.6	3-5
	13	1			3-5
CA III	11				6-10
	10	1			5-7
	9				4-6
	8				3-5
CA II	6	1			6-10
	5	2			5-7
	4				3-5
CA I	2				6-10
	1				3-5

## Annex 5: Human and financial resources by activity

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

### A. Budgeted full costs and actual full costs

2023 activities	Budgeted full costs (Titles 1, 2 and 3 in €)	% PD budgets	Actual full costs in executed budget 2023 € (with executed person-day rates)	% executed budget
<b>Operational activities</b>				
1. Working conditions and sustainable work	2,121,000	9%	1,752,227	7%
2. Industrial relations and social dialogue	3,645,000	15%	3,924,332	17%
3. Employment and labour markets	1,920,000	8%	1,852,367	8%
4. Living conditions and quality of life	1,267,000	5%	1,235,112	5%
5. Anticipating and managing the impact of change	1,420,000	6%	1,720,571	7%
6. Promoting social cohesion and convergence	1,642,000	7%	1,748,618	7%
7. Survey management and development	3,543,000	15%	3,154,187	13%
8. Reacting to ad hoc information requests	985,000	4%	230,723	1%
<b>Horizontal activities</b>				
9. Corporate communication	5,883,000	25%	7,829,323	33%
10. Management and development	1,387,000	6%	293,349	1%
<b>TOTAL</b>	<b>23,813,000</b>	<b>100%</b>	<b>23,740,810</b>	<b>100%</b>

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

By far the most resource-consuming research activity was 'Industrial relations and social dialogue,' which accounted for 17% of all resources consumed (operational and staff costs, including corresponding overhead). The second most resource-consuming activity was 'Survey management and development' with a share of 13%. All other operational activities had a resource share of 10% or less of the total consumed budget. Overall, 66% of all resources were consumed by operational activities; 69% had been planned in the original budget. The activity 'Corporate communication' consumed a further 33% of all resources, compared with 25% in the original budget. The last activity, 'Management and development,' consumed 1% of all resources; 6% was originally budgeted. This activity contains operational budgets for meetings of the Management Board and the Advisory Committees and the annual meeting with the Network of Eurofound Correspondents. In respect of Title 3, 94% of the originally budgeted resources were consumed in 2023 (88% in 2022). When looking at the actual days recorded against the planned days on work programme activities, the ratio was 69% in 2023 (85% in 2022).

## B. Financial resources by activity

2023 activities	Title 3 – budget 2023 in € (operational)	Title 3 – actual commitments in 2023 in €	% of total Title 3 budget in 2023
<b>Operational activities</b>			
1. Working conditions and sustainable work	292,000	268,490	92%
2. Industrial relations and social dialogue	1,322,000	1,267,606	96%
3. Employment and labour markets	309,000	311,228	101%
4. Living conditions and quality of life	238,000	242,685	102%
5. Anticipating and managing the impact of change	248,000	306,138	123%
6. Promoting social cohesion and convergence	189,000	190,059	101%
7. Survey management and development	1,738,000	1,656,297	95%
8. Reacting to ad hoc information requests	330,000	76,150	23%
<b>Horizontal activities</b>			
9. Corporate communication	1,219,000	1,159,966	95%
10. Management and development	215,000	233,893	109%
<b>TOTAL</b>	<b>6,180,000</b>	<b>5,712,512</b>	<b>94%</b>

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

## C. Human resources by activity

2023 activities	Person days allocated in 2023	Actual days recorded in 2023	% of planned
<b>Operational activities</b>			
1. Working conditions and sustainable work	924	496	54%
2. Industrial relations and social dialogue	1,178	895	76%
3. Employment and labour markets	812	509	63%
4. Living conditions and quality of life	520	331	64%
5. Anticipating and managing the impact of change	595	477	80%
6. Promoting social cohesion and convergence	734	520	71%
7. Survey management and development	909	494	54%
8. Reacting to ad hoc information requests	330	51	15%
<b>Horizontal activities</b>			
9. Corporate communication	2,470	2,470	100%
10. Management and development	645	21	3%
<b>TOTAL</b>	<b>9,118</b>	<b>6,265</b>	<b>69%</b>

## Annex 6: Contribution agreements<sup>11</sup> and service-level agreements

Date of signature	Description	Counterpart	Duration	Amount 2023 € (in commitments)
<b>Contribution agreements</b>				
5 May 2023	Contribution agreement 700001546 for: Provision of knowledge to support better informed social, employment and work-related policies in the Western Balkans and Türkiye	Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) – European Commission	36 months from 5 May 2023	€191,118.71
<b>Service-level agreements on pilot project</b>				
27 July 2023	Pilot project on working time reduction	Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) – European Commission	18 months from 27 July 2023 (until 26 January 2025)	€18,800.00
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)	€306,607.89
<b>Service-level agreements<sup>12</sup></b>				
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	€53,000.00
15 June 2022	22-2204-02 Provision of disaster recovery hosting services	European Union Intellectual Property Office (EUIPO)	Indefinite	€24,012.88
20 December 2018 (last amended 30 March 2023)	07-2204-10 Web development and DG DIGIT software and services (IT hosting of the ABAC system, IT Procurement, CMS, IT Assets – RACHEL service, ABAC Assets, e-prior, visualisation, cloud)	Directorate-General for Informatics (DIGIT) – European Commission	Duration valid until cancelled/ terminated by either party	€681,713.70
1 April 2016 (amended 1 January 2020)	16-2204-03 Provision of IT security services (CERT-EU 035)	Directorate-General for Informatics (DIGIT) – European Commission on behalf of the EU Computer Emergency Response Team (CERT-EU)	Duration valid until cancelled/ terminated by either party	€25,468.99.00
1 January 2023–31 December 2025	Provision of a 1GB internet link	HEAnet (Ireland's national education and research network)	3 years	€10,674.00
21 December 2017, amended 21 May 2018 for medical services and legal assistance, 21 January 2019 for legal assistance, 17 January 2021 for data protection, 30 March 2021 for reporting	18-1175-04 Provision of HR services (Appendixes A, B, D, DS, E, IDOC)	Directorate-General Human Resources and Security (HR) – European Commission	Duration valid until cancelled/terminated by either party	€56,264.40
20 December 2012	06-3041-06 Provision of interpretation	Directorate-General for Interpretation (SCIC) – European Commission	Duration valid until cancelled/terminated by either party	€0.00
13 May 2019	20-1120-02 Provision of training services between EPSO/EUSA and Eurofound	European Personnel Selection Office (EPSO) and European School of Administration (EUSA)	Indefinite from 1 April 2019	€0.00
11 October 2018	08-1175-01 PMO administrative services	Office for the Administration and Payment of Individual Entitlements (PMO)	Duration valid until cancelled/ terminated by either party	€132,505.93
19 December 2018	05-3012-02 Provision of publishing services (covers typesetting and printing, storage and dissemination, video and web graphic design)	Publications Office of the European Union (OPOCE)	Duration valid until cancelled/terminated by either party	€25,961.84
1 January 2012	06-3050-01 General provision of translation services	Translation Centre for the Bodies of the EU	Duration valid until cancelled/ terminated by either party	€396,539.50
1 March 2018	18-1175-05 EUAN Shared Support Office	European Food Safety Authority (EFSA)	3 years (since 1 March 2021) automatic renewal	€6,955.33
17 January 2021	21-1175-01 Diplomatic passport for Directors of Agencies ( <i>laissez-passer</i> )	Directorate-General Human Resources and Security (HR) – European Commission	3 years	€0.00

<sup>11</sup> Articles 7.2 and 7.5 of the Financial Regulation.

<sup>12</sup> Article 43.2 of the Financial Regulation.

## Annex 7: Annual accounts

### 1. Balance sheet

#### 1.1 Balance sheet

	Note	31.12.2023 (€)	31.12.2022 (€)
<b>Non-current assets</b>			
<i>Intangible assets</i>	2.1	0	0
<i>Property, plant and equipment</i>	2.2	738,692	826,472
		<b>738,692</b>	<b>826,472</b>
<b>Current assets</b>			
<i>Exchange receivables and non-exchange recoverables</i>	2.3	5,977,748	5,656,686
<i>Accrued income</i>	2.4	15,752	68,395
<i>Cash and cash equivalents</i>	2.5	53,777	51,989
		<b>6,047,277</b>	<b>5,777,070</b>
<b>Total assets</b>		<b>6,785,969</b>	<b>6,603,542</b>
<b>Current liabilities</b>			
<i>Payables and other liabilities</i>	2.6	(862,500)	(524,314)
<i>Accrued charges and deferred income</i>	2.7	(2,082,576)	(1,643,033)
<i>Provisions</i>	2.8	0	(20,000)
		<b>(2,945,076)</b>	<b>(2,187,347)</b>
<b>Total liabilities</b>		<b>(2,945,076)</b>	<b>(2,187,347)</b>
<b>Net assets</b>		<b>3,840,893</b>	<b>4,416,195</b>
<i>Accumulated surplus</i>		4,416,195	3,655,713
<i>Economic result of the year</i>		(575,302)	760,482

#### 1.2 Statement of financial performance

	Note	2023 (€)	2022 (€)
<b>REVENUE</b>			
<b>Revenue from non-exchange transactions</b>			
<i>Subsidy of the Commission</i>	3.1	23,595,000	22,037,352
<i>Other</i>	3.1	581,960	263,416
		<b>24,176,960</b>	<b>22,300,768</b>
<b>Revenue from exchange transactions</b>			
<i>Other sales and revenue</i>	3.2	702,694	306,652
<i>Miscellaneous revenue</i>	3.2	(17,278)	18,228
		<b>685,416</b>	<b>324,880</b>
<b>Total revenue</b>		<b>24,862,376</b>	<b>22,625,648</b>
<b>EXPENSES</b>			
<i>Operating costs</i>	3.3	(6,693,406)	(3,553,229)
<i>Staff costs</i>	3.4	(15,776,816)	(15,050,219)
<i>Fixed asset related expenses</i>	3.5	(108,573)	(140,742)
<i>Other administrative expenses</i>	3.5	(2,858,426)	(3,120,542)
<i>Finance costs</i>	3.5	(457)	(422)
<i>Exchange rate losses</i>	3.5	0	(11)
<b>Total expenses</b>		<b>(25,437,678)</b>	<b>(21,865,165)</b>
<b>Economic result of the year</b>		<b>(575,302)</b>	<b>760,483</b>



## 1.3 Cashflow statement

	2023 (€)	2022 (€)
Economic result of the year	(575,302)	760,483
<b>Operating activities</b>		
Depreciation and amortisation	108,572	140,742
Increase/(decrease) in provisions	(20,000)	(5,000)
(Increase)/decrease in exchange receivables and non-exchange recoverables	(268,419)	(5,298,618)
Increase/(decrease) in payables	(607)	(10,754)
Increase/(decrease) in accrued charges and deferred income	439,324	4,601
Increase/(decrease) in liabilities related to consolidated EU entities	339,011	(267,299)
Other non-cash movements	0	0
<b>Investing activities</b>		
(Increase)/decrease in intangible assets and property, plant and equipment	(20,792)	(156,640)
<b>NET CASHFLOW</b>	<b>1,787</b>	<b>(4,832,485)</b>
Net increase/(decrease) in cash and cash equivalents	1,787	(4,832,485)
Cash and cash equivalents at the beginning of the year	51,990	4,884,474
Cash and cash equivalents at year-end	53,777	51,989

## 2. Notes to the balance sheet

### Assets

#### 2.1 Intangible assets

	Total (€)
Gross carrying amount at 31.12.2022	795
Disposals	0
<b>Gross carrying amount at 31.12.2023</b>	<b>795</b>
Accumulated amortisation at 31.12.2022	(795)
Amortisation charge for the year	0
Disposals	0
<b>Accumulated amortisation at 31.12.2023</b>	<b>(795)</b>
<b>Net carrying amount at 31.12.2023</b>	<b>0</b>
Net carrying amount at 31.12.2022	0

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

#### 2.2 Property, plant and equipment

	Land and buildings (€)	Plant and equipment (€)	Furniture and vehicles (€)	Computer hardware (€)	Other fixtures (€)	Total (€)
Gross carrying amount at 31.12.2022	8,411,129	70,456	688,130	615,528	839,537	10,624,780
Additions	-	-	11,900	8,892	-	20,792
Disposals	(5,985)	-	(29,645)	-	(24,217)	(59,847)
<b>Gross carrying amount at 31.12.2023</b>	<b>8,405,144</b>	<b>70,456</b>	<b>670,385</b>	<b>624,420</b>	<b>815,320</b>	<b>10,585,725</b>
Accumulated depreciation at 31.12.2022	(7,721,969)	(67,935)	(668,869)	(564,047)	(775,489)	(9,798,309)
Depreciation charge for the year	(51,431)	(818)	(37,457)	(13,913)	(4,954)	(108,573)
Write-back of depreciation	-	-	30,203	-	-	30,203
Disposals	-	-	29,645	-	-	29,645
<b>Accumulated depreciation at 31.12.2023</b>	<b>(7,773,400)</b>	<b>(68,753)</b>	<b>(646,478)</b>	<b>(577,960)</b>	<b>(780,443)</b>	<b>(9,847,034)</b>
<b>Net carrying amount at 31.12.2023</b>	<b>631,744</b>	<b>1,703</b>	<b>23,907</b>	<b>46,460</b>	<b>34,877</b>	<b>738,691</b>
Net carrying amount at 31.12.2022	689,161	2,521	19,261	51,481	64,048	826,472

## 2.3 Exchange receivables and non-exchange recoverables

	Note	31.12.2023 (€)	31.12.2022 (€)
<b>Current</b>			
Receivables from exchange transactions	2.3.1	5,977,023	5,656,186
Recoverables from non-exchange transactions	2.3.2	500	500
<b>Total</b>		<b>5,977,523</b>	<b>5,656,686</b>

### Receivables from exchange transactions

	31.12.2023 (€)	31.12.2022 (€)
<b>Current</b>		
Central Treasury liaison accounts	5,735,492	5,406,857
Deferred charges relating to exchange transactions	233,127	213,404
Staff	8,393	35,910
VAT to be recovered	225	0
Other receivables	11	15
<b>Total</b>	<b>5,977,248</b>	<b>5,656,186</b>

In 2021, Eurofound signed a service-level agreement with DG BUDG Treasury service to manage Eurofound's funds, both receipts and payments. The balance on the Treasury liaison account is classified as receivables from exchange transactions (see notes 2.3 and 2.5).

The deferred charges consist of 2023 pro rata costs for insurance policies, software licences and subscriptions to journals and publications. Part of the cost was expensed in 2023 and the remaining (deferred) charge sits in the balance sheet as a current asset.

Receivables from staff refers to amounts owed by staff for overpayment of allowances. Other receivables consist of bank charges to be processed.

### Recoverables from non-exchange transactions

	31.12.2023 (€)	31.12.2022 (€)
<b>Current</b>		
Member States	500	500
<b>Total</b>	<b>500</b>	<b>500</b>

Recoverables from Member States represent a small sum owed by the local authority.

## 2.4 Accrued income

	31.12.2023 (€)	31.12.2022 (€)
Accrued income	15,752	68,395

Accrued income is the amount earned in the year but which has not yet been received. The European Labour Authority (ELA) owes Eurofound €2,868 for the provision of accounting services for Q4 2023. Eurofound is also due to receive €9,819 for reimbursement of legal costs and €3,065 for reimbursement of mission expenses.

## 2.5 Cash and cash equivalents

	31.12.2023 (€)	31.12.2022 (€)
<i>Imprest accounts</i>	53,777	51,989
<b>Total</b>	<b>53,777</b>	<b>51,989</b>

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

The balance on the Treasury liaison account is classified as receivables from exchange transactions (see notes 2.3 and 2.5).

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

## Liabilities

### 2.6 Payables

	31.12.2023 (€)	31.12.2022 (€)
<i>Pre-financing received from European Commission – operating subsidy</i>	862,751	509,711
<i>Pre-financing received from European Commission – balancing subsidy</i>	0	14,028
<i>Other payables</i>	(251)	575
<b>Total</b>	<b>862,500</b>	<b>524,314</b>

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 operating subsidy comprises a balance of €645,932 from DG NEAR for the Instrument for Pre-Accession Assistance (IPA); €110,619 from DG EMPL for a pilot project on minimum wage and €106,200 from DG EMPL for a pilot project on working time reduction.

### 2.7 Accrued charges

	31.12.2023 (€)	31.12.2022 (€)
<i>Accrued charges</i>	2,082,358	1,643,033
<i>Other passive accruals and deferrals</i>	218	0
<b>Total</b>	<b>2,082,576</b>	<b>51,989</b>

Accrued charges are the amounts estimated by the authorising officer of costs incurred for services and goods delivered in 2023 but not yet invoiced or processed by the end of the year. The basis of the accruals calculation is the open amount of budgetary commitments at year end. The heading includes estimated operating expenses of €1,781,995 and staff expenses of €300,363 for untaken leave.

## 2.8 Provisions

	31.12.2023 (€)	31.12.2022 (€)
<i>Provisions</i>	0	20,000

A judgement on two court cases was made in 2021. Eurofound won one case and lost one case. Although damages were not awarded, Eurofound had to pay the legal costs for the case it lost but is also to be reimbursed the legal costs for the case it won. The amount of €10,553.10 was paid in 2023. The amount of €10,473.00 is being reimbursed to Eurofound in instalments over 48 months. As there is no longer a need for a provision in the accounts for legal costs, the provision has now been removed.

## 3. Notes to the statement of financial performance

### Revenue

#### 3.1 Non-exchange revenue

	31.12.2023 (€)	31.12.2022 (€)
<i>Subsidy of the Commission</i>	23,595,000	22,037,352
<i>Other</i>	581,960	263,416
<b>Total</b>	<b>24,176,960</b>	<b>22,300,768</b>

The subsidy of the Commission corresponds to the Commission balancing subsidy amount of €23,595,000 from DG EMPL used during 2023. Unused amounts are recorded as pre-financing liabilities under accounts payable (see note 2.6 above) and will be reimbursed to the Commission in 2024. The corresponding accrued expenses will be recorded in the financial statements of the Commission.

The other non-exchange revenue comprises €399,091 from DG EMPL corresponding to the pilot project on minimum wage; €18,800 from DG EMPL corresponding to the pilot project on working time reduction; and €164,069 from DG NEAR for the Instrument for Pre-Accession Assistance (IPA).

#### 3.2 Exchange revenue

	31.12.2023 (€)	31.12.2022 (€)
<i>Other sales and revenue</i>	661,000	243,946
<i>Administrative revenue with other consolidated entities</i>	41,694	62,706
<i>Miscellaneous income</i>	(17,278)	18,228
<b>Total</b>	<b>685,416</b>	<b>324,880</b>

Other sales and revenue comprises €239,300, received from Belgium for inclusion in the European Working Conditions Survey (EWCS) 2024; €203,024 from Switzerland for inclusion in the EWCS; €121,333 from Norway for inclusion in the EWCS; and €29,099 from Slovenia for inclusion in the EWCS. Additionally, €68,244 was received from Norway for its contribution to the Network of Eurofound Correspondents (NEC) survey. Administrative revenue with consolidated entities relates to the provision of accounting services to the ELA. The negative amount for miscellaneous income relates to the reversal of accrued income from the previous year.

#### 3.3 Operating costs

	31.12.2023 (€)	31.12.2022 (€)
<i>Operating costs</i>	6,693,406	3,553,229

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 2023.

### 3.4 Staff costs

	31.12.2023 (€)	31.12.2022 (€)
<i>Staff costs</i>	15,776,817	15,050,219

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 administration and payment of individual entitlements (also known as the Paymaster Office (PMO)).

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

### 3.5 Other expenses

	31.12.2023 (€)	31.12.2022 (€)
<i>Fixed-asset-related expenses</i>	108,573	140,742
<i>Rent of land and buildings</i>	27,050	24,514
<i>Maintenance and security</i>	581,991	496,517
<i>Insurance – building</i>	35,631	29,464
<i>Taxes</i>	22,256	25,317
<i>Office supplies</i>	1,298	864
<i>Legal expenses</i>	(5,028)	(4,864)
<i>Communications</i>	16,570	44,067
<i>Insurance – other</i>	9,041	7,898
<i>Car and transport expenses</i>	1,142	1,582
<i>Recruitment costs</i>	(390)	9,828
<i>Training costs</i>	113,642	76,253
<i>Missions</i>	97,352	49,356
<i>IT costs</i>	816,245	681,447
<i>Other external service provider (non-IT)</i>	206,600	270,686
<i>Expenses with other consolidated entities</i>	955,026	1,412,613
<i>Provision for other liabilities and charges</i>	(20,000)	(5,000)
<i>Other financial expenses</i>	457	422
<i>Realised exchange rate losses</i>	0	11
<b>Total</b>	<b>2,967,456</b>	<b>3,261,717</b>

Fixed-asset-related expenses are mainly for the 2023 depreciation.

Expenses with other consolidated entities, such as the European Commission and other EU agencies, consist mainly of service-level agreements for translations, publications, information and communication technologies (ICT) and HR-related services.

## Annex 8: Delegated powers to Authorising Officers by Delegation

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

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

### Members of the Management Board – Status at 31 December 2023

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	<b>Harald Fugger</b> Federal Ministry of Labour, Social Affairs and Consumer Protection (BMSGP)	<b>Petra Pencs</b> Federal Ministry of Labour, Social Affairs and Consumer Protection (BMSGP)	<b>Tobias Sonnweber</b> Federation of Austrian Industries (IV)	<b>Josef Wirth</b> Austrian Association for Public and Social Economy (VÖWG)	<b>Dinah Djalinous-Glatz</b> Austrian Federation of Trade Unions (ÖGB)	<b>Adi Buxbaum</b> Austrian Federal Chamber of Labour
Belgium	<b>Yves Bolsee</b> Federal Public Service Ministry of Employment, Labour and Social Dialogue	<b>Alain Piette</b> Federal Public Service Ministry of Employment, Labour and Social Dialogue	<b>Kris De Meester</b> Federation of Enterprises in Belgium (FEB-VBO)	<b>Koen Cabooter</b> Organisation for the Self-employed and SMEs (UNIZO)	<b>Stijn Gryp</b> Confederation of Christian Trade Unions (ACV/CSC)	<b>Caroline Verdoot</b> Belgian General Federation of Labour (FGTB/ABVV)
Bulgaria	<b>Nenko Salchev</b> Ministry of Labour and Social Policy	<b>Teodora Todorova</b> Ministry of Labour and Social Policy	<b>Dimitar Brankov</b> Bulgarian Industrial Capital Association (BICA)	<b>Theodor Dechev</b> Bulgarian Industrial Capital Association (BICA)	<b>Todor Kapitanov</b> Confederation of Independent Trade Unions in Bulgaria (CITUB)	<b>Vesselin Mitov</b> Confederation of Labour (Podkrepa)
Croatia	<b>Iva Musić Orešković</b> Ministry of Labour, Pension System, Family and Social Policy	<b>Inja Ogrizović Džamonja</b> Ministry of Labour, Pension System, Family and Social Policy	<b>Nusa Žunec</b> Croatian Employers' Association (CEA)	<b>Dario Čorić</b> Croatian Employers' Association (CEA)	<b>Marija Hanževački</b> Union of Autonomous Trade Unions of Croatia (SSSH)	<b>Dijana Šobota</b> Union of Autonomous Trade Unions of Croatia (SSSH)
Cyprus	<b>Orestis Messios</b> Ministry of Labour, Welfare and Social Insurance	<b>Panayiotis Savva</b> Ministry of Labour, Welfare and Social Insurance	<b>Polyvios Polyviou</b> Cyprus Employers and Industrialists Federation (OEB)	<b>Georges Hadjikallis</b> Cyprus Employers and Industrialists Federation (OEB)	<b>Panikos Argyrides</b> Cyprus Workers' Confederation (SEK)	<b>Evangelos Evangelou</b> Cyprus Workers Confederation (SEK)
Czechia	<b>Vlastimil Váňa</b> Ministry of Labour and Social Affairs	<b>Ondřej Krysl</b> Ministry of Labour and Social Affairs	<b>Vladimíra Drbalová</b> Confederation of Industry of Czechia (SPCR)	<b>Pavla Brecková</b> Association of Small and Medium-Sized Enterprises and Crafts of Czechia	<b>Jiří Vaňásek</b> Czech-Moravian Confederation of Trade Unions (CMKOS)	<b>Tomas Pavelka</b> Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	<b>Laerke Thorø Borch Sloth</b> Ministry of Employment	<b>Selma Pourchasse-Winkler</b> Ministry of Employment	<b>Christiane Mißbeck-Winberg</b> Confederation of Danish Employers (DA)	<b>Maria Kluger Dionigi</b> Confederation of Danish Employers (DA)	<b>Maria Bjerre</b> Danish Confederation of Trade Unions (LO)	<b>Käthe Munk Ryom</b> Confederation of Professional Associations in Denmark (AC)
Estonia	<b>Marian Juurik</b> Ministry of Social Affairs of Estonia	<b>Marion Pajumets</b> Ministry of Social Affairs of Estonia	<b>Kristi Sõber</b> Estonian Employers' Confederation (ETTK)	<b>Raul Eamets</b> Estonian Traders Association	<b>Jaan-Hendrik Toomel</b> Estonian Trade Union Confederation (EAKL)	<b>Madis Iganõmm</b> Estonian Employees Union Confederation (TALO)
Finland	<b>Antti Närhinen</b> Ministry of Economic Affairs and Employment	<b>Maija Lyly-Yrjänäinen</b> Ministry of Economic Affairs and Employment	<b>Katja Miettinen</b> Confederation of Finnish Industries (EK)	<b>Suvi Lahti-Leeve</b> Confederation of Finnish Industries (EK)	<b>Juha Antila</b> Central Organisation of Finnish Trade Unions (SAK)	<b>Seppo Nevalainen</b> Finnish Confederation of Salaried Employees (STTK)
France	<b>Nathalie Vaysse</b> Ministry of Labour, Full Employment and Integration	<b>Lucile Castex-Chauve</b> Ministry of Labour, Full Employment and Integration	<b>Sébastien Darrigrand</b> European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest (CEEP)	<b>Anne Vauchez</b> Movement of the Enterprises of France (MEDEF)	<b>Charles Parmentier</b> French Democratic Confederation of Labour (CFDT)	<b>Romain Lasserre</b> General Federation of Workers (FGTA-FO)
Germany	<b>Thomas Voigtländer</b> Federal Ministry of Labour and Social Affairs (BMAS)	<b>Nadine Maas</b> Federal Ministry of Labour and Social Affairs (BMAS)	<b>Matthias Rohrmann</b> Employers and Business Association of Mobility and Transport Service Providers (AGV-MOVE)	<b>Sebastian Hopfner</b> Employers' Association of Insurance Companies in Germany (AGV)	<b>Tanja Bergrath</b> Confederation of German Trade Unions (DGB)	<b>Livia Hentschel</b> Confederation of German Trade Unions (DGB)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Greece	<b>Triantafyllia Totou</b> Ministry of Labour, Social Security and Social Solidarity	<b>Georgios Gourzoulidis</b> Ministry of Labour, Social Security and Social Solidarity	<b>Christos Ioannou</b> Hellenic Federation of Enterprises (SEV)	<b>Katerina Daskalaki</b> Hellenic Federation of Enterprises (SEV)	<b>Ioannis Poupkos</b> Greek General Confederation of Labour (GSEE)	<b>Panagiotis Kordatos</b> Greek General Confederation of Labour (GSEE)
Hungary	<b>Krisztina Pelei</b> Ministry for Innovation and Technology	<b>Vera Judit Ács</b> Ministry of Interior	<b>Adrienn Balint</b> BusinessHungary (MGYOSZ)	<b>Andrea Magyar</b> BusinessHungary (MGYOSZ)	<b>Szabolcs Beothy-Feher</b> Hungarian Trade Union Confederation (MSZSZ)	<b>Viktória Szűcs</b> Forum for the Cooperation of Trade Unions (SZEF)
Ireland	<b>Marcus Breathnach</b> Department of Enterprise, Trade and Employment	<b>Kieran Lea</b> Department of Social Protection	<b>Maeve McElwee</b> Irish Business and Employers Confederation (IBEC)	<b>Pauline O'Hare</b> Irish Business and Employers Confederation (IBEC)	<b>David Joyce</b> Irish Congress of Trade Unions (ICTU)	<b>Ger Gibbons</b> Irish Congress of Trade Unions (ICTU)
Italy	<b>Romolo de Camillis</b> Ministry of Labour and Social Policy	<b>Rosanna Margiotta</b> Ministry of Labour and Social Policy	<b>Stefania Rossi</b> General Confederation of Italian Industry (Confindustria)	<b>Giovanni Morleo</b> General Confederation of Italian Industry (Confindustria)	<b>Salvatore Marra</b> Italian General Confederation of Labour (CGIL)	<b>Rossella Benedetti</b> Italian Labour Union (UIL)
Latvia	<b>Ineta Tāre</b> Ministry of Welfare	<b>Ineta Vjakse</b> Ministry of Welfare	<b>Kaspars Gorkšs</b> Employers' Confederation of Latvia (LDDK)	<b>Inese Stepina</b> Employers' Confederation of Latvia (LDDK)	<b>Linda Romele</b> Free Trade Union Confederation of Latvia (LBAS)	<b>Martins Svirskis</b> Free Trade Union Confederation of Latvia (LBAS)
Lithuania	<b>Donata Šlekytė</b> Ministry of Social Security and Labour	<b>Rita Skrebiškiene</b> Ministry of Social Security and Labour	<b>Ineta Rizgelė</b> Lithuanian Business Confederation (LVK)	<b>Monika Grigalauskienė</b> Lithuanian Investors' Forum	<b>Daiva Kvedaraitė</b> Lithuanian Trade Union 'Solidarumas' (LPS)	<b>Sigita Mykolaitytė</b> Lithuanian Trade Union Confederation (LPSK)
Luxembourg	<b>Tom Oswald</b> Ministry of Labour, Employment and the Social and Solidarity Economy	<b>Bob Greis</b> Ministry of Labour, Employment and the Social and Solidarity Economy	<b>Philippe Heck</b> FEDIL - The Voice of Luxembourg's Industry	<b>Marc Kieffer</b> FEDIL - The Voice of Luxembourg's Industry	<b>Veronique Eischen-Becker</b> Independent Luxembourg Trade Union Confederation (OGB-L)	<b>Patrick Dury</b> Luxembourg Confederation of Christian Trade Unions (LCGB)
Malta	<b>Diane Vella Muscat</b> Department for Industrial and Employment Relations (DIER)	<b>Christopher Galea</b> Department for Industrial and Employment Relations (DIER)	<b>Joe Farrugia</b> Malta Employers' Association (MEA)	<b>Kevin Mizzi</b> Malta Chamber of Commerce, Enterprise and Industry	<b>Joseph Bugeja</b> General Workers' Union (UGT)	<b>Paul Pace</b> Forum of Maltese Unions
Netherlands	<b>Wilm Geurts</b> Ministry of Social Affairs and Employment	<b>Alexandra Nicolai</b> Ministry of Social Affairs and Employment	<b>Mario Van Mierlo</b> Confederation of Netherlands Industry and Employers (VNO-NCW)	<b>Nurcan Yilmaz</b> Association of Dutch Municipalities (VNG)	<b>Jan Kouwenberg</b> Federation Dutch Labour Movement (FNV)	<b>Lottie Van Kelle</b> Christian National Trade Union Federation (CNV)
Poland	<b>Jerzy Ciechański</b> Ministry of Family, Labour and Social Policy	<b>Magdalena Zawadzka</b> Ministry of Family, Labour and Social Policy	<b>Andrzej Rudka</b> Polish Confederation Lewiatan	<b>Katarzyna Siemienkiewicz</b> Employers of Poland (Pracodawcy RP)	<b>Katarzyna Bartkiewicz</b> Independent and Self-Governing Trade Union Solidarnosc (NSZZ)	<b>Katarzyna Pietrzak</b> All-Poland Alliance of Trade Unions (OPZZ)
Portugal	<b>Cristina Rodrigues</b> Ministry of Labour, Solidarity and Social Security	<b>Ricardo Bernardes</b> Directorate General for Employment and Industrial Relations (DGERT)	<b>Marcelino Pena Costa</b> Confederation of Trade and Services of Portugal (CCP)	<b>Luis Henrique</b> Confederation of Portuguese Industry (CIP)	<b>Vanda Pereira Da Cruz</b> General Workers' Union (UGT)	<b>Hugo Filipe Rodrigues Dionísio</b> General Confederation of Portuguese Workers (CGTP)
Romania	<b>Bianca Diana Mihăiță</b> Directorate of Employment Policies, Skills and Professional Mobility	<b>Ioana Dumitrescu</b> Ministry of Labour, Family and Social Protection and Elderly	<b>Adelina Dabu</b> Concordia Employers' Confederation	<b>Radu Burnete</b> Concordia Employers' Confederation	<b>Sabin Rusu</b> Democratic Trade Union Confederation of Romania (CSDR)	<b>Mihaela Dârle</b> National Trade Union Confederation - Cartel ALFA



Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
<b>Slovakia</b>	<b>Silvia Gregorcová</b> Ministry of Labour, Social Affairs and Family	<b>Jan Gabura</b> Ministry of Labour, Social Affairs and Family	<b>Alexandra Šarinová</b> National Union of Employers (RUZ)	<b>Martin Hošťák</b> National Union of Employers (RUZ)	<b>Miroslav Hajnos</b> Confederation of Trade Unions of the Slovak Republic (KOZ SR)	To be appointed
<b>Slovenia</b>	<b>Vladka Komel</b> Ministry of Labour, Family, Social Affairs and Equal Opportunities	<b>Andraž Bobovnik</b> Ministry of Labour, Family, Social Affairs and Equal Opportunities	<b>Miroslav Smrekar</b> Association of Employers of Slovenia (ZDS)	<b>Nataša Cvetek</b> Association of Employers in Craft and Small Business of Slovenia (ZDOPS)	<b>Maja Konjar</b> Association of Free Trade Unions of Slovenia (ZSSS)	<b>Matija Drmota</b> Association of Free Trade Unions of Slovenia (ZSSS)
<b>Spain</b>	<b>Marina Griñón Montes</b> Ministry of Labour and Social Economy	<b>Gloria Ortega Gonzalez</b> Ministry of Labour and Social Economy	<b>Celia Ferrero Romero</b> Association of Self-employed Workers (ATA)	<b>Miguel Canales Gutiérrez</b> Spanish Association of the Electrical Industry (UNESA)	<b>Fernando Rocha Sánchez</b> Federation of Workers' Commissions (CCOO)	<b>Valérie Parra Balayé</b> General Union of Workers (UGT)
<b>Sweden</b>	<b>Aurora Lewen</b> Ministry of Employment	<b>Håkan Nyman</b> Ministry of Health and Social Affairs	<b>Patrik Karlsson</b> Confederation of Swedish Enterprises	<b>Anna Bergsten</b> Confederation of Swedish Enterprises	<b>Håkan Gustavsson</b> Swedish Confederation for Professional Employees (TCO)	<b>Carola Löfstrand</b> Swedish Trade Union Confederation (LO-S)

**EFTA-EEA Observers**

	<b>Anna Skarberg</b> Ministry of Labour and Inclusion, Norway	<b>Kristin Barnas</b> Ministry of Labour and Inclusion, Norway	<b>Torstein Ulserod</b> Confederation of Norwegian Enterprise (NHO, Norway)		<b>Liv Sannes</b> Norwegian Confederation of Trade Unions, (LO Norway)	
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**Representatives of the Commission**

	<b>Barbara Kauffmann</b> DG Employment, Social Affairs and Inclusion	<b>Imad Kanjou Augé</b> DG Employment, Social Affairs and Inclusion	<b>Veronique Wasbauer</b> DG Health and Food Safety	<b>Stefan Schreck</b> DG Health and Food Safety	<b>Harald Hartung</b> DG Research and Innovation	<b>Maria Del Pilar Gonzalez Pantaleon</b> DG Research and Innovation
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## Members of the Executive Board – Status at 31 December 2023

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

## Advisory Committees – Status at 31 December 2023<sup>13</sup>

### Advisory Committee for Working Conditions and Sustainable Work

Coordinator: Barbara Gerstenberger

#### Representation

Governments: Thomas Voigtländer (DE)

Petra Pencs (AT)

Vladka Komel (SI)

Maija Lyly-Yrjänäinen (FI)

Employers: Mario Van Mierlo (NL)

Kris De Meester (BE)

Christiane Mißbeck-Winberg (DK)

Katerina Daskalaki (EL)

Workers: Juha Antila (FI)

Paula Franklin, ETUI

Jan Kouwenberg (NL)

Romain Lasserre (FR)

Commission: Vacancy, DG Employment, Social Affairs and Inclusion

(Substitute member: Vacancy)

Karolina Gralek, DG Employment, Social Affairs and Inclusion

(Substitute member: Andra Dusu, DG Employment, Social Affairs and Inclusion)

Experts: Kirsi Ahola (FI)

Steven Dhondt (NL)

### Advisory Committee for Industrial Relations and Social Dialogue

Coordinator: Christine Aumayr-Pintar

#### Representation

Governments: Orestis Messios (CY)

Ineta Tāre (LV)

Rita Skrebiškiene (LT)

Triantafyllia Totou (EL)

Employers: Mario Van Mierlo (NL)

Kris De Meester (BE)

Andrzej Rudka (PL)

Matthias Rohrmann (DE)

Workers: Salvatore Marra (IT)

Aline Hoffmann (ETUI)

Fernando Rocha Sánchez (ES)

Josef Bugeja (MT)

Commission: Himed Guessoum, DG Employment, Social Affairs and Inclusion

(Substitute member: Andra Dusu, DG Employment, Social Affairs and Inclusion)

Evi Roelen, DG Employment, Social Affairs and Inclusion

(Substitute member: Vacancy, DG Employment, Social Affairs and Inclusion)

Experts: Guglielmo Meardi (IT)

Aurora Trif (RO)

### Advisory Committee for Living Conditions, Social Cohesion and Convergence

Coordinator: Massimiliano Mascherini

#### Representation

Governments: Silvia Gregorcová (SK)

Rita Skrebiškiene (LT)

Jerzy Ciechański (PL)

Miranda Visser (NL)

Employers: Marcelino Pena Costa (PT)

Christos Ioannou (EL)

Celia Ferrero Romero (ES)

Richard Heimann, BDA

Workers: Sotiria Theodoropoulou, ETUI

Adi Buxbaum (AT)

Rossella Benedetti (IT)

Viktoria Szucs (HU)

Commission: Anna Lalova, DG Employment, Social Affairs and Inclusion

(Substitute member: Vacancy, DG Employment, Social Affairs and Inclusion)

Stefan Schreck, DG Health and Food Safety

(Substitute member: Ragnar Horn, DG Employment, Social Affairs and Inclusion)

Experts: Mia Tammelin (FI)

Raquel Sebastián Lago (ES)

<sup>13</sup> Reflecting Decision no. 31 of the Management Board of 6 November 2020.

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

Coordinator: Tadas Leončikas

### **Representation**

Governments: Harald Fugger (AT)  
Magdalena Zawadzka (PL)  
Teodora Demireva (BG)  
Iva Musić Orešković (HR)

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

Workers: Béla Galgóczi, ETUI  
Linda Romele (LV)  
Daiva Kvedaraite (LT)  
Antonio Luna Pavon (ES)

Commission: Anita Halasz, DG Employment, Social Affairs and Inclusion  
(Substitute member: Lars Engsted, DG Employment, Social Affairs and Inclusion)  
William O’Keeffe, DG GROW  
(Substitute member: Vacancy, DG Employment, Social Affairs and Inclusion)

Experts Werner Eichhorst (DE)  
Emily Murphy (IE)

## Highlights of events, listed in chronological order as at 31 December 2023

### Management Board, Executive Board and Advisory Committee meetings 2023

Date	Event	Location
13 January	14th Executive Board meeting	Brussels
7 March	Advisory Committee – Industrial Relations	Dublin
8 March	Advisory Committee – Working Conditions and Sustainable Work	Dublin
9 March	Advisory Committee – Living Conditions, Social Cohesion and Convergence	Dublin
15 March	Advisory Committee – Employment and Anticipating and Managing the Impact of Change	Dublin
23 March	Extended Executive Board meeting	Brussels
24 March	15th Executive Board meeting	Brussels
29 June	Virtual – Group meetings	Online
12 September	Virtual – Advisory Committee – Working Conditions and Sustainable Work	Dublin
13 September	Virtual – Advisory Committee – Industrial Relations	Dublin
14 September	Virtual – Advisory Committee – Living Conditions, Social Cohesion and Convergence	Dublin
20 September	Virtual – Advisory Committee – Employment and Anticipating and Managing the Impact of Change	Dublin
28 September	16th Executive Board meeting	Brussels
17 November	Hybrid – 7th Management Board meeting	Dublin

### EU Presidency events 2023

Date	Event	Location
13 February	EU Presidency of Sweden – High-level meeting on active and autonomous ageing	Stockholm
19 March	EU Presidency of Sweden – Informal meeting of EMCO	Stockholm
4 April	EU Presidency of Sweden – Conference on social inclusion and access to adequate housing	Stockholm
3 May	EU Presidency of Sweden – Informal meeting of EPSCO	Stockholm
21 September	EU Presidency of Spain – High-level meeting on the future of work and social dialogue	Santiago de Compostela
26 September	EU Presidency of Spain – Conference on health and safety at work (mental health)	Toledo
2 October	EU Presidency of Spain – Informal meeting of EMCO	Madrid
19 October	EU Presidency of Spain – High-level conference – Active Labour Market Policies: Pillar of the European Year of Skills	Barcelona
3 November	EU Presidency of Spain – Meeting of directors and coordinators of the European Child Guarantee	Valencia
10 November	Virtual conference: <i>Guaranteeing a healthy nutrition for all children in the European Union</i>	San Sebastián

## Highlights of internal visits 2023

Date	Event
17 February	European Federation of Public Services Employees (Eurofedop) and European Centre for Workers' Questions (EZA)
20 March	Ferenc Marofka (DG SANTE) – Visit to discuss work on health and healthcare
21 March	Swedish Insurance Society (Svenska Försäkringsföreningen)
20 April	Ildikó Horváth, Director, Translation Centre (CDT)
25 April	Owen Reidy, Secretary General, Irish Congress of Trade Unions (ICTU) and David Joyce and Ger Gibbons (Eurofound Board members)
16 May	Michael O'Flaherty, Director, Fundamental Rights Agency (FRA)
17 May	BusinessHungary (MGYOSZ)
31 May	Peter Burke, Irish Minister for European Affairs and Defence
1 June	Simon Coveney, Irish Minister for Enterprise, Trade and Employment
16 June	Turkish National Employment Agency (İŞKUR)
7 July	Commissioner Mairead McGuinness
16 August	Hans Boeckler Foundation – Summer Academy
29 August	Katja Heinsch, Hochschule Kehl
20 September	ChungNam Institute, Korea
22 September	Korean Health and Safety Agency
26 September	Austrian Chamber of Labour – Vorarlberg
26 September	Irish Architecture Foundation
5 October	Arbeit und Leben Rheinland-Pfalz/Saarland
5 October	Irish Department of Foreign Affairs
12 October	Bray Heads U3A
20 October	LO Norwegian journalists
3 November	Finnish Industrial Union
10 November	Caroline Reidy, European Parliament Observer to the Management Board
29 November	Arbeitsförderungsinstitut   Istituto Promozione Lavoratori (AFI-IPL)

## Highlights of own events 2023

Date	Event	Location
18 January	Exchange with Ana-Carla Pereira, cabinet member of Commissioner Schmit	Dublin
1 March	Stakeholder brainstorming session for PD cycle 2025–2028	Brussels
22 March	#AskTheExpert webinar: <i>Key ingredients for the future of work: job quality and gender equality</i>	Dublin
18 April	Hybrid presentation on the pilot database on collectively agreed pay rates for low-paid workers	Dublin
25 April	Brussels Briefing: <i>Job quality in the EU's transition to a carbon-neutral economy</i>	Brussels
9 June	Open Day	Dublin
26 September	#AskTheExpert webinar: <i>How to help workers struggling with inflation?</i>	Dublin
11 October	Brussels Briefing: <i>The role social services play in European resilience – Applying lessons from the pandemic</i>	Brussels
15 November	Brussels Briefing: <i>Equal pay for women and men – It's not just about the money</i>	Brussels
29 November	#EurofoundLive webinar: <i>Bridging the rural–urban divide in Europe: upgrading the European Union convergence machine</i>	Dublin
5 December	Virtual – Working Time Directive subgroup of the Meeting of Directors General for Industrial Relations	Dublin
13 December	#AskTheExpert webinar: <i>State of play of social dialogue in Europe</i>	Dublin

## Highlights of joint events 2023

Date	Event	Location
28 February	Ideas Lab 2023 – <i>Moving Europe from darkness into light</i> (with Centre for European Policy Studies, CEPS)	Brussels
29 March	Conference: <i>Where are the shortages, where are the workers? The drivers behind labour shortages in Europe and how to tackle them</i> (with European Labour Authority, ELA)	Brussels
27 April	Virtual get-together: <i>Mobilising skills for business performance: New evidence from the European Company Survey</i> (with Cedefop)	Thessaloniki
11 May	Living and Working in Europe lecture (with Irish Department of Foreign Affairs)	Dublin
22 May	Dublin meeting of Child Guarantee Coordinators (with European Commission)	Dublin
20 June	#EurofoundLive webinar: <i>Understanding the socioeconomic impact of the EU's transition to a climate-neutral economy – How to make the Green Deal a reality?</i> (with European Environment Agency, EEA)	Dublin
21 June	European Sustainable Energy Week 2023 Policy Conference with European Institute for Gender Equality (EIGE), the European University Institute (EUI), COFACE Families Europe, Agency for the Cooperation of Energy Regulators (ACER) and the Council of European Energy Regulators (CEER)	Brussels
28 June	Conference: <i>Quality jobs: How to make them happen?</i> (with Euractiv Bulgaria)	Sofia
20 September	<i>Skills, skills, skills! Skills for people, skills for competitiveness, skills for sustainability</i> (five-agencies event on skills with European Parliament and European Commission)	Brussels
10 October	<i>How to ensure decent work and job quality for essential workers</i> (with International Labour Organization (ILO))	Brussels
14 October	Open House Dublin (with Irish Architecture Foundation and Dún Laoghaire-Rathdown County Council)	Dublin
9 November	Virtual visit Malta: <i>Labour shortages – Taking stock, seeking solutions</i> (with national government)	Dublin
10 November	Virtual visit Netherlands: <i>Job quality – The key to tackling labour shortages?</i> (with national government)	Dublin
22 November	Skills for Jobs (with European Commission Representation Office in Ireland)	Dublin
5 December	Virtual visit Denmark: <i>Labour shortages – Will the twin transition help or hinder?</i> (with national government)	Dublin
13 December	Virtual visit Sweden: <i>Labour shortages – Improving matching and activation policies</i> (with national government)	Dublin

## Highlights of contributions to external events 2023

Date	Event	Location
11 January	Presentation to Church of Ireland Theological Institute – ‘Living and working in Europe’	Dublin
13 January	Conference: <i>New challenges for occupational safety and health in times of the digital transformation in Europe: The role of digital labour platforms</i> (Karolinska Institutet)	Stockholm
18 January	TransEuroWorkS stakeholder board meeting	Leiden
19 January	Governance Outlook 2023 – Economy, Society and Leadership (Institute of Public Administration)	Dublin
20 January	Gender Equality Forum webinar (Free Trade Union Confederation of Latvia, LBAS)	Riga
24 January	Yearly Eurofound (and Agencies’) Presentation to the European Parliament EMPL Committee	Brussels
26 January	Virtual – Presentation to Financial Services Union: ‘Restructuring trends in retail banking’	Dublin
26 January	Virtual: <i>The rise in telework in the EU: what impact on working conditions and regulations?</i> (GRASPE)	Brussels
26 January	Virtual – European Economic and Social Committee (EESC) public hearing: <i>Towards green collective bargaining in Europe: Assessment of good practices and future prospects</i>	Brussels
1 February	Protection of employees’ rights in liquidations (Joint Committee on Enterprise, Trade and Employment, Irish Parliament)	Dublin
3 February	Virtual – EESC hearing: <i>Democracy at work</i>	Brussels
6 February	European Parliament EMPL Committee hearing: <i>Social and employment consequences of the rising cost of living</i>	Brussels

Date	Event	Location
6 February	Tripartite meeting of experts in labour statistics on the revision of the standards for statistics on informality (ILO)	Geneva
6 February	Expert group on EU demographic transition – the challenges that lie ahead in the changing demographics of the EU (Egmont Royal Institute for International Relations)	Brussels
7 February	Virtual – Scientific committee for the preparation of the 2024 survey on working conditions and psychosocial risks (French Ministry of Labour, DARES)	Paris
7 February	DG EMPL launch event – <i>The future of social protection and of the welfare state in the EU</i>	Brussels
7 February	Breakfast meeting – European Semester for economic policy coordination: <i>Employment and social priorities for 2023</i> (European Parliament)	Brussels
8 February	European Environment Information and Observation Network (Eionet) group meeting on mobility systems (EEA)	Copenhagen
15 February	Virtual – Meeting of the Social Protection Committee	Brussels
16 February	Virtual – Civil Society Seminar: <i>Exchange of views with civil society organisations on priorities for the European Semester 2023 against the background of the energy crisis</i> (European Commission, ICF)	Brussels
17 February	<i>Building resilient and crisis-proof trade unions for public services</i> (European Parliament)	Dublin
20 February	TransFormWork conference: <i>Social partners together for digital transformation of the world of work – New dimensions of social dialogue deriving from the Autonomous Framework Agreement on Digitalisation</i> (Confederation of Independent Trade Unions in Bulgaria (CITUB) and Bulgarian Industrial Association (BIA))	Sofia
6 March	AgeingFit conference to address the main issues of the healthy ageing and senior care sectors: From major financial and regulatory aspects to the latest innovations in health, nutrition and care (Eurasanté)	Lille
7 March	Virtual – High-level conference: <i>Gender equality – Are we on the right track?</i> (European Banking Authority, EBA)	Brussels
8 March	Virtual – Peer-learning seminar: <i>Towards flexible learning and working – New approaches in definition and delivery of active labour market policies</i> (European Training Foundation, ETF)	Rome
9 March	Workshop: <i>Implications for the EEA Agreement and how to address them</i> (European Free Trade Association, EFTA)	Brussels
16 March	Virtual – 13th OSH Knowledge Advisory Group (OKAG) hybrid meeting (EU-OSHA)	Bilbao
21 March	Virtual – Child Guarantee Monitoring Meeting (Eurodiaconia)	Brussels
28 March	Virtual – Plenary meeting of the platform tackling undeclared work (ELA)	Bratislava
29 March	Workshop: <i>Trade unions in the digital environment</i> (Czech-Moravian Confederation of Trade Unions, ČMKOS)	Prague
29 March	Nevin Economic Research Institute (NERI) seminar and EWCS 2021	Dublin
29 March	Hybrid – High-level roundtable on the long-term care sector (UNI Europa)	Brussels
30 March	European PES Network Conference: <i>Empowering the workforce, bridging the skills gap</i> (Fondazione Giacomo Brodolini)	Brussels
17 April	Virtual – International scientific conference: <i>Seniors vs. pandemic. Activity – Support – Social bonds</i> (Institute of Labour and Social Studies and the University of Cardinal Stefan Wyszyński)	Warsaw
19 April	European Commission high-level seminar: <i>The future of work</i>	Seville
19 April	Virtual – International conference: <i>Economy of the future</i> (VUZF University, Bulgaria)	Sofia
20 April	Seminar: <i>Flexibility beyond working time</i> (Eurocadre)	Barcelona
20 April	Virtual: <i>Launch of the large-scale partnership for skills in long-term care: Driving up training and life long learning</i> (Federation of European Social Employers)	Brussels
21 April	5th EU-ANSA Futures Cluster meeting (European Monitoring Centre for Drugs and Drug Addiction, EMCDDA)	Lisbon
27 April	International conference: <i>Pandemic mitigation among high-risk groups – people 60+</i> (Institute of Labour and Social Studies)	Warsaw
28 April	European Parliament Ambassador School (EPAS) Programme, awards ceremony in Ireland	Dublin
3 May	Virtual – 10th Roundtable of the Global Alliance for Healthy Workplaces	London
4 May	European University Institute: <i>The State of the Union: Building Europe in times of uncertainty</i>	Florence
4 May	Virtual – European Association of Paritarian Institutions (AEIP) Commission IV–Commission V. Working Group on the Construction Sector	Brussels



Date	Event	Location
5 May	ELA thematic talk introducing Eurofound and our forthcoming cooperation	Bratislava
8 May	Virtual – European Social Dialogue – Wood (European Federation of Building and Woodworkers, EFBWW)	Brussels
11 May	Cowork4YOUTH Open Event (Economic and Social Research Institute, ESRI)	Dublin
11 May	Fifth Employment Policy Research Symposium – Results of the Global Jobs Project (European Commission)	Geneva
15 May	Beyond Growth 2023 Conference: Pathways towards Sustainable Prosperity in the EU (European Parliament)	Brussels
16 May	LUCE Awards – Women for the Green Transition (Florence School of Regulation and Robert Schuman Centre)	Florence
17 May	Virtual – Ferrero joint training – <i>The work of the future: Which recovery and restart of Europe?</i> (Sindnova)	Rome
22 May	Presentation – Low Pay Commission, Ireland	Dublin
22 May	Presentation at the Dutch Ministry of Labour and Social Affairs	The Hague
23 May	Virtual – European Social Dialogue – Furniture plenary (EFBWW, European Furniture Industries Confederation (EFIC) and European Furniture Manufacturers Federation (UEA))	Brussels
24 May	European Centre for Disease Prevention and Control (ECDC) consultation on the implementation and evaluation of non-pharmaceutical interventions (NPIs) in community settings in the EU/EEA	Stockholm
24 May	EU-ANSA Inter-Agencies crisis preparedness exercise	Bilbao
24 May	Workshop: <i>Use and consolidation of evidence on active labour market policies and transition to work, with focus on skills dimension</i> (ETF)	Turin
24 May	Presentation by UCD on the European Social Survey (University College Dublin)	Dublin
25 May	European Commission conference: <i>Supporting skills development through reforms</i>	Porto
25 May	Virtual – TANSIRC 2 project: ‘Strengthening industrial relations in the construction sector in Central and East European countries – EU funds use at national level and best practices’ (European Construction Industry Federation, FIEC)	Brussels
25 May	Presentation – Good Jobs data group (National Economic and Social Council, NESCC)	Dublin
26 May	Euregio conference: <i>Work-life balance</i>	Bolzano
26 May	Virtual – Scoping workshop: <i>Cross sectoral evidence-based governance for One Health in the EU</i> (European Commission)	Brussels
30 May	Webinar: <i>Is it all about developing new skills? Demographic change and the future of work in Europe</i> (Max Planck Institute of Demographic Research)	Berlin
1 June	Seminar: <i>Housing in Europe – Theory and practice under one roof</i> (International Union of Property Owners)	Brussels
1 June	Hybrid seminar: <i>The impact of COVID on social dialogue and collective bargaining</i> (BusinessEurope)	Brussels
5 June	Roundtable: <i>Digital inequality and division of the labour market</i> (Bulgarian Industrial Association)	Sofia
6 June	Brussels Economic Forum	Brussels
7 June	AGE annual conference: <i>A European model for sustainable working lives</i> (AGE Platform Europe)	Brussels
7 June	Virtual – Plenary meeting of the Advisory Committee on Safety and Health at Work (European Commission)	Luxembourg
7 June	Webinar: <i>Digitalisation and the future of work in Europe</i> (Institute of International and European Affairs, IIEA)	Dublin
8 June	European Accessibility Summit 2023 (European Disability Forum)	Brussels
16 June	Virtual – Participation in kick-off conference for the European Federation of Public Service Unions–Council of European Municipalities and Regions (EPSU-CEMR) ‘Local, social, digital’ project (European Trade Union Confederation, ETUC)	Cagliari
16 June	National Demand Management Strategy Steering Group (Irish Department of Transport)	Dublin
16 June	Virtual – EURES webinar on remote work (ELA)	Brussels

Date	Event	Location
20 June	Knowledge sharing on ILS, policies and case law on care work – Second edition (International Training Centre of the ILO)	Brussels
20 June	ELA annual conference 2023: <i>The future of labour mobility</i>	Bratislava
22 June	Presentation – Etterbeeker Kreis (Confederation of German Trade Unions, DGB)	Brussels
23 June	Virtual – Workshop: <i>ERA industrial technologies roadmap on human-centric technologies and practices</i> (European Commission)	Brussels
27 June	Virtual – FutuRes Policy Lab Dialogue: <i>Work better to work longer? Quality of working life as key to a more resilient labour market</i> (Population Europe)	Berlin
30 June	Labour Market Observatory (LMO) – First meeting of the mandate (EESC)	Brussels
6 July	ELA webinar: <i>The potential impact of the cost-of-living crisis on the risk of undeclared work</i>	Bratislava
7 July	Virtual – OECD – Expert group: <i>Towards a common framework for comparative public employment data</i>	Paris
10 July	ILO – 8th Regulating for Decent Work Conference	Geneva
18 July	Virtual – 3rd EESC Conference on Energy Poverty	Brussels
18 July	European Survey Research Association (ESRA) Conference 2023	Milan
19 July	European Trade Union Institute (ETUI) conference: <i>Remote work – fundamental questions and the way forward</i>	Brussels
30 August	11th Global Healthy Workplace Summit (Global Centre for Healthy Workplaces)	Northampton
2 September	European Commission – Grange – Open Day	Dunsany
5 September	Virtual – European Federation of National Organisations Working with the Homeless (FEANTSA): Launch event of 2023 Overview of Housing Exclusion in Europe	Brussels
5 September	Virtual – EESC Section for Employment, Social Affairs and Citizenship (SOC) section exchange	Brussels
8 September	European Law Institute (ELI) annual conference	Vienna
11 September	Conference – Migration and Development (Ministry of Labour and Social Security of the Republic of Türkiye)	Ankara
13 September	Virtual – Queen’s University Belfast public event – <i>Addressing economic inactivity among over 50s</i>	Belfast
13 September	Virtual workshop: <i>Imagining sustainable futures for Europe’s energy system</i> (EEA)	Copenhagen
13 September	Virtual – International seminar to present findings from the EDIFY EDU project	Helsinki
18 September	Industrial Relations in Europe Conference (IREC) – pilot project on minimum wages and representativeness studies and expert meetings	Durham
18 September	Friedrich-Ebert-Stiftung roundtable: <i>Worker data rights in the digital economy</i>	Brussels
19 September	Virtual – ILO: <i>International seminar on minimum wage policies in China</i>	Beijing
20 September	Industrial Relations in Europe Conference (IREC)	Durham
20 September	Virtual – General Online Research Conference 2023 (GOR 23) (German Society for Online Research, DGOF)	Kassel
20 September	Virtual – EESC: Debate on the importance of social dialogue and collective bargaining	Brussels
25 September	DIGIQU@LPUB final conference: <i>The impact of digitalisation on job quality and social dialogue in the public services across the EU</i> (European Social Observatory)	Brussels
28 September	13th Meeting COE-FRA-ENNHRI-EQUINET Collaborative Platform on Social and Economic Rights (Council of Europe)	Helsinki
28 September	Virtual – Platform subgroup on tackling undeclared work among displaced persons/refugees from Ukraine (ELA, European Platform tackling undeclared work)	Brussels
29 September	Virtual – workshop on civic engagement and employment (CEOMA)	Madrid
29 September	<i>Social partners supporting anticipation and management of change after COVID-19</i> (SGI Europe)	Brussels
29 September	Green Social Summit (European Parliament Greens, EFA)	Madrid
4 October	Meeting of contact persons of European Globalisation Adjustment Fund (EGF)	Brussels

Date	Event	Location
5 October	Social Cooperatives International School, SCIS2023 (Confcooperative Federsolidarietà)	Naples
5 October	Virtual – National Bureau (Confédération française démocratique du travail, CFDT)	Brussels
9 October	Launch of OECD/Generation report on meeting the challenges of an ageing workforce	Paris
9 October	German-Italian Centre for European Dialogue Conference: <i>Social monitoring and reporting in Europe – Rising conflicts and polarisation in European societies? Indicators, empirical evidence, and future prospects</i> (Centro italo-tedesco per il dialogo europeo)	Loveno di Menaggio
9 October	Virtual – Workshop on just transition: <i>Policy mixes for just sustainability transitions</i> (EEA)	Copenhagen
9 October	Skills Lab Network of Experts live event: <i>Skills revolution: Understanding and developing skills for a digital era</i> (ETF)	Turin
11 October	CEEMET conference on collective bargaining	Brussels
12 October	Workshop: <i>Strategic outlook into EU's 2024–2029 policy priorities</i> (EEA)	Brussels
12 October	Thematic seminar: <i>Improving working conditions in social services: Promising practices from across Europe</i> (Federation of European Social Employers)	Brussels
12 October	Virtual seminar: <i>Social partners' involvement in the European semester in turbulent times</i> (BusinessEurope)	Brussels
16 October	<i>Mutual learning workshop on access to social protection for workers and self-employed: focus on transparency</i> (European Commission)	Brussels
18 October	Virtual seminar: <i>Time Use Week – For a new time balance</i> (Eurofedop)	Barcelona
19 October	Conference: <i>Which future of regulation and policy for the prevention of psychosocial risks in the EU?</i> (ETUI and co-organisers)	Brussels
19 October	<i>European Union-Latin America and the Caribbean policy dialogue on multidimensional poverty, intersectional inequalities and social inclusion</i> (Organization of American States)	Washington DC
23 October	European Roundtable: <i>Improving the scope and coverage of collective bargaining in Europe</i> (Alliance of Liberals and Democrats for Europe, ALDE)	Leuven
24 October	Virtual summit: <i>The global state of wellbeing</i> (Semafor)	Washington DC
24 October	Virtual – Validation workshop: <i>Mid-term evaluation of the Recovery and Resilience Facility</i> (European Commission)	Brussels
24 October	Virtual workshop: <i>Imagining sustainable futures for Europe's cross-system interactions</i> (EEA)	Copenhagen
25 October	Virtual workshop to discuss the extension of the AMPWork survey to all Member States (Joint Research Centre, JRC)	Seville
26 October	Webinar: <i>Beyond the SARS-COV-2 epidemic: The impact on life and work and pathogens to monitor in the near future</i> (ARS Toscana)	Florence
6 November	Virtual: <i>Eliminating violence and harassment in the world of work</i> (UNI Europa)	Paris
7 November	Virtual – Policy review: <i>Policy measures to mitigate the impact of the cost-of-living crisis on vulnerable groups</i> (ALDE, European Centre for Social Welfare Policy and Research)	Vienna
7 November	European Parliament Roundtable on Building a Resilient Social Services Workforce (European Social Network, ESN)	Brussels
7 November	Virtual: <i>'Why-How-What: A Day on the European Union' Living and working in the EU</i> (European Confederation of Independent Trade Unions, CESI)	Madrid
7 November	TASC event: <i>Does economics need to change?</i>	Dublin
7 November	Virtual: <i>Policy measures to mitigate the impact of the cost-of-living crisis on vulnerable groups</i> (European Centre for Social Welfare Policy and Research)	Vienna
7 November	FEMM report hearing: <i>Gender aspects of the rising cost of living and the impact of the energy crisis</i>	Brussels
8 November	UNICEF webinar on the Child Guarantee	Madrid
8 November	Virtual: <i>The social dimension in the national recovery and resilience plans</i> (EESC)	Brussels
9 November	Virtual consultation meeting: <i>Financial independence and gender equality in the EU</i> (European Institute for Gender Equality, EIGE)	Vilnius
13 November	<i>European integration, institutions and development</i> (European Commission: 2023 Annual Research Conference)	Brussels
13 November	Sectoral Social Dialogue Committee: Food and Drink meeting	Brussels
14 November	Virtual – European Climate and Health Observatory Partnership meeting (European Commission)	Brussels

Date	Event	Location
15 November	Virtual – Morning brief: <i>How to maximise European talent building</i> (United Federation of Workers in Denmark, 3F)	Brussels
16 November	European Federation of Food, Agriculture and Tourism Trade Unions (EFFAT) and European Association of Sugar Manufacturers (CEFS) workshop on skills	Brussels
16 November	Expert meeting on fundamental rights and environmental protection (FRA)	Vienna
16 November	EU-ANSA celebratory workshop followed by the EU-ANSA plenary meeting	Brussels
16 November	European Employment and Social Rights Forum (European Commission)	Brussels
17 November	Foresight workshop on fundamental rights and environmental protection (FRA)	Vienna
23 November	Korea Labour Institute: Conference on the effect of working from home on productivity and gender inequality	Seoul
23 November	Virtual – European Centre for Workers' Questions (EZA) General Assembly	Sofia
23 November	Virtual – ETUC Fundamental Rights and Legislation Committee	Brussels
28 November	Visit with Irish trade unions to Brussels	Brussels
29 November	European Parliament EMPL Committee hearing: <i>Algorithmic management at work: Risks, regulatory challenges and perspectives</i>	Brussels
30 November	Virtual – Malta Voice of the Workers (UHM): <i>Adequate minimum wages – The way forward</i>	San Ġwann
1 December	Virtual – EIGE and Eurofound annual meeting	Vilnius
1 December	Bargaining for Equality (BFORE) final conference: <i>Strengthening collective bargaining systems to ensure fair wages and address income inequality in Europe</i>	Brussels
4 December	Virtual – Governance, Learning, Action, Dialogue (GLAD) Network (ETF)	Turin
5 December	TAIEX multi-country workshop on the Youth Guarantee in the Western Balkans: <i>Monitoring and evaluating work-based learning in the context of the Youth Guarantee</i> (European Commission)	Vienna
5 December	ILO Youth Employment Research Forum	Geneva
5 December	Virtual: <i>Taking the measure of the work crisis</i> (Université de Bordeaux)	Bordeaux
6 December	<i>Ensuring a just transition in times of industrial transformation</i> (Foundation for European Progressive Studies)	Brussels
7 December	Virtual: <i>Interested in the local civil service: And if we talked about work?</i> (Centre national de la fonction publique territoriale)	Strasbourg
7 December	<i>Digital skills for the digital decade</i> (Bulgarian Ministry of Labour and Social Policy)	Sofia
7 December	Virtual: <i>Job quality in the future world of work</i> (Organisation for Economic Co-operation and Development, OECD)	Paris
12 December	Virtual workshop: <i>Advancing human-centered occupational safety and health measures in the digital age</i> (Asia-Pacific Economic Cooperation (APEC), Human Resources Development group)	Taipei

## Publications published between 1 January 2023 and 31 December 2023 by activity

Title	Type
<b>Working conditions and sustainable work</b>	
Job quality of COVID-19 pandemic essential workers	Policy brief
Hybrid work in Europe: Concept and practice	Topical update
Psychosocial risks to workers' well-being: Lessons from the COVID-19 pandemic	Research report
Right to disconnect: Implementation and impact at company level	Research report
<b>Industrial relations and social dialogue</b>	
Involvement of social partners in the implementation of national recovery and resilience plans	Research report
Minimum wages in 2023: Annual review	Research report
Supporting regions in the just transition: Role of social partners	Topical update
Tackling rising inflation in sectoral collective wage bargaining	Research report
Working time in 2021–2022	Research report
Trends in national social dialogue in responding to external shocks or crises: Background paper	Ad hoc report
Representativeness of the European social partner organisations: Professional football sector	Research report
Representativeness of the social partners in European cross-industry social dialogue	Research report
Representativeness of the European social partner organisations: Woodworking sector	Research report
Minimum wages: Non-compliance and enforcement across EU Member States – Comparative report	Research report
Measuring key dimensions of industrial relations and industrial democracy (2023 update)	Research report
Representativeness study of the European social partner organisations: Furniture sector	Research report
<b>Employment and labour markets</b>	
Fostering skills use for sustained business performance: Evidence from the European Company Survey	Research report
Measures to tackle labour shortages: Lessons for future policy	Research report
(Cedefop joint report) Fostering skills use for sustained business performance: Evidence from the European Company Survey	Research report
<b>Living conditions and quality of life</b>	
Bridging the rural-urban divide: Addressing inequalities and empowering communities	Research report
Social services in Europe: Adapting to a new reality	Research report
Unaffordable and inadequate housing in Europe	Research report
Intergenerational inequalities: How to close the gaps?	Policy brief
<b>Anticipating and managing the impact of change</b>	
The future of telework and hybrid work	Research report
Gender differences in motivation to engage in platform work	Policy brief
The transition to a climate-neutral economy: Exploring the socioeconomic impacts	Research report
Green, clean and keen to converge? A convergence analysis of environmental quality of life in the EU	Research report
Ethical digitalisation at work: From theory to practice	Research report
Fit for 55 climate package: Impact on EU employment by 2030	Research report
<b>Promoting social cohesion and convergence</b>	
Economic and social inequalities in Europe in the aftermath of the COVID-19 pandemic	Research report
EU convergence: Geographical dimension, impact of COVID-19 and the role of policy	Research report
Societal implications of labour market instability	Research report
Guaranteeing access to services for children in the EU	Policy brief

Title	Type
<b>Corporate communication</b>	
Programming document 2021–2024: Work programme 2023	Annual report
Living and working in Europe 2022	Annual report
Consolidated annual activity report 2022	Annual report

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**The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency established in 1975. Its role is to provide knowledge in the area of social, employment and work-related policies according to Regulation (EU) 2019/127.**

