



**Programming document 2021–2024
Towards recovery and resilience**

Work programme 2022



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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.

European Foundation for the Improvement of Living and Working Conditions

Telephone: (+353 1) 204 31 00

Email: information@eurofound.europa.eu

Web: www.eurofound.europa.eu

Contents

List of acronyms	3
Foreword.....	5
Mission statement	6
EU Policy context	8
Institutional context.....	11
II. Multiannual and 2022 work programme.....	12
Introduction	12
1. Multiannual objectives	14
Performance monitoring.....	14
2. Operational activities.....	15
2.1 Activity 1: Working conditions and sustainable work.....	15
2.2 Activity 2: Industrial relations and social dialogue	20
2.3 Activity 3: Employment and labour markets	24
2.4 Activity 4: Living conditions and quality of life	27
2.5 Activity 5: Anticipating and managing the impact of change	30
2.6 Activity 6: Promoting social cohesion and convergence.....	34
2.7 Activity 7: Survey management and development.....	38
2.8 Activity 8: Reacting to ad hoc information requests Multiannual perspective	40
3. Horizontal activities	42
3.1 Activity 9: Communication Multiannual perspective.....	42
3.2 Activity 10: Management and development	44
4. Implementation approach	46
4.1 Methodologies and tools	46
4.2 Collaboration and partnerships	47
4.3 Strategy for relations with third countries and international organisations.....	48
5. Human and financial resources outlook: Resource programming 2020–2024	48
5.1 Financial resources.....	48
5.2 Human resources	50
5.3 Development of tasks and efficiency gains.....	50
Annex I: Organisation chart	52
Annex II: Resource allocation per activity.....	53

Annex III: Financial resources	54
Annex IV: Human resources – quantitative	60
Annex V: Human resources – qualitative.....	65
Annex VI: Environmental management.....	75
Annex VII: Buildings policy	76
Annex VIII: Privileges and immunities.....	78
Annex IX: Evaluations.....	79
Annex X: Strategy for the organisational management and internal control systems.....	83
Annex XI: Plan for grant, contribution or service-level agreements.....	86
Annex XII: Strategy for cooperation with third countries and/or international organisations	87
Annex XIII: Procurement plan	88

List of acronyms

AI	Artificial intelligence
CATI	Computer-assisted telephone interviews
Cedefop	European Centre for the Development of Vocational Training
CEOS	Conditions of employment of other servants
CSRs	Country-specific recommendations
ECS	European Company Survey
EEA	European Environment Agency
EFC	Economic and Financial Committee
EGF	European Globalisation Adjustment Fund
EIGE	European Institute for Gender Equality
EJM	European Jobs Monitor
ELA	European Labour Authority
EMAS	European Management and Audit Scheme
EMCDD	European Monitoring Centre for Drugs and Drug Addiction
EMCO	Employment Committee
EPMS	Eurofound performance monitoring system
EPSO	European Personnel Selection Office
EPSR	European Pillar of Social Rights
EQLS	European Quality of Life Survey
ERL	Electronic reserve list

ERM	European Restructuring Monitor
ESF	European Social Fund
ETF	European Training Foundation
EU-OSHA	European Agency for Safety and Health at Work
EU-SILC	European Union Statistics on Income and Living Conditions
Eurofound	European Foundation for the Improvement of Living and Working Conditions
EWCS	European Working Conditions Survey
FRA	European Union Agency for Fundamental Rights
ICT	Information and communications technology
ILO	International Labour Organization
JRC	Joint Research Centre
KPI	Key performance indicator
MFF	Multiannual financial framework
NEETs	Not in education, employment or training
NGEU	NextGenerationEU
OECD	Organisation for Economic Co-operation and Development
R2D	Right to disconnect
SLA	Service level agreement
SPC	Social Protection Committee
SURE	Support to mitigate Unemployment Risks in an Emergency
TFEU	Treaty on the Functioning of the European Union

Foreword

This work programme looks towards a post-COVID-19 Europe. The uncertainty that has characterised the past two years continues to cast its shadow, triggering widescale, and likely long-term, changes in the way we live and work.

These changes will shape our economies and our societies into the next period, intensifying and often accelerating the transformations already being forged by the twin transition to a green and digital society. The lives of all Europeans will be impacted in some way. But Eurofound's research has already exposed the asymmetric impact of these changes, highlighting the particular effects on certain groups such as young people, women and those on the margins of the labour market. Offsetting these inequalities will be critical in this post-pandemic phase to ensure no one is left behind.

Through NextGenerationEU, the EU is investing unprecedented sums in a wide-ranging effort to ensure that Europe emerges stronger and more resilient from the pandemic and to advance the vision of a climate-neutral and digitalised society. Efforts to support these changes must indeed be just, not least to maintain social cohesion and avoid instability and political discontent. The EU's promise of upward convergence in living and working conditions for all Europeans, a commitment restated and reinforced in the European Pillar of Social Rights, has never been more important.

It is against this background that Eurofound will continue its work to provide evidence, knowledge and analysis to equip policymakers as they tackle the challenges. We trust this work programme will allow us to positively contribute to the efforts to improve living and working conditions for all Europeans.



Ivailo Kalfin
Executive Director

Mission statement

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite Agency of the European Union.

Its Founding Regulation¹ states that the objective of the Agency shall be to provide the EU institutions and bodies, Member States and social partners with support for the purpose of shaping and implementing policies concerning the 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 the European Union and national actors.

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

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

¹ Regulation (EU) 2019/127 of 16 January 2019 of the European Parliament and the Council establishing the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and repealing Council Regulation (EEC) 1365/75.

I. General context for the period 2021–2024

The drafting of this Programming document takes place in an unprecedented context. The European Union, along with the rest of the world, has been severely affected by the COVID-19 pandemic, with more than 45 million cases reported in the European Economic Area, and more than 850,000 deaths. The European Union has responded in an unprecedented way and EU Member States have reacted by imposing various restrictions while simultaneously introducing support measures for business and citizens. Social partners have made a solid contribution to the efforts by among other activities negotiating support measures and ensuring that workplaces remain safe. With an already slowing economy, the pandemic pushed the European economy into the deepest output contraction since World War II, with a negative growth of -6.1 % in 2020. However, according to the European Commission's Autumn 2021 Economic Forecast, GDP in the EU is expected to expand by around 5.0% in 2021, closing the gap with the pre-pandemic output level. While the shock has been symmetric, the impact has been asymmetric, hitting countries and industries with varying force, depth and persistence; this is expected to lead to an unequal recovery, with bigger and more persistent differences across EU Member States, sectors and specific groups.

The crisis has had a substantial impact on the European labour market, sparking a rise in unemployment, in particular for women and young people, a strong increase in the take-up of short-time work and an unprecedented use of teleworking. After eight years of continuous decline in unemployment (from 11.4% in 2013 to 6.5% in February 2020), the rate increased during 2020 and then declined; it is expected to stand at around 6.8% in 2021. The number of hours worked decreased by up to 25% from the first and second quarters of 2020, and while hours worked have increased during 2021, they still remain below the pre-crisis level. Meanwhile, certain sectors are reporting labour shortages, with many of these sectors already facing labour shortages pre-Covid. The prevalence of short-time working schemes across the EU have prevented large-scale job losses. In June 2020, more than 42 million workers had applied for short-time working schemes – 27% of all employees in the EU – but the figures have steadily decreased as the economy has been opening up. Millions of workers have been teleworking since the lockdown in March 2020 and many will continue to do so.² While the economic outlook remains uncertain – depending on the vaccine roll-out, recurrent spikes of the outbreak, how confinement and support measures are applied and withdrawn, and the asymmetric impact on industries and countries – the economic forecast is anticipating a continuous steady growth as the economy has opened up and is fuelled by private savings, strong external demand and investments. The implementation of the national Recovery and Resilience Plans under the NextGenerationEU programme will play a major role in responding to the current challenges to the economy and society, while preparing Europe for the transition to a more competitive, green and digital economy. There can be little doubt that the COVID-19 crisis and the twin transition will bring structural changes to the labour market and its functioning, as well as to how we live and work.

The impact of the COVID-19 crisis could compound the marked rise in perceptions of insecurity and concerns about prospects for the future, not only among the most marginalised but also among

² European Commission (2020), *Employment and Social Developments in Europe 2020*, Publications Office of the European Union, Luxembourg.

larger parts of society, leading to expressions of division, disenchantment and distrust with the establishment, not least in relation to EU integration.

In parallel, the mega-drivers of structural change in Europe remain related to demography, technology, globalisation and climate change. Technological change continues apace and has been compounded by the COVID-19 crisis. Automation, not least as enabled by artificial intelligence (AI), will both eliminate and create jobs, and change the nature of work and how tasks are allocated, performed and assessed. Eurofound showed that, while the transition to a carbon-neutral economy can be expected to create more jobs than it destroys, it also alters the structure of employment.³ This transition poses broader challenges to life and work in light of the ambitious targets set by the EU and should be added to the challenges linked to the recovery from the COVID-19 crisis.

Another structural change for the EU is the reduction of its size from 28 to 27 Member States. The year 2020 marked the end of the Brexit transition period and the beginning of a new relationship between the EU and the UK.

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

To understand and hence influence these important issues, it is first necessary to monitor their development regularly. As highlighted by the Porto Summit on the 7 May 2021, the focus is likely to continue on issues related to social cohesion and convergence towards better living and working conditions. Attention should also be placed on ensuring that labour market adjustment to forthcoming structural change not only improves competitiveness and increases employment but also, as stated in the International Labour Organization (ILO) Centenary Declaration of June 2019, leads to ‘a just transition to a future of work that contributes to sustainable development in its economic, social and environmental dimensions’.⁴ It is clear that the impact of the pandemic, the consequent recovery measures and various transitions are bound to have some level of asymmetric distributional effect; however, it is critical that these effects are fair.

EU Policy context

- Since the beginning of the pandemic, the EU institutions have taken unprecedented steps to react to the social and economic consequences of the COVID-19 crisis. In the areas of particular interest to Eurofound’s mandate, the European Council adopted the activation of the general

³ Eurofound (2019), *The future of manufacturing in Europe*, Publications Office of the European Union, Luxembourg.

⁴ The ILO Centenary Declaration for the Future of Work was adopted at the 108th session of the International Labour Conference, Geneva, 21 June 2019.

escape clause of the Stability and Growth Pact, indicating that it is timely, temporary and targeted, allowing Member States to take all necessary measures to support their health and social protection systems and to protect their economies. The escape clause will last until 2023. In May 2020, the Council adopted the SURE programme, a temporary scheme with a total envelope of €100 billion of loans to Member States. In 2020, this benefited between 25 and 30 million people and between 1.5 and 2.5 million firms in 18 EU countries by supporting national short-time work schemes and similar measures, including for self-employed persons, and some health-related measures, in particular at the workplace, in response to the crisis.⁵ The first bi-annual report on SURE implementation was released in March 2021. And on 4 March 2021, the Commission published its Recommendation for Effective Active Support to Employment (EASE) which focuses on promoting a job-rich recovery, encouraging skills development and supporting people in their transition to new quality jobs.

- Furthermore, on 4 March 2021, the Commission presented its social strategy for the decade: a [European Pillar of Social Rights Action Plan](#). The Action Plan was at the centre of an informal meeting of Head of States in Porto on 7–8 May 2021, at the end of which EU institutions, European social partners and civil society representatives co-signed [the Porto Social Commitment](#). The Action Plan includes three headline targets as well as several sub-targets to be reached by 2030: (1) At least 78% of the population aged 20 to 64 should be in employment by 2030; (2) At least 60% of all adults should participate in training every year and (3) The number of people at risk of poverty or social exclusion should be reduced by at least 15 million by 2030. Included in the Action Plan, the Commission proposed a revision of the social scoreboard with four new headline indicators to monitor the EPSR through the European Semester. The Action Plan is and will continue to be of central importance for Eurofound’s work programme.
- Also central to the work of Eurofound in 2022 will be the new Strategic Framework on Health and Safety at Work 2021–2127 adopted on June 2021,⁶ the legislative proposal on the working conditions of platform workers presented at the end of 2021, the invitation to EU social partners to follow up on their autonomous framework agreement on digitalisation, and the announced Commission initiative to ensure that EU competition law does not stand in the way of collective agreements for (some) self-employed workers, as well as the initiative to support social dialogue at EU and national level.
- In addition, in the area of social policy, in June 2021 the Commission launched a European Platform on Combating Homelessness and in 2022 will propose a European Care Strategy, including an initiative on long-term care, the revision of the Barcelona targets and a Council Recommendation on minimum income. It has also launched a high-level expert group to study the future of the welfare state.
- In terms of finalising the adoption of proposed EU legal instruments, the Council of the EU adopted on 14 June 2021 the Recommendation establishing a European Child Guarantee. The Council and the European Parliament have initiated the procedure to adopt their position on the Directive on adequate minimum wages in the European Union, as well as on the [directive for pay transparency measures](#).

⁵ European Commission (2021), *Report from the Commission to the European Parliament, the Council, the Economic and Financial Committee and the Employment Committee, Report on the European instrument for Temporary Support to mitigate Unemployment Risks in an Emergency (SURE) following the COVID-19 outbreak pursuant to Article 14 of Council Regulation (EU) 2020/672*.

⁶ COM(2021) 323 final.

- In terms of the implementation of EU legislation, two 2019 directives of particular relevance to Eurofound’s mandate are due to be transposed into national legislation by August 2022: The work–life balance directive and the transparent and predictable working conditions directive. The Commission will also present at the end of 2022 its five-year report on the implementation of the working time directive.
- At the same time, the EU will continue to implement its medium-term specific strategies and in particular the [EU Gender Equality Strategy 2020–2025](#); the [LGBTIQ Equality Strategy](#); a [Roma strategic framework for equality, inclusion and participation](#) and the [Disability Strategy](#) presented in March 2021.
- Regarding EU funds, on 17 December 2020, the European Council adopted the 2021–2027 multiannual financial framework (MFF) and the NextGenerationEU (NGEU) recovery instrument with a total budget of €2.018 trillion. On 19 February 2021, the [Recovery and Resilience Facility](#) entered into force. This instrument makes available €723.8 billion in loans and grants to support structural reforms and investments in Member States to mitigate the economic and social impact of the pandemic and ‘make European economies and societies more sustainable, resilient and better prepared for the challenges and opportunities of the green and digital transitions’. In Spring 2021, Member States presented to the Commission their national recovery and resilience plans stipulating that a minimum of 37% of the funds should be dedicated to climate investments and reforms and at least 20% should be dedicated to foster the digital transition. As of end 2021, most of the national plans were adopted by the Council and prefinancing was disbursed.
- The EU policy context reflects the long-term challenges, and the ambition to maintain and improve living and working standards in Europe is shared by the EU, its Member States and social partners. Several initiatives have been taken or proposed by the EU and the Member States in the context of the European Pillar of Social Rights, the EU Council’s strategic agenda for 2019–2024 and the European Commission’s political guidelines 2019–2024. Furthermore, the social partners, at different levels, accompany the process of transformation and through social dialogue are well placed to design balanced measures and solutions that contribute to economic and social progress.
- The European Council has maintained its Strategic Agenda for 2019–2024 adopted on 20 June 2019 that lays out four key priorities: protecting citizens and freedoms; developing a strong and vibrant economic base; building a climate-neutral, green, fair and social Europe; and promoting European interests and values on the global stage. Aligned with the European Council’s strategic agenda, on 16 July 2019 Ursula von der Leyen, when presenting her candidature for President of the European Commission, outlined to the European Parliament the political guidelines for the European Commission 2019–2024 under six headlines: a European Green Deal; an economy that works for people; a Europe fit for the digital age; protecting our European way of life; a stronger Europe in the world; and a new push for European democracy.
- In May 2021, the Council and the Parliament reached provisional agreement on the European Climate Law, setting into law the objective of a climate-neutral EU by 2050, and a collective, net greenhouse gas emissions reduction target (emissions after deduction of removals) of at least 55% by 2030 compared to 1990. In July 2021, the Commission presented a comprehensive legal package ‘Fit for 55’ to provide the instruments to support the implementation of the climate law objective, including the Social Climate Fund. In December 2021, the Commission will propose a Council Recommendation on how to address the social and labour aspects of the climate

transition. Regarding the digital strategy, the Commission proposed [a 2030 Digital Compass: the European way for the digital decade](#) in March 2021, laying out key targets to be reached by the end of the decade. Among these are: that 80% of adults will have at least basic digital skills, 20 million ICT experts will be employed and public services will be digitalised. In 2022, the Commission will propose a Council recommendation on improving the provision of digital skills.

- Another major event that will set the scene for future years was launched on 9 May 2021 in Strasbourg. The Conference on the Future of Europe involves all the EU institutions and national representatives and lasts a year, until 2022. The final outcome of the Conference will be presented in a report to the Joint Presidency (European Parliament, Council, Commission). The three institutions will examine swiftly how to follow up effectively to this report, each within their own sphere of competences and in accordance with the Treaties.
- Last but not least, the social partners' role in devising solutions which meet the needs of employers and workers is a crucial consideration for the work of Eurofound. The ILO Centenary Declaration of June 2019 proclaimed that 'the experience of the past century has confirmed that the continuous and concerted action of governments and representatives of employers and workers is essential to the achievement of social justice, democracy and the promotion of universal and lasting peace'. In addition, the current turbulent period will mean a continuous contribution from the social partners in negotiating support measures, ensuring safe workplaces and managing the labour market fall-out of the COVID-19 crisis. In line with their 2019–2021 joint work programme, the EU social partners have approved an autonomous framework agreement on digitalisation, as well as organising meetings on labour market and social systems, focusing on skills, active labour market policies and childcare. They will also address psychosocial aspects and risks at work, capacity building for a stronger social dialogue and the circular economy. New activities will be agreed in a subsequent joint work programme.

Institutional context

The European Council adopted the Multiannual Financial Framework (MFF) 2021–2027 on 17 December 2020. The current Commission proposal is to set the general subsidy for Eurofound at €22,051,000 in 2022, frozen in real terms (allowing for compensation of annual inflation) until 2027. Eurofound is actively seeking opportunities to further reduce costs, increase efficiency and achieve stronger synergies. The financial outlook will challenge the ability of Eurofound to fulfil its mandate at the expected standards, particularly as regards data collection and monitoring of trends in living and working conditions. In this context, Eurofound will have to invest in alternative measures to achieve its tasks, such as selecting a limited number of priorities and looking for collaboration and partnerships, primarily with other EU agencies and institutions.

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

II. Multiannual and 2022 work programme

Introduction

Eurofound's priorities for 2021–2024 are shaped by the key challenges for social cohesion and just transitions in a changing environment in the aftermath of the COVID-19 crisis as outlined in the previous chapter. The Agency focuses on issues where it can draw on its core expertise in the areas of working conditions, industrial relations, employment, and living conditions to support its stakeholders, by providing evidence that can assist their policy action.

The Programming document 2021–2024 has six strategic areas that will be implemented through the following operational activities:

The first four are those as mandated in the Founding Regulation of the Agency.⁷

1. **Working conditions and sustainable work:** providing comparative data and analysis that can be used to improve job quality and promote sustainability of work over the life course in a labour market characterised by transformative changes. The data and analysis will inform policymakers on developments and highlight opportunities and challenges.
2. **Industrial relations and social dialogue:** functioning as a centre of expertise for monitoring and analysing developments in industrial relations and social dialogue, and promoting dialogue between management and labour. The activity responds to the need to support social dialogue and provide comparative data on national institutional settings and developments, as well as European social partner actions, thereby reflecting the importance of social dialogue in responding to the policy priorities, and contextual challenges and opportunities highlighted in the previous chapter.
3. **Employment and labour markets:** providing knowledge to identify changes in the labour market and inform employment policies to improve its functioning and inclusiveness in a rapidly changing labour market.
4. **Living conditions and quality of life:** mapping and analysing key elements for the improvement of living conditions of people, including information on their perceptions of quality of life and society. The activity will provide evidence and research-based conclusions for understanding the challenges faced by the population, in particular in relation to the 20 principles of the European Pillar of Social Rights and the twin green and digital transition.

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

5. **Anticipating and managing the impact of change:** providing evidence on structural changes, driven largely by digitalisation and climate change, but also by the COVID-19 crisis that can be of use in ensuring just transitions which promote employment, good working conditions, social protection and workers' rights, while also improving labour productivity, competitiveness and prosperity as set out in the European policy agenda.

⁷ Article 1(2): 'The objectives of the Agency shall be to increase and disseminate knowledge to assist the Commission, other EU institutions and bodies, Member States and social partners in shaping and implementing policies aimed at the improvement of living and working conditions, in supporting employment policies and in promoting the dialogue between management and labour.'

6. **Promoting social cohesion and convergence:** contributing to the policy debate on fairness and informing policies aimed at improving social cohesion and promoting convergence toward better living and working standards in the EU. The activity will provide both qualitative and quantitative evidence linked to the European Pillar of Social Rights, and ensuing actions.



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

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

Finally, two horizontal activities complement this programming document:

9. **Corporate communication**
10. **Management and development**

1. Multiannual objectives

Eurofound’s strategic objective for the programming period 2021–2024:

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 contribution in each of the strategic areas aims to inform policymakers to:

- improve job quality and promote sustainability of work over the life course (Working conditions and sustainable work)
- promote dialogue between management and labour (Industrial relations and social dialogue)
- improve labour market functioning and inclusiveness (Employment and labour markets)
- improve quality of life and society (Living conditions and quality of life)
- ensuring just transitions that promote employment, good working conditions, social protection and workers’ rights, while also improving labour productivity, competitiveness and prosperity (Anticipating and managing the impact of change)
- improving social cohesion and promoting convergence toward better living and working standards (Promoting social cohesion and convergence)

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

Performance monitoring

Eurofound is using various instruments to monitor, analyse and report on its performance towards achieving the expected results.⁸

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

Regular stakeholder feedback and evaluations, including external evaluations the European Commission will carry out, deepen the understanding of the extent to which the quality and relevance of Eurofound’s work and expertise is used and valued by its stakeholders. (See also *Annex IX: Evaluations*).

Key performance indicators

Result indicators

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

- uptake of Eurofound’s expertise in European level-policy documents
- Eurofound’s engagement with stakeholders in meetings and events
- uptake of Eurofound knowledge through the media

⁸ Its selection of KPIs and monitoring tools is also used for the performance of the Executive Director as per Commission Staff working document (2015).

- uptake of and engagement with Eurofound’s knowledge through its website and other corporate platforms

Reliability and independence of the knowledge provided:

- recognition of the scientific quality of Eurofound’s research

Input and output indicators

Effective and efficient use of human and financial resources indicated by

- budget implementation
- efficient use of posts available in the establishment plan
- programme delivery

Most of these KPIs are also applied at Activity level as explained in Annex IX: Evaluations.

2. Operational activities

2.1 Activity 1: Working conditions and sustainable work

Multiannual perspective

Overview

In the programming period 2021–2024, the Agency will continue to monitor developments in working conditions. Change over time and progress achieved in the various dimensions of job quality will be assessed, as far as is feasible, and findings for different countries and groups of workers compared. This will include an analysis of the impact of the COVID-19 pandemic on working conditions and job quality, especially in relation to changes in work organisation such as telework, shift work and adapted workplaces. Non-standard forms of employment and the self-employed will be a specific focus. Building on the concept of sustainable work developed by Eurofound, the Agency will also provide evidence of the factors that allow more workers to stay in employment longer, which circumstances need to be improved, and how this can be achieved.

At the beginning of the programming period, Eurofound collected new data through conducting a European Working Conditions Survey (EWCS). As a consequence of the COVID-19 crisis, this data was gathered using computer-assisted telephone interviews (CATI). Despite this change from face-to-face interviews used in the previous waves of the survey, Eurofound will be in a position to present comparative data on the job quality experienced by workers in Europe in 2021 using the established framework of seven dimensions of job quality.⁹ The possibilities for analysing trends over time will be limited given the change of mode in conducting the survey but will be explored.

⁹ The seven dimensions of job quality are physical environment; work intensity; working time quality; social environment; skills and discretion; prospects; and earnings.

Secondary analyses of the 2021 dataset will also be conducted. Further analysis of working conditions may use data from the European Company Survey (ECS) 2019, and a new wave could be foreseen in the future if cooperation with other agencies and organisations can be established.

Analysis of working conditions and job quality will have a specific focus on the longer-term structural impact of the COVID-19 pandemic. This will include exploring whether types of work organisation or work patterns that substantially increased during 2020 – such as telework, adaptation of workplaces, shift work and redeployment, but also attention to health and safety standards at work – have been temporary phenomena limited to the lockdown situations or whether these ‘natural experiments’ result in these structural changes sustainably affecting workers’ well-being. Cooperation will continue with EU-OSHA with regard to occupational health and safety.

Self-employment will be investigated with a focus on the job quality experienced, while issues such as economic dependency and autonomy, representation, and social protection will also be explored. Non-standard forms of employment will be considered in areas where they are growing or raise policy questions. They will also be taken up in Activity 5 (Anticipating and managing the impact of change), when there are new forms of employment, related to the identified drivers of change, that can have significant implications for employment and working conditions and social protection. The question as to whether labour institutions are fit for purpose to ensure employment in a flexible labour market that guarantees good working conditions and protection will be examined.

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

In the context of the longer-term approach to Eurofound surveys, a feasibility study setting out various scenarios future-proofing Eurofound surveys was drafted and discussed in a steering group. On the basis of the study and the discussion, it has been decided that in its 2024 Eurofound will carry out the EWCS and including some questions on working conditions and living conditions relevant to the aftermath of COVID-19. Respondents for this survey are recruited face-to-face. The majority of these respondents will also be interviewed face-to-face, to ensure that the findings of the survey can be compared with previous rounds of the EWCS. To prepare the transition of Eurofound surveys to an on line mode of data administration, a smaller random subsample of respondents would be recruited to complete the interview online. This allows for a comparison of the answers between the two different modes of administration for a selection of questions from the EWCS. It further allows testing the impact of moving to a push-to-web approach on survey efficiency and data quality. As part of this 2024 survey, respondents will be asked to participate in a series of online follow-up questionnaires. These follow-up questionnaires will include questions from the EWCS that were not asked in the initial questionnaire – increasing the selection of variables for which trend breaks can be managed. This element also allows testing the effectiveness of recruiting respondents for follow-up questionnaires, the impact of the initial refusals to participate in such follow-up questionnaires, as well as survey attrition at a later stage on the sample composition.

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

Objectives

This activity will address the challenge of improving job quality and making work sustainable over the life course by providing policymakers with facts and figures on working conditions and evidence on developments in job quality. The focus of the latter will be to identify and analyse pressing issues and specific groups at risk, also in light of the impact of the COVID-19 crisis. Through providing knowledge about policy interventions which have been successful in improving job quality and making work more sustainable, Eurofound will assist policy action.

Expected results

By the end of the programming period, Eurofound will have provided evidence of relevance to a wide range of existing and planned legal instruments, for example, with regard to working time, equal treatment and anti-discrimination. Research related to the COVID-19 impact on working conditions can feed into renewed discussions on, for example, telework regulations (including the ‘right to disconnect’), health and safety at work, design of workplaces and work organisation, and training and skills development options. Cooperation will continue with EU-OSHA with regard to occupational health and safety.

Data points on working conditions as experienced by workers in the EU in 2021 and the analysis of their job quality will allow relevant policymakers and/or evaluators to establish a snapshot of working conditions and job quality in the aftermath of the COVID-19 crisis – against which the impact of regulatory and soft initiatives including those introduced under the European Pillar of Social Rights (for example, the Directive on work–life balance of parents and carers and the Directive on transparent and predictable working conditions) can be assessed and gaps identified.

For many job quality indicators, data will be available on trends over time, though comparability of data collected in 2021 will be limited due to the change of mode in data collection. Nonetheless, this evidence will enable further progress towards the aim to support growth in the creation of quality jobs that can be measured as set out by the Commission’s President. Given the emphasis on the European Gender Equality Strategy and the Commission’s political guidelines, the analysis of gender differences in job quality will be of interest, particularly in view of the impact of the COVID-19 crisis and the implementation of the European Gender Equality Strategy 2020–2025.

Through having provided evidence on the working conditions and job quality of those in non-standard forms of employment, Eurofound will have supported the goal of the European Pillar of Social Rights to prevent employment relationships that lead to precarious working conditions. More particularly, the Agency will have contributed to identifying different forms of self-employment, including those with characteristics that might be considered as bogus self-employment, taking into account diverse national contexts. Evidence provided on the situation of the self-employed will have contributed to establishing a baseline for monitoring and evaluating the implementation of the Council Recommendation on access to social protection for workers and the self-employed.

By providing knowledge about policy interventions that have been successful, Eurofound will have supported mutual learning and peer-review processes among the Member States. For example, knowledge provided on the institutional frameworks and policies that support making work more

sustainable, as evidenced by higher employment rates for older workers, will inform the European Semester process and the drafting of country-specific recommendations (CSRs).

2022 Work programme: Activity 1 – Working conditions and sustainable work

Overview

Data collection for the 7th EWCS had to be halted in March 2020 because of the COVID-19 pandemic. In 2021, Eurofound conducted a European Working Conditions Survey using computer assisted telephone interviews (CATI) and a shortened and adapted version of the questionnaire developed for the 7th EWCS. The 2021 survey covered all EU Member States, the UK and selected other European countries. In 2022, an overview report will be drafted based on the analysis of the data set of the 2021 survey. The report will explore the multiple dimensions of job quality and compare the situation in the Member States, for different sectors, occupations, age groups and by gender. It will provide a snapshot of working conditions in a world of work characterised by the experience of a severe, worldwide health crisis and its economic impact. The relationship between job quality and quality of working life for workers belonging to different socio-demographic groups will be explored. The emphasis will be on analysing the combination of job risks and job resources that workers in different work and employment situations are exposed to and how this relates to levels of engagement and work–life outcomes, such as work–life balance and health and well-being.

Combined with the 2021 fieldwork, respondents of the 7th wave of the EWCS, who were interviewed in February/March 2020 and agreed to be re-contacted, will have been interviewed using a somewhat adapted version of the CATI questionnaire. Analysing the replies in 2021, and linking them to those given by the same respondent a year earlier before the outbreak of the crisis, will allow insights into the changes that COVID-19 has brought about. Keeping in mind methodological challenges, exploratory research will be conducted in 2022 investigating the changes in working conditions, job quality and work outcomes experienced by workers interviewed in February/March 2020 and spring 2021 and how these changes differed across different groups of workers, including those coming to the fore during lockdown, such as teleworkers, essential workers and workers working reduced hours. In a further step, a small sample of workers who participated in the 2020 and the 2021 survey will be contacted once again for in-depth, qualitative interviews. These case study interviews will give insights into how workers interpret changes in their job quality and working conditions and which arrangements they would like to keep in the future, also taking into account the twin transition (to a climate-neutral and digital economy).

The impact of the COVID-19 crisis on working conditions will also be examined in a project focusing on telework arrangements which started in 2021. The project will provide an overview of the scale of teleworking before and during the crisis and give an indication of ‘teleworkability’ across sectors and occupations. Both aspects, the way businesses introduced and supported teleworking and the experience of workers working from home in times of crisis, are of interest. Data from the ECS follow-up online questionnaire, complemented by in-depth interviews, and the different waves of Eurofound’s *Living and working during COVID-19* online survey will be analysed, as well as data from the EWCS extraordinary edition 2021.¹⁰ This will gather information on telework practices in response to and during national lockdown measures and on some of the repercussions for job quality: for example, working time quality, workers’ health and well-being and work–life balance or, for management, work organisation and supervision. The analysis will build on previous Eurofound research on remote work and

¹⁰ This is a working title; a more descriptive title making clear it is not the standard EWCS will be developed before the launch of the dataset.

aims to establish the implications of the experience with teleworking during the crisis for future remote work arrangements. It will be complemented by a mapping of developments in the Member States, based on input from the Network of Eurofound Correspondents, including a review of stakeholders' positions framing new (self) regulatory approaches and changes in regulation related to teleworking through legislation and collective agreements. The implications of widespread telework on commuting and associated carbon emissions will also be examined – linked to Activity 5 and the foreseen cooperation with the European Environment Agency (EEA) – as well as the implications of an increasing telework trend on wage and income distribution.

Related to telework, Eurofound's 2021 research on how the 'right to disconnect' is implemented at company level will be complemented by an additional module focusing on quantitative data, which demonstrates the impact of R2D policies at company level on worker well-being and work-life balance.

Further analysis of the dataset resulting from the EWCS extraordinary edition 2021 will start in 2022. There will be a research strand exploring non-standard forms of employment, and priority will also be given to analysing the working conditions of different types of self-employed. Building on previous research, Eurofound will analyse different types of self-employment and compare job quality and work outcomes for different categories. Given that it will not be possible to base an analysis of trends over time in self-employment on EWCS data, other data sources, including the EU Labour Force Survey and national working conditions surveys, will be used. Eurofound will also map policies in the Member States addressing the challenges associated with specific types of self-employment. This will include, where possible, an assessment of existing evaluations of these policies: for example, the regulation of dependent self-employment; combatting forms of bogus self-employment; improving social protection for the self-employed or ensuring representation for the self-employed. Issues related to self-employment in the context of platform work will be examined in Activity 5.

The increase in emotional demands and psychosocial risks observed in previous waves of the EWCS is a pressing issue in the debate on job quality. Some of the working conditions associated with these risks, such as excessive workload, working in isolation and the lack of support from managers and colleagues, have been highlighted during the COVID-19 pandemic. They are the downsides of the increase in remote working, which has otherwise helped to safeguard jobs during the crisis and allowed workers to combine work and non-work responsibilities. Eurofound will use data from the EWCS extraordinary edition 2021 to examine the incidence of psychosocial risks, identify sectors and occupations particularly affected, analyse links to specific working conditions, and identify work resources that can help to protect workers. For the analysis of the impact of the COVID-19 crisis, data from Eurofound's Living, working and COVID-19 online survey and the follow-up interviews with 7th EWCS respondents will be used. The analysis of survey data will be complemented by a mapping of regulations, policies and social partner agreements in the Member States to tackle exposure to psychosocial risks, including initiatives resulting from the joint discussions of the European social partners. Research will build on the findings of EU-OSHA and cooperation with EU OSHA will be explored.

Research examining the job quality and work outcomes of those identified as 'essential workers' during the pandemic will start in 2022 and results presented in a policy brief in 2023. The sectors and occupations of those who 'kept society going' are diverse. Research will provide facts and figures on the job quality and working life challenges based on data from the EWCS extraordinary edition 2021. To help define what constitutes 'essential work' a mapping of

categorisations used in the Member States and at EU level, including social partner definitions, during the pandemic will have preceded this research. Eurofound, using its Network of Correspondents, will also map policy responses that address the acknowledged challenges for these workers and examine if increased appreciation of the societal value of their work has led to improved working conditions and a lasting and more tangible recognition of their contribution.

Projects and outputs

Project description	Outputs	Year
EWCS-CATI 2021 Overview report (continuation of 2021 project)	Report	2022
Analysis of data collected in 2021 through re-contacting respondents of the 2020 7th EWCS pre-COVID (continuation of 2020 project)	Working paper	2023
Telework in the EU – regulatory frameworks and prevalence (continuation of 2021 project)	Report	2022
Right to disconnect – company practices (continuation 2021 project: additional module ‘Quantitative data on the impact of R2D policies at company level’)	Policy brief	2022
The working life of essential workers in the EU (new)	Policy brief	2023
Analysis of self-employment based on EWCS data and policies addressing the challenges associated with specific types of self-employment, including an assessment of existing evaluations of these policies (new)	Report	2023
Psychosocial risks – trends and policies addressing the risks (new)	Report	2023

Resources

EUR 316,000 and 6.0 FTE (*provisional data*)

2.2 Activity 2: Industrial relations and social dialogue

Multiannual perspective

Overview

Eurofound will continue to support the dialogue between management and labour and will analyse developments in industrial relations systems and social dialogue. This comparative analysis of policies, institutional frameworks and practices will contribute also to the research in both Activities

5 and 6. This activity will build on Eurofound’s established expertise on industrial relations, and will draw on the knowledge of the Network of Eurofound Correspondents at national level.

A first strand of work concerns the actors and processes of industrial relations, and the framework in which the employment relationship is shaped (by law and collective agreements). In this context, comparative information will be provided on national systems of industrial relations, including national social dialogue and collective bargaining processes and outcomes.

The framework of key dimensions of industrial relations and the dashboard of indicators established by the Agency will be updated during the programming period. Regular and timely updating of national industrial relations developments will be provided by the Network of Eurofound Correspondents, including updates to the EU PolicyWatch database created in 2020, which contains policy initiatives by governments, social partners and other actors to mitigate the social and economic fallout of the crisis. Measures to support economic recovery will be an important focus.

Reporting will also include the functioning of tripartite social dialogue and involvement of social partners in policymaking at national level, notably the recovery and resilience plans. Data on wage and working time setting, including for minimum wages, will be reported regularly and findings will also be published on working time developments.¹¹ At two-yearly intervals, the national profiles of working life, which include structural information on industrial relations systems and other dimensions of working life, will be updated. Data and findings on labour disputes, generated through the feasibility study and pilot project on an industrial action monitor conducted during the previous programming period, were presented in a final overview report.

A second strand of work concerns support for social dialogue. At EU level, Eurofound will continue to support the development of social dialogue through its studies on the representativeness of social partner organisations. The studies provide the empirical basis for the Commission to take decisions on the participation of European organisations of management and labour in social dialogue committees and to consult under Article 154 TFEU, as well as to assess their representativeness in the context of their dialogue leading to Council decisions under Article 155 TFEU. Building on previous work, Eurofound can make available its expertise to support capacity-building activities for effective social dialogue, the EU social dialogue committee and debates of the EU-level social partners in the framework of their work programme. Building on the recommendations made in Eurofound’s report *Capacity-building for effective social dialogue (2020)*, Eurofound will explore together with the social partners the development of further activities in this area, as well as looking at options for organisational support.

Activity 5 (Anticipating and managing the impact of change) will consider the role of social dialogue in the context of restructuring, climate change and digitalisation. Social partners, particularly at company level, play a key role in the anticipation and management of change, for example, in the adaptation of the workplace and job content, and when more significant restructuring is required. Similarly, Activity 6 (Promoting social cohesion and convergence) will consider the role of social dialogue in contributing to some social outcomes.

¹¹ Further analysis of wages and working time developments will be conducted in Activity 6, Promoting social cohesion and convergence.

Objectives

Eurofound’s objectives in this area are to support the EU institutions, Member States and social partners in promoting social dialogue, and to monitor and analyse developments in industrial relations systems and the social dialogue at national and European levels. Eurofound will contribute regular, timely and authoritative information on a comparative basis on the main developments affecting the actors, processes and key outcomes of industrial relations, and make available data and expertise to support social dialogue.

Expected results

Through the provision of reliable and timely information on trends and developments in national industrial relations systems and working life outcomes (including a report on labour disputes and industrial action), Eurofound will support the European institutions, national public authorities and social partners at various levels in their work of policy formation, social dialogue, collective bargaining and the regulation of employment relations. Eurofound’s input will pay particular attention to the steps taken in response to the COVID-19 emergency, the Recovery and Resilience Facility and the twin transition.

Eurofound will analyse developments with a view to identifying ways to strengthen collective bargaining at national level and to support the social partners and European institutions in fostering social dialogue more widely.

In particular, findings will contribute to the functioning of European social dialogue, for example, facilitating decisions on representativeness for the consultation and negotiation, as well as the functioning of committees, and the implementation of Principle 8 of the European Pillar of Social Rights (‘Social dialogue and involvement of workers’). The findings will also contribute to the legislative process and policy coordination through the European Semester, thus providing valuable input on a range of policy-relevant themes as required by policymakers and industrial relations actors.

Specific findings will seek to contribute to the discussion on minimum wages, to initiatives promoting fair, decent and transparent wages (in line with Principle 6 of the European Pillar of Social Rights and the priority of gender pay equality), and to monitoring the Working Time Directive.

2022 Work programme: Activity 2 – Industrial relations and social dialogue

Overview

In 2022, Eurofound will continue to report on trends and developments in national industrial relations systems, including social dialogue, and working life outcomes. This will take account of the drivers of change analysed in Activity 5 (Anticipating and managing the impact of change), how they affect industrial relations, including through the emergence of new actors, and how industrial relations shapes the processes and impact of change. Specific topics will be selected for comparative reporting in the light of the policy debate, and where relevant the results of monitoring these developments will be analysed in other Activities. This work will draw extensively on the work of the Network of Eurofound Correspondents.¹²

¹² The contracts of the network will be renewed from March 2022, on the basis of procurement in 2021.

Eurofound will continue to monitor developments in and compare dimensions of national (tripartite or institutional) social dialogue and the involvement of social partners in policymaking. Where relevant, information will be gathered from tripartite institutions. This work will be placed in the context of the Employment Guidelines and the European Semester and the Recovery and Resilience Facility. In 2022, findings with a focus on measures to promote recovery, following the health and social crisis, will be published, and the new cycle of work will focus on the Action Plan for the European Pillar of Social Rights.

Regular monitoring of industrial relations systems will be maintained, including through regular updating of Eurofound’s database of policy initiatives, which will also incorporate legacy content from the ERM support instruments database (now discontinued). This aims to capture a broad spectrum of initiatives to support research across Eurofound and will have a focus on social partner involvement. Comparative information will be published on developments affecting minimum wages (uprating of the levels and changes in the systems for setting them), in the context of the European policy debate. Findings will be published on collective bargaining following the health, social and economic crisis, and research to explore developments in greater depth will begin in selected sectors. The database on wage-setting, working time and dispute resolution will be updated. Eurofound will review and update the dashboard of indicators developed to illustrate the ‘key dimensions of industrial relations’, taking account of expert comment and data availability. Analysis of the data will be published in 2023.

Eurofound will support the European social dialogue by conducting a series of studies on the representativeness of social partner organisations in specified sectors. Six studies will be published (one consisting of a set of European social partner fiches), and preparations begin for others, in sectors selected in consultation with the European Commission. The studies provide the empirical basis for the Commission to take decisions on the European organisations of management and labour to consult under Article 154 of the Treaty, and to assess their representativeness in the context of their dialogue leading to Council decisions under Article 155. Eurofound will complement information on representativeness in the sectors concerned with sector-specific information relevant to work in the transversal Activities 5 and 6.

Eurofound will build on earlier work, including analysis of measures to support collective bargaining, according to national laws and practices, and organise a tripartite ‘summer forum’ (residential or online) on capacity-building aimed at early-to-mid-career professionals. This tool to promote mutual learning will discuss key elements of social dialogue, focusing on the capacity to deliver outcomes. It will draw on Eurofound research and data to strengthen awareness of the complexity and importance of social dialogue and industrial relations, both at EU and national level.

Projects and outputs

Project description	Outputs	Year
Monitoring policy developments and social partner involvement	<ul style="list-style-type: none"> Quarterly updates to online database 	2022
Representativeness studies (ongoing)	<ul style="list-style-type: none"> 6 reports 	2022
Tripartite social dialogue and policy formation (continuation/ongoing)	<ul style="list-style-type: none"> Report (social partners’ involvement in measures to promote recovery, post health and social crisis) Report (Action Plan for EPSR) 	2022 2023

Capacity-building for effective social dialogue (continuation)	<ul style="list-style-type: none"> • Tripartite summer forum (residential or online) • Web resource 	2022
National reporting on industrial relations and social dialogue (ongoing)	<ul style="list-style-type: none"> • 28 working papers • Ad hoc articles 	Annual 2023
Working life profiles and database on wages, working-time and collective disputes (ongoing)	<ul style="list-style-type: none"> • Updated working life country profiles • Updated database (wages, working time and disputes) 	2023 2022
Minimum wages – annual review (ongoing)	<ul style="list-style-type: none"> • Report and online presentation of data 	Annual
Developments in working-time 2021–22 (ongoing)	<ul style="list-style-type: none"> • Report 	2023
Developments in collective bargaining following the health, social and economic crisis. (continuation/ongoing)	<ul style="list-style-type: none"> • Report 	2022
Developments in sectors	<ul style="list-style-type: none"> • Policy brief 	2023
Topical updates (ongoing)	<ul style="list-style-type: none"> • Reports or articles 	2022
Measuring key dimensions of industrial relations (ongoing)	<ul style="list-style-type: none"> • Report • Updated database 	2023
Resources EUR 1,205,000 and 7.5 FTE (<i>provisional data</i>)		

2.3 Activity 3: Employment and labour markets

Multiannual perspective

Overview

Following an overall improvement in the employment situation in the aftermath of the Great Recession, the European labour markets were again faced with significant challenges when the COVID-19 pandemic was unleashed on the world in early 2020. Higher levels of unemployment are expected in some countries, regions, sectors and occupations, with the most precarious and vulnerable workers likely to be affected the most and longest in some cases. Eurofound will fulfil its function to provide knowledge that can inform policy to help mitigate the consequences of the pandemic for work and employment and ensure the functioning and inclusiveness of the labour market in the face of the twin green and digital transition. Eurofound will collect data, analyse trends in employment and labour market developments and provide the Commission and other EU institutions, Member States and social partners with support to devise employment policies. This will be achieved by continuing Eurofound’s role in the monitoring of trends on the labour market, the impacts of these trends for different groups and the lessons which can be drawn for policymakers.

A first research strand in this activity will focus on the change in the structure of the labour market, including the impact of the COVID-19 pandemic. It will identify growing and declining sectors, occupations and qualifications, based on ongoing updates and analyses of Eurofound’s established

monitoring instruments, the European Jobs Monitor (EJM) and the European Restructuring Monitor (ERM), as well as Eurostat data. The EJM will continue to map job growth and decline across occupations and sectors and to identify shifts in the tasks profiles and some aspects of the quality of jobs, including educational attainment. Some focus will be placed on jobs employing a large number of workers or those growing or declining fastest. The cooperation with the European Commission's JRC in this area is expected to continue. Work on restructuring could carry on with the ERM examination of large-scale events and legislative measures. This could be supplemented by more in-depth qualitative research on company practices at restructuring (including the role of social dialogue). Regional perspectives could also be considered. Research on restructuring will continue to contribute to activities of the European Globalisation Adjustment Fund for displaced workers (EGF) as well as the European Social Fund Plus (ESF+). The results of the two instruments will be presented in an integrated way to provide an overview of structural changes on labour markets.

Analysis of restructuring would also feed into Activity 5 (Anticipating and managing the impact of change) as regards some types of restructuring (for example, linked to climate change/the transition to a carbon-neutral economy, digitalisation, offshoring or reshoring) that would be further researched in that area.

A second research focus will be on labour shortages and underutilised potentials. Based on research conducted in the 2017–2020 work programme, analysis will mainly explore policy interventions and company practices. Eurofound will analyse various types of labour market and social policy measures as regards their effectiveness, with a specific focus on measures to tackle the functioning of certain sectors traditionally subject to labour shortages which were accentuated during the COVID-19 crisis.

Respective approaches can target the supply as well as the demand for labour and refer to fostering activation/active inclusion and management of workplace diversity, focusing on unused or underutilised human resources and talent (for example, in terms of geographic or occupational mobility; skills mismatches and working time, including 'labour market slack'; or oriented towards specific target groups underrepresented in the labour market, such as people with disabilities, women and young people). The related work of the Commission and implementation of EU funds such as the ESF+, OECD and other organisations will be considered. Cooperation with Cedefop and the European Labour Authority (ELA) will be explored as regards skills and labour mobility in the context of employment policies to tackle labour shortages. More generally, the use of other resources (for example, the European Vacancy Monitor) and exchange with other European actors working on the issue of labour shortages and underutilised potentials could be explored (for example, the European network of Public Employment Services).

This activity will also feed into the preparation of the new round of the ECS, foreseen for the next multiannual programme.

Objectives

Eurofound will monitor and analyse how the labour market structure is changing, including as a result of the COVID-19 crisis, in terms of net job creation and job loss by sector and occupation, as well as key characteristics of the job structure (for example, employment polarisation and changing task composition in jobs). Furthermore, Eurofound will provide up-to-date information on restructuring, in terms of its employment effects, as well as on policies and legislation. Finally, this

research activity will address the key challenge of labour shortages in certain sectors and occupations by exploring the effectiveness of relevant policy responses.

Expected results

Analysis of labour market structural change and shifts in supply and demand will allow stakeholders to go beyond standard statistical data to better understand recent trends and developments and identify related opportunities and challenges. This can contribute to the EU objective of quality jobs in regions, as well as to the development of the forthcoming comprehensive and coordinated industrial policy. In addition to generally monitoring large-scale restructuring in a period of substantial economic and labour market shock as result of the COVID-19 crisis, the ERM can be a knowledge base for activities of the EGF, the Just Transition Fund and the ESF+, particularly in light of the broadened scope of the EGF post-2020 to cover all large-scale restructurings.

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

2022 Work programme: Activity 3 – Employment and labour markets

Overview

The reporting on structural change in the labour market, including an analysis of patterns related to the three main labour statuses, workers' demographic characteristics, sector and occupation and a focus on the medium-term impact of COVID-19, will be based on EJM, ERM and Eurostat data. These have been utilised by the Commission in their monitoring of employment and restructuring. To maintain these data and information sources, the EJM database as well as the ERM events database will be updated with fresh data in 2022. These databases form the basis for analysis on the impact of structural change and restructuring for work, employment and labour market institutions conducted as part of Activity 5. This refers to exploring restructuring in the financial sector due to digitalisation and other developments (for example, legal framework conditions) as well as to research on employment shifts related to the transition to a carbon-neutral economy and their effect on overall job quality. More generally, the ERM events database has been adapted to allow for specific information provision related to COVID-19, digitalisation and the transition to a carbon-neutral economy. This information will be complemented with the measures collected in the EU PolicyWatch database.

The 2021 project on assessing the effectiveness of specific types of policy measures to address labour shortages will continue. Some focus will be placed, as far as possible, on interventions tackling shortages that are emerging or increasing in specific sectors or occupations due to COVID-19 and its aftermath, and more structurally to foster the activation of groups currently underrepresented on the labour market such as young people, women, people with disabilities, and

<p>migrants, taking advantage of synergies created with research in Activity 6. Emphasis will also be placed on instruments supporting the effective use of talents and skills at the workplace (including through continuous training) and managing workplace diversity. Cooperation with Cedefop, as regards skills strategies, and the European Labour Authority, as regards mobility, will be explored and existing research carried out by the European Commission will be taken into account.</p>		
<p>Projects and outputs</p>		
Project description	Outputs	Year
Reporting on structural change on the labour market (including the medium-term impact of the COVID-19 crisis)	Report	2022
EJM database ongoing update (ongoing)	Updated database	2022
ERM events database update (ongoing)	Updated database Blog articles	2022
Policy interventions to tackle labour shortages: review of policy evaluations (continuation of 2021 project)	Report	2022
<p>Resources EUR 136,500 and 2.5 FTE (<i>provisional data</i>)</p>		

2.4 Activity 4: Living conditions and quality of life

Multiannual perspective

Overview

The health and economic outfall from the COVID-19 pandemic has deeply affected the lives of people living in Europe. For this reason, the study of living conditions and quality of life has acquired even more importance, and Eurofound will continue to monitor trends in this area in light of this new challenge.

As mentioned in the sections on Activities 1 and 7 in relation to the discussion on the longer-term approach to Eurofound surveys, in 2024 Eurofound will carry out the EWCS which will include some questions on working conditions and living conditions relevant to the aftermath of COVID-19. Respondents for this survey are recruited face-to-face. The majority of these respondents will also be interviewed face-to-face, to ensure that the findings of the survey can be compared with previous rounds of the EWCS. To prepare for the transition of Eurofound surveys to an online mode of data administration, a smaller random subsample of respondents would be recruited to complete the interview online. This will allow for a comparison of the answers between the two different modes of administration in the case of a selection of questions from the EWCS. It will further allow the impact of moving to a push-to-web approach on survey efficiency and data quality to be tested. As part of this 2024 survey, respondents will be asked to participate in a series of online follow-up questionnaires. These follow-up questionnaires will include questions from the EWCS that were not asked in the initial questionnaire – increasing the selection of variables for which trend breaks can

be managed. This element also allows for the testing of the effectiveness of recruiting respondents for follow-up questionnaires and the impact of the initial refusals to participate in such follow-up questionnaires, as well as survey attrition at a later stage on the sample composition.

The European Quality of Life Survey (EQLS) should be fielded in 2026–2027 using lessons learnt from the 2024 test survey.

With European societies still enveloped in uncertainty due to the COVID-19 pandemic, Eurofound will investigate the impact of the crisis on the living conditions of Europeans in different life stages and the role played by various initiatives implemented to alleviate the social hardship of various groups of citizens.

Furthermore, to respond to key demographic changes in European societies, Eurofound will focus on the implications of demographic ageing. This involves capturing and assessing the quality of life of older citizens, including older workers and pensioners, and the analysis of income security and role of public services in facilitating independent ageing. Eurofound's research perspective will address the preferences and opportunities of citizens to participate in society and employment, as well as to contribute to the development of services that enable older people to do so. The new demography also has implications for the younger generation and for women. This will be explored through research on young people and their social inclusion as well as their social mobility, including the transmission of advantages and disadvantages between generations. Building on previous research findings, Eurofound will investigate the differentiated impact of the crisis on men and women across several dimensions.

Many responses to the challenges and opportunities for the improvement of living conditions are designed, delivered or facilitated by institutions and public services that played a major role, while facing important challenges, during the COVID-19 crisis. The quality and fairness (access and affordability) of these services, with a potential focus on social, care and health services, will be investigated based on available results of the proposed new Eurofound survey and other data sources, such as the European Union Statistics on Income and Living Conditions (EU-SILC) and the Fundamental Rights Survey. Eurofound will inform policymakers by producing evidence on trends and drivers in this field in relation to the implementation of services included in Chapter III of the European Pillar of Social Rights ('Social protection and inclusion'). Research on quality of society will also contribute to Activity 6 (Promoting social cohesion and convergence) on issues such as trust, social tensions and quality of public services, as has been previously explored in the EQLS.

Objectives

The objectives of this activity are to monitor the impact of the COVID-19 pandemic and subsequent recovery in Europe and to provide information on status, trends and risks, as well as to explore ways to improve living conditions in the European Union. The research will look broadly at the quality of society and at communities at local or regional level, underlining the role of social protection for all citizens, with a special focus on the most vulnerable.

Another objective is to inform policy debates on ageing and measures to improve the social situation of older citizens, on support for independent living, and on developing quality services to complement informal care throughout the life course. Furthermore, the research will provide up-to-

date information on the social situation of young people, men and women in order to support policy measures promoting their inclusion.

Expected results

The results of the research will shed light on the impact of the health and economic fallout from the COVID-19 crisis on living conditions and will contribute to initiatives and assessments of the implementation of the European Pillar of Social Rights and sustaining the European social model, with particular attention paid to the regional dimension. Specific findings regarding groups affected by demographic change, care responsibilities, developments in work–life balance, as well as regarding access to quality public services, could feed into the debate on the Youth Guarantee and be used in the European Semester for social policy-related CSRs, especially in relation to care. This research can support discussions around initiatives such as the Child Guarantee, while the findings on gender equality will contribute to the Gender Equality Strategy 2020–2025. Results from the research on care services can contribute to the long-term care initiative, European Semester discussions related to social spending and social services, as well as to the monitoring and evaluation of the implementation of the Cohesion Fund and ESF+. The results could inform the annual reports of the Employment and Social Protection Committee and the European Commission’s reports on *Employment and social developments in Europe*.

2022 Work programme: Activity 4 – Living conditions and quality of life

Overview

In 2022, Eurofound will finalise its projects on the impact of COVID-19 on older people and on men and women. Work on the gender divide will be coordinated with EIGE. Furthermore, the investigation of the adaptation of public services in service delivery during the pandemic will be brought to completion.

Building on previous work, Eurofound will investigate the intergenerational dynamics over time. Worrying intergenerational divides already appeared in many Member States during the 2008 double dip financial crisis. While some effects of the economic and social fallout following the COVID-19 pandemic are universal, early data hints at disparities in the effects that have been seen across different demographic cohorts. Using Eurofound and Eurostat data, the analysis will examine the intergenerational perspective, focusing on how the pandemic may have affected differently the health situation, labour market participation, quality of life and financial needs of different age groups, both in the short term and over a longer horizon. The work will be complemented by an analysis of policy measures put in place by the European Union and its Member States to reduce the possibly growing intergenerational fracture and to alleviate the economic and social impact of the crisis among different age groups.

Furthermore, housing has been a key factor throughout the COVID-19 experience. Social distancing and social isolation were important public health measures that depended on people having access to safe and adequate housing, with those with no access to quality housing more at risk of suffering greater deterioration of well-being and living conditions. Affordable and adequate housing has become a huge concern, as the European population with low and lower household income cannot access adequate housing, especially in capital cities. Affordability and cost of housing are dependent on several factors and therefore impact in different ways among the socioeconomic groups of society. Eurofound will investigate the link between income and the burden of housing cost among the different population groups. The social consequences of

housing overburden and the impact of non-adequate housing on living conditions among the different groups of the population will be analysed and discussed using data from Eurofound’s Living, working and COVID-19 e-survey as well as other data sources. Finally, with some people at risk of being unable to meet their housing costs – whether rents or mortgages – and hence at risk of eviction, Eurofound will investigate housing policies at the time of COVID-19, with particular emphasis on moratoriums on rental and mortgage payments and evictions, as well as selected initiatives for the provision of affordable and adequate housing to those groups hardest hit by the burden of housing cost.

Projects and outputs

Project description	Outputs	Year
The impact of COVID-19 on the living conditions of older people and their care needs (continuation of 2021 project)	Report	2022
Investigating the gender divide in the aftermath of COVID-19 (continuation of 2021 project)	Report	2022
Adapting to a new reality: provision and use of public services in COVID-19 times (continuation of 2021 project)	Report	2022
Affordable and adequate homes: the cost of and access to housing in Europe (new)	Report	2023
Intergenerational dynamics across time (new)	Report	2022

Resources

EUR 101,500 and 2.9 FTE (*provisional data*)

2.5 Activity 5: Anticipating and managing the impact of change

Multiannual perspective

Overview

The megatrends mentioned in Chapter 1 are driving a rapid change in the economy, society, and labour market. Digitalisation and the transition to a carbon-neutral economy are currently two of the most relevant drivers, together with the anticipated longer-lasting impact of the COVID-19 crisis. Eurofound will focus on the impact of these drivers, sometimes associated with new business models and a different organisation of work, for employment creation and labour market integration, employment relations and working conditions, together with the implications for labour market institutions – particularly the regulatory framework, social dialogue and social protection. The roles, situations and challenges for specific types of organisations, such as SMEs and the public sector, could be explored.

Eurofound will examine aspects associated with the deployment of digitalisation, not least AI. This could include the use and ownership of private/personal data and, in the area of working conditions, issues such as leadership and HRM practices, remote and flexible working, teamwork, human-machine interaction, working time, control and surveillance. As far as possible, data from the EWCS and ECS could be exploited for this purpose. Cooperation with EU-OSHA and the European Union Agency for Fundamental Rights (FRA) could be considered as regards the implications of

digitalisation for health and safety, particularly psychosocial risks, and the ethics dimension of digitalisation.

The impact of the transition to a carbon-neutral economy, in light of the target of a climate-neutral Europe, including the circular economy and NextGenerationEU is less known. Eurofound will investigate the socioeconomic effects, such as on employment (shifts and transformation of jobs) and working conditions, as well as on society (for example, the distributional impacts of climate change policies). Some of this work can build on the results of the pilot project on the future of manufacturing (FOME) implemented by Eurofound. Cooperation will take place with the European Environmental Agency.

Building on the research of Activity 3 (Employment and labour markets), restructuring in relevant sectors will be identified and analysed. Restructuring specifically linked to digitalisation and the transition to a carbon-neutral economy could be identified with the ERM databases, by adjusting the events database, and complemented with qualitative research. The analysis would also include the specific role of social dialogue and employee representatives in the design and implementation of the change process, for example, social plans, including support for the transitions of workers affected and other measures, such as active labour market policies, collected in the ERM support and legal databases.

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

Future scenarios of potential developments driven by digitalisation or the transition to a carbon-neutral economy will be outlined. This would include a discussion with stakeholders about possible pathways and measures to achieve the desired outcomes.

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

Objectives

Eurofound will explore the impact of digitalisation and the transition to a carbon-neutral economy on employment levels, working conditions (including social protection) and employment relations, and study the role of industrial relations and social dialogue in shaping and implementing such change, as well as the impact on society and citizens. Furthermore, the implications for labour market institutions, particularly social partners and the regulatory framework, as well as for different regions and social groups will be analysed. Existing measures and initiatives to manage change will be mapped and pathways towards a desirable future explored.

Expected results

By delivering on this objective, stakeholders will have the necessary evidence to inform decisions about where and how to intervene in order to manage change, optimise positive impacts and prevent the undesirable consequences of digitalisation and the transition to a carbon-neutral economy on work and employment in a labour market affected by the COVID-19 pandemic. The focus on the impact of these drivers of change on the workplace level will provide insight into how best to support employers and workers to take advantage of the opportunities and mitigate the challenges related to these developments, which figure high on the policy agenda: for example, included in NextGenerationEU, the European Green Deal, the EU Strategic Agenda 2019–2024, or related to the Digital Services Act, the Digital Education Action Plan, and the update of the European Skills Agenda, the EU strategy for data or the EU White Paper on Artificial Intelligence. The research could also feed into the new SME strategy and activities related to help businesses adapt to globalisation, and thereby contribute to the Commission priorities on ‘Europe fit for the digital age’ and an ‘Economy that works for people’.

Research on the twin transition related to digitalisation and climate change could provide relevant information for policymakers seeking solutions to make markets work better for consumers, business, workers and society, for the sustainable development of cities and urban areas, and to support regions to improve their infrastructure and access to services as foreseen in the Commission priorities on ‘Europe fit for the digital age’, the ‘European Green Deal’, ‘Cohesion and reforms’ and ‘Democracy and demography’.

The exploration of the impact on labour market institutions, including regulations and social partners, can contribute to the discussions on whether the traditional frameworks are fit for purpose in a changing world of work.

The examination of the distributional impacts of climate change policies, and of measures to maximise social justice will inform the Just Transition Fund as well as the Social Climate Fund. The monitoring of reforms and newly emerging interventions can foster an exchange of policy approaches and lessons learned, in terms of informing on ‘what works, what does not’.

2022 Work programme: Activity 5 – Anticipating and managing the impact of change

Overview

The projects in this activity will be implemented in close coordination and alignment with projects in other activities, notably activities 1, 2 and 3.

In 2022, Eurofound will continue its research on the impact of digitalisation on working life. The projects started in 2021 on the human and ethical implications of digitalisation at the workplace and the assessment of initiatives addressing issues related to platform work will be finalised. In both cases, if applicable, the impact of COVID-19 will be explored.

The ongoing monitoring of the developments in the platform economy through Eurofound’s web repository will be continued, and the online resource of digitalisation – established in 2021 as the ‘flagship report’ – will be updated with new information stemming from finalised Eurofound

research. For both online resources, there will be a topical monitoring of developments related to the medium-term effects of COVID-19.

New research with a strong focus on the impact of digitalisation at the workplace will be started, following the ‘vectors of change’ as defined by Eurofound in its 2017–2020 work programme. In the field of automation, Eurofound will explore the characteristics and effects of human–machine interaction related to advanced robotics, with a particular focus on work organisation, working conditions and job quality, as well as social dialogue and industrial relations.

Research on the socioeconomic impact of the transition to a carbon-neutral economy, started jointly with the EEA in 2021 will continue. The joint EEA-Eurofound research will investigate environmental and socioeconomic convergence. The project will first analyse convergence in environmental indicators in the EU and then investigate the future impact of the transition to the green economy on socioeconomic inequalities among regions, as well as among various sub-groups of the population. New research on the impact of the transition to a carbon-neutral economy on employment and the resulting consequences for aggregate job quality will be initiated. Building on the ‘energy scenario’ of Eurofound’s earlier pilot project ‘The Future of Manufacturing in Europe’, this will explore potential shifts in the employment structure (i.e. sectors, occupations) and their effects for overall job quality in relation to the Paris Climate Agreement, by drawing on data from the EJM and the EWCS.

From a sectoral perspective, the 2021 analysis of the employment impact of change in financial services will be finalised.

New research, using a foresight methodology to elaborate potential future scenarios related to teleworking and hybrid working, will be started, aimed at deriving policy pointers regarding the required interventions for enhancing potential desirable futures and avoiding unfavourable ones.

Cooperation with other actors conducting research in these fields will be explored, including the JRC and EU-OSHA as regards digitalisation, the EEA as regards the transition to a carbon-neutral economy and the ILO in terms of their planned work on social dialogue in a changing world of work, as well as the work of European think tanks.

Projects and outputs

Project description	Outputs	Year
The impact of new developments in human–machine interaction on work organisation and working conditions (new)	Case studies Report	2023
Human and ethical implications of digitisation at the workplace (continuation of 2021 project)	Case studies Report	2022
Policies for platform work: first lessons learned (continuation)	Report Updated database	2022
Maintenance of the web repository on the platform economy (ongoing)	Updated databases Short analyses (dossiers)	2022
Scenarios on teleworking and hybrid working (new)	Web presentation Short report	2023

Online resource digitalisation (ongoing)	Updated online resource (stemming from the flagship report on digitalisation)	2022
Exploring the socioeconomic impact of the transition to a carbon neutral economy (Joint research with EEA) (continuation of 2021 project)	Report	2023
Impact of the transition to a carbon-neutral economy on employment and its effect on overall job quality (new)	Report	2023
Employment impact of change in the financial services sector (continuation of 2021 project)	Case studies Report	2022
Resources EUR 153,000 and 4.7 FTE (<i>provisional data</i>)		

2.6 Activity 6: Promoting social cohesion and convergence

Multiannual perspective

Overview

Coming in the wake of the improvements in economic growth and labour market participation recorded in recent years, the COVID-19 pandemic and subsequent economic crisis constitute a new, extraordinary challenge for the European Union and its economic and social stability. The very severe financial consequences of the crisis could trigger new fragmentations among Member States' performances, revealing the fragility of the progress in convergence patterns recently achieved. Furthermore, the socioeconomic effects of the crisis could impact on inequalities among citizens, leaving many Europeans with a growing perception of economic and social insecurity and a sense of discontent, expressed at both national and European levels. Promoting upward convergence towards better working and living conditions and strengthening economic and social cohesion are of utmost importance for the EU. With the aim of providing evidence to policymakers on how to mitigate the consequences of the crisis and reduce economic and social fragmentations, Eurofound will continue to study the upward convergence theme of the previous work programme. It will more explicitly focus on the potential rise of new inequalities and how to explain and address the increased challenges to the social cohesion of the EU. In order to monitor the impact of the COVID-19 pandemic as well as the twin transition, Eurofound will continue to report regularly on trends of upward convergence in the socioeconomic dimension, as well as in employment, working and living conditions in Europe at Member State and regional levels. This will be complemented by an investigation into the convergence performance in Europe compared to other developed countries, for example, the United States, which should provide a comparative measure to assess the EU's performance. The convergence web repository will be updated and further developed.

Furthermore, Eurofound will focus on the drivers and implications of economic and social convergence within the EU. The research will highlight the interrelationships between various dimensions of convergence and the factors that drive convergence, such as social investment, mobility and institutional frameworks (for example, regulation, welfare systems, public services and social dialogue, and structural reforms). The effect on economic and social convergence of the

various recovery programmes put in place at European level to respond to the COVID-19 pandemic and subsequent economic crisis will be investigated and a comparison with the 2008 recession will be made. This will provide information to policymakers on the possible means to promote convergence and the effectiveness of these initiatives. Specific focus will be placed on monitoring and explaining convergence in the euro area, not least in terms of the contrasts between different groups of countries and possible emerging asymmetries. Eurofound will also consider how industrial relations processes, in particular collective bargaining, is influencing the convergence of some outcomes.

Another strand of research will focus on social cohesion in the European Union, to inform policymakers on the means to promote policies towards a fairer and more inclusive society. The COVID-19 pandemic may have resulted in an entrenchment of existing inequalities or in the upsurge of new ones, affecting society and its citizens more broadly. Economic, social and health disparities, both in the labour market (such as income and employment security) and in terms of access to and quality of crucial goods and services (such as healthcare, housing, education and social protection) will be examined from a social cohesion perspective. Links with the topic of migration and integration will be also considered. This analysis will be conducted for various groups in society, including the middle classes. Using Eurofound survey data, the issue of future prospects and perceptions of fairness will be taken into account. Furthermore, Eurofound will investigate the expressions of a lack of cohesion, associated not only with the material and economic situation but also in terms of trust in institutions and tensions between groups in society (for example, ethnic and religious groups), as well as citizen participation.

Objectives

The overall objective of this activity is to investigate the link between the development of disparities among Member States and among social groups and developments in social cohesion in Europe. In particular, the activity aims to monitor the key trends and determinants of upward economic and social convergence in Europe, to understand the impact of COVID-19 on upward convergence and identify the key policy drivers for strengthening Member States' resilience and promoting sustainable upward convergence.

This activity also aims to investigate the trends and determinants of social cohesion, with a special emphasis on the impact of rising levels of disparities among social groups as a result of the COVID-19 crisis. The research will look into the main drivers of inequality and key policy levers to support the reduction of multidimensional inequalities and initiatives to promote social cohesion. It will also provide options for policymakers regarding actions to reduce inequalities and strengthen social cohesion in Europe.

Expected results

The evidence produced in this activity will inform policymakers on the latest trends and drivers on convergence, inequalities and social cohesion in Europe, shedding light on the impact of the COVID-19 crisis. Research on convergence relates to the EU objective of sustainable economic and social convergence and will help to identify gaps and overlaps between these two objectives. It will assess the impact of the COVID-19 pandemic and subsequent economic crisis on convergence trends and the effects of the various recovery programmes in reducing any fragmentation resulting from the crisis, including through the rapid restoration of the full functionality of the single market. It will seek

to contribute to the debate about the European Pillar of Social Rights, its implementation and monitoring role (in particular through the European Semester process), as well as about the reform of Economic and Monetary Union.

In addition, the work on cohesion can contribute to understanding the impact of the COVID-19 crisis on inequalities in order to better frame the EU priorities identified by the European Council on strengthening cohesion, reducing inequalities and the role of social protection. Evidence and information emerging from these studies will provide policymakers with options for action in the post-COVID-19 new reality. The research on trust and discontent can contribute to the overall initiatives regarding the Future of Europe debate. For these reasons, the results produced as part of this activity would contribute to the work of the different services of the European Commission and the Employment Committee (EMCO), the Social Protection Committee (SPC), the Economic and Financial Committee (EFC), the Council and the European Parliament, including in relation to the European Semester.

2022 Work programme: Activity 6 – Promoting social cohesion and convergence

Overview

In 2022, Eurofound will complete the work on explaining the geographical divide of convergence and will continue to provide regular updates on upward convergence in the economic and social dimensions of the European Union, as required by the European Pillar of Social Rights and its accompanying Social scoreboard. Particular attention will be placed on capturing the effects of the COVID-19 crisis on convergence and assessing whether protective and recovery measures were effective in preventing divergence at national and, where possible, regional level.

The work on urban–rural polarisation and its implications for cohesion and convergence in Europe will commence in 2022. Urban–rural divide has grown in recent years and the depopulation of certain rural areas towards cities is a challenge in terms of promoting economic development and maintaining social cohesion in the EU. Along this perspective, Eurofound will investigate the trends and drivers of the dynamics of the urban–rural gap in several dimensions: economic and employment opportunities, access to services, living conditions and quality of life, using Eurostat and Eurofound data. The impact of the COVID-19 crisis on the urban–rural gap will be investigated through Eurofound’s Living, working and COVID-19 e-survey. The different speed of convergence in the league of big cities compared to rural areas will be analysed and explained, with a focus on the changes in human capital and demographic structure as well as access to innovation and digitalisation. The quantitative analysis will be then complemented by an investigation into initiatives designed to improve the access to and adequacy of public services in rural areas at risk of depopulation.

Furthermore, the projects on the impact of the pandemic on trust and on social inequalities will be finalised, and Eurofound will start to examine social cohesion and discontent in the European Union. Drawing on social capital literature, an analysis across time of social cohesion trends will be carried out and the impact of material and social discontent on the different components of social cohesion will be investigated and explained. Particular emphasis will be placed on investigating the effects of the COVID-19 crisis on discontent and cohesion, as well as the effects of the support instruments put in place to alleviate the impact of the crisis. The analysis will be

performed across various groups in society and the results compared at Member State level to highlight similarities and differences. Actions and initiatives to promote policies towards a fairer and more inclusive society in the aftermath of COVID-19 will be reviewed and discussed.

Despite many job losses being prevented by the impressive rolling out of short-term working schemes, labour market instabilities have been amplified during the COVID-19 crisis, with large part of the population seeing a reduction in working hours, losing or fearing to lose their jobs. The effects of unstable labour markets are not limited to the potential loss of income or unstable attachment to labour market but can penetrate entire life-worlds of individuals and social groups. This instability may affect well-being and quality of life of individuals, for example, not enabling youth to move towards a stable independent living while leaving older workers with severe concerns over their future and the one of their families. Furthermore, the vulnerable position in the societal topography due to the unstable participation to labour market can harm social cohesion, dismantling trust in institutions and contribute to increasing discontent against the overall society. Against this background, Eurofound will investigate trends, drivers and patterns of labour market fragilities in Europe and its Member States. It will identify the groups of population more affected by an unstable labour market attachment and it will explore the individual, social and societal implications of this instability. An overview of recent policy measures and initiatives to smooth the economic and social impact of labour market instability on workers and citizens in the Member States will be carried out.

Finally, building on preparatory work in 2021, Eurofound will explore the relationship between industrial relations indicators and convergence in working conditions and socioeconomic outcomes. The new data gathered to update the key dimensions of industrial relations will also be used to explore the relationship between industrial relations regimes and cohesion, with a special emphasis on the relationship between participation, trust and attitudes in the workplace and social participation and trust in society.

Projects and outputs

Project description	Outputs	Year
State of Play: Upward Convergence in 2022 (new)	Policy brief Update of the web repository	2022
Rural–urban polarisation (new)	Report	2023
Societal implications of labour market instabilities (new)	Report	2023
IR and convergence (continuation of 2021 project)	Policy brief	2022
Social cohesion and the impact of economic and social discontent (new)	Report	2022
Explaining convergence: the geographical divide and impact of COVID-19 (continuation of 2021 project)	Report	2022
The impact of COVID-19 on multidimensional inequalities (continuation of 2021 project)	Report	2022
Trust and cohesion in the age of COVID-19 (continuation of 2021 project)	Report	2022

Resources

EUR 124,000 and 5.8 FTE (*provisional data*)

2.7 Activity 7: Survey management and development

Multiannual perspective

Overview

Eurofound surveys cover a broad range of policy-relevant areas within Eurofound’s strategic priorities and feed into a substantial part of the multiannual work programme. The Agency has been conducting three Europe-wide surveys over many years (EWCS since 1990, EQLS since 2003 and ECS since 2004).

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

For the period 2021–2024, Eurofound plans to implement the following actions.

It will continue to develop the long-term survey strategy, which includes an examination of the viability of different and more cost-effective data-collection modes, considering both overall survey quality and comparability over time. A further element is to reconsider the way the surveys are managed and includes assessing different options for the way the surveys are organised in terms of contracting and opportunities for further collaboration with other EU agencies, as well as better synergy and options for enlarging sample sizes through more collaboration with Member States. Further developmental work will include the investigation of potential complementary sources of data, such as big data analysis and non-probabilistic, non-random online surveys (building on the experience of the COVID-19 e-survey).

Fielded in 2021, an EWCS via telephone interviewing (EWCS-CATI 2021) replaced the face-to-face EWCS 2020 for which fieldwork had to be stopped because of the COVID-19 pandemic. Due to force majeure, the mode change to CATI was the only possible way of restarting the fieldwork in the foreseeable future for Eurofound, as well as for most other statistical offices in the world. Respondents to the EWCS 2020 who gave permission to be recontacted were followed up.

In the context of the longer-term approach to Eurofound surveys, a feasibility study setting out various scenarios for future-proofing Eurofound surveys was drafted and discussed in a steering group. On the basis of the study and the discussion, it has been decided that in its 2024 EWCS Eurofound will carry out the EWCS including some questions on working conditions and living conditions relevant to the aftermath of COVID-19. Respondents for this survey are recruited face-to-face. The majority of these respondents will also be interviewed face-to-face, to ensure that the findings of the survey can be compared with previous rounds of the EWCS. To prepare the transition of Eurofound surveys to an online mode of data administration, a smaller random subsample of respondents would be recruited to complete the interview online. This allows for a comparison of the answers between the two different modes of administration for a selection of questions from the EWCS. It further allows testing the impact of moving to a push-to-web approach on survey efficiency and data quality. As part of this 2024 survey, respondents will be asked to participate in a

series of online follow-up questionnaires. These follow-up questionnaires will include questions from the EWCS that were not asked in the initial questionnaire – increasing the selection of variables for which trend breaks can be managed. This element also allows testing the effectiveness of recruiting respondents for follow-up questionnaires, the impact of the initial refusals to participate in such follow-up questionnaires, as well as survey attrition at a later stage on the sample composition.

The EQLS should be fielded in 2026–2027 using lessons learnt from the 2024 test survey.

A steering group with Board representatives accompanied the feasibility study and will monitor any potential further development of the future approach to surveys.

A new round of the ECS will take place in the next programming period if appropriate cooperation partners can be found. The 2019 survey covered the areas of work organisation, HR practices, workers' participation, social dialogue, skills strategies and digitalisation at workplace level.

Exploitation of the data of previous surveys, namely the EWCS-CATI 2021, will also continue during the multiannual cycle as indicated in Activity 1.

Activity 7 has three strands of work:

- fielding the surveys: preparation and implementation of fieldwork
- methodological survey development: making the surveys future-proof
- survey management: improving the organisation of the surveys

Objectives

The surveys inform and guide a substantial part of Eurofound's research work. During the previous programming period, the long-term approach to the surveys was reassessed and Eurofound developed a long-term strategy for the future of the surveys, aimed at a better use of resources while keeping abreast of methodological developments.

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

Expected results

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

2022 Work programme: Activity 7 – Survey management and development

Overview

The Agency will continue its work with the Steering Group on the future of the surveys to future-proof the surveys.

In 2022, following the Management Board decision in November 2020, the focus lies on cognitively testing existing EWCS questions redrafted for online interviewing and on starting the survey preparations for the EWCS 24-test survey with the contractor. An external data

quality assessment of the EWCS extraordinary edition 2021 will be organised in 2022. Eurofound will also field the final round of the Living, working and COVID-19 e-survey to measure the societal impact on people’s lives post-pandemic. The Agency will finalise its assessment of the viability of big data as a complementary data source. The review of the survey procurement process that was started in 2021 will be completed. Further work is planned to improve the synergy and collaboration between EU Agencies and to assess collaboration opportunities with Member States, including access to administrative registers. The activity also requires resources to maintain and improve methodological know-how.

Projects and outputs

Project description	Outputs	Year
Developing the design of the chosen scenario for the future (continuation of 2021 project)	Cognitive testing report	2022
Methodological survey development (ongoing)	Discussion note	2022
Survey management (ongoing)	Internal paper	2022
Maintaining and improving methodological know-how (ongoing)	Internal paper	2022
Preparation of the EWCS 2024 – Test survey (new)	Final source questionnaires	2022
EWCS extraordinary edition 2021 and 2020 EWCS follow-up (continuation of 2021 project)	Internal paper	2022
Living, working and COVID-19 e-survey (continuation of 2021 project)	Research report	2022

Resources

EUR 2,103,000 and 3.7 FTE (*provisional data including resources allocated for conducting surveys*)

2.8 Activity 8: Reacting to ad hoc information requests

Multiannual perspective

Overview

To be able to react to changing information needs that could not be foreseen at the time of programme development and to ad hoc requests from policymakers, Eurofound reserves the capacity to provide background papers, customised reports and short studies on request to its stakeholders. The capacity reserved can also be used to research upcoming and unforeseen issues at the initiative of Eurofound. The Executive Board will be fully informed about requests received and the ad hoc research work.

Objectives

To provide relevant knowledge to the Agency’s stakeholders on demand.

Expected results

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

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

2022 Work programme: Activity 8 – Reacting to ad hoc information requests

Outputs

Customised reports of existing findings
Studies in response to stakeholder enquiries
Background papers
Contributions to publications
Reports paid for by stakeholders

Resources

EUR 200,000 and 2.2 FTE (*provisional data*)

3. Horizontal activities

3.1 Activity 9: Communication

Multiannual perspective

Overview

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

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

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

Objectives

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

1. Implement a policy focus (in line with relevant EU top priorities) in all communication outputs, prioritising the production and promotion of policy-relevant products over others and highlighting expertise.
2. Implement a digital-first approach to content production and dissemination, prioritising online and mobile channels over traditional ones.
3. Exploit collaborative partnerships for communication activities with EU institutions (specifically the Commission and Parliament), other EU agencies, social partners, international organisations and other multipliers.
4. Further develop national-level communication (while continuing to prioritise the EU level), integrating a national approach to analysis and data provision, strengthening communication with EU bodies of national representatives (for example, EU committees) and exploring strategic collaboration aimed at tripartite bodies, national governments and social partners and other relevant organisations.

Expected results

Communication activity will ensure policymakers and key stakeholders have timely and easy access to Eurofound’s most relevant information, findings and analysis in a manner and format which allows them to shape better policies for the improvement of social, employment and work-related issues. The Digital First approach will enhance this further. Campaigns targeted at raising awareness of Eurofound findings, its areas of expertise and its new programme of work, will ensure stakeholders know where and how to access the right information in the right way to facilitate their work. The results of this activity specifically – but not exclusively – will be to increase web download numbers and user activity, increase the number of references to Eurofound’s work in EU policy documents, increase the number of Eurofound expert contributions and engagements relevant to key policy debates, increase the take-up of Eurofound’s work by media outlets, augment the number of Eurofound citations in academic journals and amplify uptake in the media. Successful partnerships will also leverage communication and engagement opportunities and increase outreach. Other results will be to raise further awareness about the Agency and its work with new audiences and improve levels of satisfaction of existing groups. This will be reflected in continued positive user feedback, ongoing requests for targeted expertise from policymakers at EU and national levels, wider media reach and impact, higher levels of social media interaction and increased numbers of registered contacts.

2022 Work programme: Activity 9 – Communication and dissemination plan

Overview

In 2022, Eurofound will continue to adapt its communication activities at corporate level to ensure optimal presentation and promotion of the new programme’s priorities and outputs which will become available during this year. The EU policy focus (and in particular relevant EU top priorities such as the social and employment impact of COVID-19, minimum wage, pay transparency, platform work, the Green deal and just transition, the right to disconnect and the Child and Youth Guarantees as well as the follow up of the various aspects of the European Pillar of Social Rights and the Conference on the Future of Europe, among others) will continue to shape the priorities of this year’s communication focus with particular emphasis on upcoming European Commission initiatives. Work will continue to further improve multimedia and multilingual access to key messages and policy issues in these and other areas. Eurofound’s collaboration with the EU Presidencies will continue with input to the French and Czech Presidencies during this year. Plans for the Foundation Forum ‘Towards recovery and resilience’ will step up with a view to the high-level event taking place in a hybrid format in Q1 2022 (4 March 2022).

Implementation of the Agency’s Digital First initiative will continue with several key communication dimensions: further work will be carried out on the upgraded Eurofound data explorer to provide better access to and use of all survey and other data resources and in particular the results from the 2021 EWCS-CATI; web application development will take place to deliver a range of new or adapted resources outlined in the programme of work; prioritising generic solutions over custom development work towards full migration of the website to Drupal will continue; the corporate webinar series will be expanded to adapt to emerging policy priorities; and the new ‘Ask the expert’ initiative will be further developed. The new in-house studio capacity will be exploited to ensure improved access and enhanced cost efficiencies in the delivery of Eurofound expertise to key stakeholders. In this context, the focus on making Eurofound’s experts and expertise more accessible in different audio (podcasts) and video forms across different

channels will continue across a wide range of platforms. Collaboration with key partners among the EU Institutions, social partners, tripartite bodies and governments will continue to be prioritised and formalised for all communication activities, particularly in the area of targeted policy-oriented contributions and joint initiatives as well as social media campaigns. Consolidation of the outreach work to expand the reach to national audiences through the Next Generation Communication project will continue and via a range of new digital and other channels to build on activities and partnerships established during 2021 including adapted cooperation with the network of correspondents as well as other institutional networks which will be continued. The Living and working in Europe yearbook will be produced and published.

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

Projects and outputs

Project description	Outputs	Year
Corporate production and publication	Corporate publications and outputs Corporate web content and applications Data visualisation Library and information services	2022
Corporate campaigns	Engagement with stakeholders through events, meetings, webinars, Foundation Forum, visits and partnerships Email marketing and national-level communication Media relations and outreach, partnerships, and monitoring Social media campaigns, marketing, including channel-specific content (video, photo, audio, motion graphics) and social media advertising, and monitoring Dissemination, electronic and print	2022

Resources

EUR -1,406,000 and 16.3 FTEs (provisional data)

3.2 Activity 10: Management and development

Multiannual perspective

Overview

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

Developing and engaging people and strengthening capabilities to implement a high-performing organisation

- Continuous investment in the training and development of staff in support of the proposed areas of intervention.
- Managing the engagement and commitment of the people to the organisation’s objectives, aimed at increased performance in the organisation and retention of staff through a sense of ownership, responsibility and accountability.

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

- The programming cycle is supported by data and evidence on its achievement according to established evaluation criteria and performance monitoring information with a view to organisational improvement, learning and future sustainability.
- Further strengthening activity-based budgeting and activity-based management in support of the Agency’s outsourcing strategy and of optimising the allocation of internal resources.
- Efficient and effective working methods and delivery of tasks through the application of project and process management standards in the context of the digital-first strategy.

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

- Promoting ethical behaviour and conduct to avoid conflicts of interest and irregularities and ensuring zero tolerance for fraud, based on the Agency’s Internal control framework.
- Further professionalising the Agency’s approach to quality management in line with established and emerging practices in comparable EU agencies and appropriate to Eurofound’s operations.

Objectives

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

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

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

Expected results

Optimisation of competencies and capabilities of staff in meeting the programme’s requirements.

Reasonable assurance of sound financial management, based on the building blocks of internal control and specific audits.

2022 Work programme: Activity 10 – Management and development

Overview

- Annual learning activities for staff development, combined with the development and initial piloting of a revised competency framework.
- A dashboard of performance indicators and qualitative analysis of past performance and user feedback.
- Closer integration between project management and financial systems for improved accuracy and direct access to data on programme implementation.
- Well-functioning internal control components and zero tolerance for fraud through annual risks assessment, regular monitoring and the annual corporate ethics month.
- Certification of achievements in the context of environmental sustainability (EMAS).

Projects and outputs

Project description	Outputs	Year
Staff development (and HR systems)	Implementing a revised competency and skills mapping framework	2022
Evaluation and monitoring: organisational performance and learning	Topical (interim) evaluation Biennial user feedback report Performance 2021 report	2022
Activity-based management	Roll-out of IT connection between project and financial management systems	2022
Sustainability	Final preparation of actual EMAS certification	2022
Governance	Management and Executive Board meetings	2022
	Internal control annual assessment and risk review	2022
	Corporate annual report 2021, including sustainability report	2022

Resources

EUR 220,000 and FTE 4.2 (*provisional data*)

4. Implementation approach

4.1 Methodologies and tools

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

- Analysis by Eurofound of other datasets, mainly those of Eurostat. This includes both the direct use of Eurostat and other data sources but also the matching of various datasets to create unique sources of information, for example, as is done with the European Jobs Monitor.
- Gathering national-level information and comparing regulations and practices. This is primarily conducted with the Network of Eurofound Correspondents based in all Member States. The representativeness studies are an example of this approach. The Network of Eurofound Correspondents contributes to all areas of Eurofound’s research (especially in areas where no harmonised data sources exist) and by describing and comparing institutional frameworks,

policies and practices. In the preparation for a new tender procedure for the next framework contract with the correspondents, an options appraisal was carried out and accompanied by a steering group composed of members of the management board. Synergies with the European Commission networks will be explored. A new contract will be concluded in March 2022.

- The systemising of information publicly available, such as in the ERM. Eurofound will be exploring other options to use big data and user-generated information.
- The approach to policy evaluation is primarily based on an assessment of previously conducted evaluations. This entails a compilation and critical review of many studies and, when feasible, meta-evaluations. Another feasible approach is the use of expert interviews.
- With the increased focus on change in this programming period, some emphasis will be placed on future-oriented methodologies, such as scenario building, forecasting and backcasting. These will often be used together in discussion with stakeholder groups. Explorative methodologies can also include case studies of emerging, but as yet rather minor, phenomena.
- This programming period will make more use of research conducted by others, in academia, other EU institutions and bodies, international organisations, think tanks, etc. Such research can be used for several issues in the two strategic areas ‘Anticipating and managing the impact of change’ and ‘Promoting social cohesion and convergence’. It can also be applied to provide policy-relevant inputs to key policy debates.
- The Agency will explore the use of national administrative registers and databases where appropriate, under the awareness that access to and comparability of data are difficult.
- There will be a relatively extensive option for ad hoc studies, both those requested by the stakeholders or initiated by Eurofound in response to changing policy needs over the programming period.

Most of the resources will be devoted to surveys and the Network of Eurofound Correspondents. Other tools and approaches will be considered where appropriate.

4.2 Collaboration and partnerships

Eurofound seeks and maintains a close working relationship with other EU agencies. It will continue to build on the well-established collaboration with the sister agencies in the employment and social affairs policy field (Cedefop, ELA, ETF, and EU-OSHA), as well as other agencies related to Eurofound’s work (EEA, EIGE, FRA). Memoranda of understanding and coordination of work programmes can lead to the selection of joint activities of shared interest. In this context, Eurofound will explore partnership with Cedefop, ETF and other EU agencies and institutions for the next European Company Survey. Eurofound has a service-level agreement (SLA) with the ELA to share the services of Eurofound’s accounting officer. It will also seek a memorandum of understanding with ELA that may include the possibility of joint actions on mobility, if considered appropriate for both agencies.

Eurofound will seek to further build on its relations with the European Commission. This includes activities with the JRC. Cooperation could be expanded in areas such as supporting the capacity building of social partners in the framework of the ESF and on restructuring activities for the EGF. The Agency will also explore new avenues of cooperation with DG Research and Innovation to expand Eurofound’s current role. Finally, in the context of the revision of a new framework contract

for its network of correspondents in 2022, Eurofound will explore the possibilities for joining forces or achieving more synergies with the European Commission networks.

Cooperation in the area of communication is more detailed in the section 3.1 ‘Activity 9: Communication’. Eurofound will seek opportunities to cooperate with entities that can act as multipliers or provide synergies with the Agency’s activity. This would include exploring cooperation with entities mentioned in the Founding Regulation, such as the national tripartite bodies.

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

The SLA with DG Employment to carry out a pilot project on minimum wages, running for three years, will enter its second year.

The pilot project has the following independent project modules:

- Enforcement of minimum wages and compliance (approaches to quantification, mapping institutions, policy analysis for selected sectors).
- Database on minimum wage rates in collective agreements (concept, pilot and populating the database).
- Regulating independent workers’ minimum pay rates or tariffs (comparative report).

4.3 Strategy for relations with third countries and international organisations

Eurofound maintains close working relationships with international organisations such as the ILO and the OECD, allowing for a global perspective in the analysis of EU policy issues.

Eurofound is committed to continuing its work in candidate countries, building on the positive role of EU agencies in supporting the EU strategy for enlargement countries. In the context of the Instrument of Pre-Accession III, Eurofound expects to extend its surveys once again to the Western Balkan countries and Turkey. This allows countries not only to compare themselves with others but also to monitor their own developments in living and working conditions over time.

Eurofound will also explore the possibility of a similar approach with other countries in the framework of the eastern and southern countries of the European Neighbourhood programme.

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

5. Human and financial resources outlook: Resource programming 2020–2024

5.1 Financial resources

In December 2020, the European Council adopted the multiannual financial framework (MFF) for the period 2021–2027.

The figures below are based on forecast subsidy figures provided by the Commission’s services. They continue to anticipate a freeze in real terms (in 2018 prices) of Eurofound’s subsidy for the years ahead. In nominal terms, this equates to an annual increase of the subsidy of about 2%. This should allow for compensation of an assumed annual inflation rate of the same rate.

The planned title 3 (operational expenditure) level for 2022 is about €6.0 million. Due to the nearly frozen subsidy in past years, this is significantly lower than 2010 when it was about €7.8 million. The expected subsidy increases over the next seven years will largely serve to reverse the trend of a shrinking title 3 and will bring it back up towards €6.6 million by 2024. The increases in title 1 (staff and staff-related cost) are planned to be low, with the exception of an increase in the Irish country coefficient. If possible, additional funding will be made available to title 2 in order to further strengthen the IT infrastructure, as well as invest in Eurofound’s sustainability programme, particularly environmental sustainability.

At the time of writing, there is, however, a risk in relation to staff-related expenditure in title 1. Due to the steep increase of the country coefficient for Ireland at the end of 2020, more than €500,000 had to be assigned additionally to the relevant budget line. This puts significant strain on all other budget lines in title 1 that are not determined by the Staff Regulations (such as training for staff).

	2020	2021	2022	2023	2024
	PD 2020	MFF	MFF	MFF	MFF
Revenue (‘000s)					
Subsidy	21 195	21 600	22 051	22 492	22 942
Other revenue	200	220	219	218	218
Total	21 395	21 820	22 270	22 710	23 160
Expenditure (‘000s)					
Title 1	13 925	14 080	14 755	14 490	14 700
Title 2	1 600	1 640	1 550	1 750	1 820
Title 3	5 870	6 100	5 965	6 470	6 640
<i>Total</i>	21 395	21 820	22 270	22 710	23 160

Details of the evolution of revenue and expenditure can be found in Annex III – Financial resources.

5.2 Human resources

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

Staff population	Staff population planned for 2020	Staff population planned for 2021	Staff population planned for 2022	Staff population planned for 2023	Staff population planned for 2024
Total AD ¹³	51	51	51	51	51
Total AST ¹⁴	40	40	40	40	40
Total CA ¹⁵	13	13	13	13	13
SNE ¹⁶	1	1	1	1	1
Structural service providers ¹⁷	7 ¹⁸	7	7	7	7
Total	112	112	112	112	112

Eurofound does not expect changes in overall staffing in the period 2021–2024. Details of the staff population and evolution are in Annex IV: Human resources – quantitative.

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

5.3 Development of tasks and efficiency gains

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

¹³ Total administrators are officials and temporary agents.

¹⁴ Total assistants are officials and temporary agents.

¹⁵ Contact agents, in FTE.

¹⁶ Seconded national expert (SNE).

¹⁷ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission.

¹⁸ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security staff.

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

In the context of a frozen budget in real terms for the next years (only compensation of inflation is expected), efficiency gains are the only way to counter the likely effects of increased costs beyond inflation, for example, ICT or collection of reliable data. With more than 60% of its budget in the area of staff and staff-related costs (title 1), largely regulated by the EU Staff Regulation, the possibilities for efficiency gains are in the number of staff employed and, to a much smaller extent, in areas like missions, buildings and savings in the procurement of services.

An important lever for efficiency gains could be the increase of services that are shared between different EU agencies or between an Agency and the Commission. Compared to several years ago, the agencies have significantly professionalised their approach to the sharing of services: systematic screening of potential tasks to share, substantial increases in the number of shared procurement, allowing for administrative savings and economies of scale, and regular monitoring and reporting of the progress achieved in this area. Eurofound has also in place a SLA with ELA to share the services of Eurofound's accounting officer.

Similarly, the amount of shared services and joint procurements with the Commission also increased consistently over the past few years. An example of this is the roll-out in Eurofound of the Commission's HR system, Sysper, which will be fully implemented during the period of this programming document.

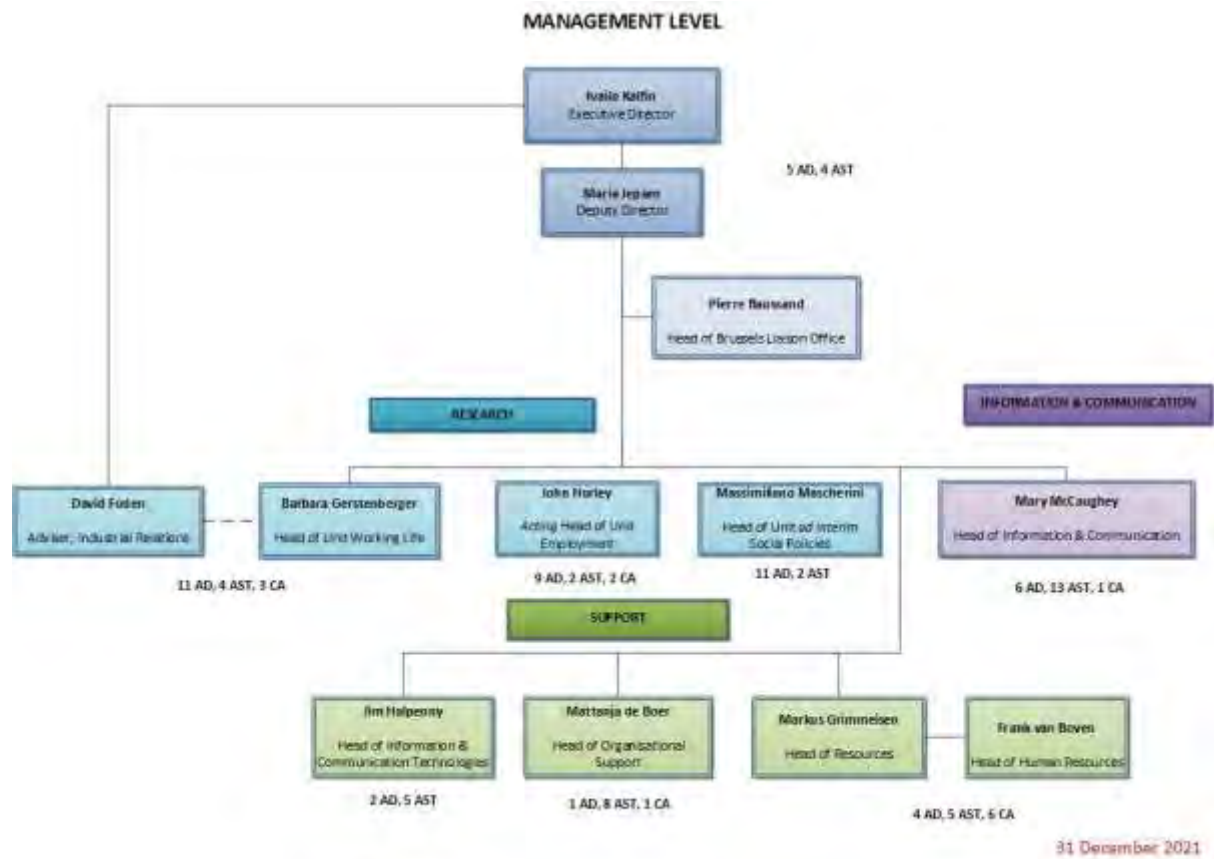
While these developments certainly resulted in a higher quality of goods and services procured, as well as economies of scale, the reduction in administrative burden and cost is much less obvious. The procedures for participating in joint procurements and in shared services give rise to coordination costs that limit any potential savings. This is even more the case if an agency leads a joint procurement or offers services to others. In the case of the Commission, this regularly leads to the request for very significant fixed annual charges, for example, for the use of Sysper or the possibility to participate in IT procurement tenders.

Next to the sharing of services and joint procurements, the delivery of more and better digital solutions to support the Agency is a key element to achieve efficiency gains. The digital-driven redesign of processes and projects to reduce the administrative burden will be another focus in years to come. This comes, however, at the cost of additional expenditure in the area of information and communication technology. On balance, this will nevertheless result in net efficiency gains for the Agency.

Finally, lessons learned during the prolonged working from home during the Covid-19 pandemic in 2020 and 2021 will allow for higher efficiency. Electronic signatures, increased numbers of online meetings, the digital communication of research findings and many other smaller measures will help both with overall cost savings and increased environmental sustainability.

Annex I: Organisation chart

Eurofound overview as of 31 December 2021



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

Annex II: Resource allocation per activity

Activity	2021 (budget)			2022 (budget)			2023 (draft budget)		
	Operational cost title 3 (EUR)	Staff time in FTE	Total cost (EUR)	Operational cost title 3 (EUR)	Staff time in FTE	Total cost (EUR)	Operational cost title 3 (EUR)	Staff time in FTE	Total cost (EUR)
Working conditions and sustainable work	326,000	5.2	1,624,000	316,000	6.0	2,220,000	331,000	3.9	1,536,000
Industrial relations and social dialogue	1,239,000	8.4	3,361,000	1,205,000	7.5	3,523,000	1,234,000	7.4	3,427,000
Employment and labour markets	454,000	5.9	1,946,000	136,500	2.5	942,000	345,000	5.9	2,153,000
Living conditions and quality of life	355,000	4.0	1,369,000	101,500	2.9	1,030,000	243,000	4.5	1,633,000
Anticipating and managing the impact of change	406,000	5.3	1,714,000	153,000	4.7	1,628,000	230,000	4.2	1,523,000
Promoting social cohesion and convergence	249,000	5.8	1,704,000	124,000	5.8	1,949,000	218,000	4.6	1,631,000
Survey management and development	690,000	6.0	2,210,000	2,103,000	3.7	3,289,000	1,805,000	5.2	3,397,000
Ad hoc requests	287,000	2.4	892,000	200,000	2.2	904,000	250,000	2.2	942,000
Corporate communication infrastructure	1,696,000	15.0	5,286,000	1,406,000	16.3	5,479,000	1,454,000	14.3	4,950,000
Management and development	398,000	6.5	1,714,000	220,000	4.2	1,307,000	360,000	4.5	1,518,000
Grand total	6,100,000	64.4	21,820,000	5,965,000	55.7	22,270,000	6,470,000	56.7	22,710,000

Annex III: Financial resources

Table A1 – Revenue

General revenues

Revenues	2021	2022
	Revenues estimated by the Agency	Budget forecast
EU contribution	21,600,000	22,051,380
Other revenue	220,000	218,620
Total revenues	21,820,000	22,270,000

Revenues	General revenues						
	Executed 2020	Estimated by the Agency 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
1 Revenue from fees and charges						.	
2 EU contribution	21,195,000	21,600,000	22,051,380	22,051,380	2.1	22,492,000	22,942,000
– of which assigned revenues deriving from previous years' surpluses		<i>pm</i>	273,570	273,570	<i>n/a</i>	<i>pm</i>	<i>pm</i>
3 Third countries contribution (incl. EEA/EFTA and candidate countries)		<i>pm</i>	<i>pm</i>	<i>pm</i>		<i>pm</i>	<i>pm</i>
– of which EEA/EFTA (excl. Switzerland)		<i>pm</i>	<i>pm</i>	<i>pm</i>		<i>pm</i>	<i>pm</i>
– of which candidate countries		<i>pm</i>	<i>pm</i>	<i>pm</i>		<i>pm</i>	<i>pm</i>
4 Other contributions		<i>pm</i>	<i>pm</i>	<i>pm</i>		<i>pm</i>	<i>pm</i>
5 Administrative operations	1,407	18,000	18,620	18,620	3.4	18,000	18,000
– of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)		15,000	15,000	15,000	0	15,000	15,000
6 Revenues from services rendered against payment	505,973	202,000	200,000	200,000	-1.0	200,000	200,000
7 Correction of budgetary imbalances							
Total	21,702,380	21,820,000	22,270,000	22,270,000	2.1	22,710,000	23,160,000

Additional EU funding: grant, contribution and service level agreement

Revenues	2021	2022
	Revenues estimated by the Agency	Budget forecast
Total revenues	1,000,000	55,000

Revenues	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2020	Estimated by the Agency 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Additional EU funding stemming from grants (FFR Art.7)			55,000 ¹⁹	55,000	n/a	1,000,000 ²⁰	
Additional EU funding stemming from contribution agreements (FFR Art.7)							
Additional EU funding stemming from service level agreements (FFR Art. 43.2)		1,000,000					
Total		1,000,000	55,000	55,000	-94	1,000,000	

Table A2 – Expenditure

Expenditure	2021		2022	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 – Staff expenditure	14,080,000	14,080,000	14,755,000	14,755,000
Title 2 – Infrastructure and operating expenditure	1,640,000	1,640,000	1,550,000	1,550,000
Title 3 – Operational expenditure	6,100,000	6,100,000	5,965,000	5,965,000
Total expenditure	21,820,000	21,820,000	22,270,000	22,270,000

¹⁹ Final payment of current grant under the Instrument for Pre-accession (IPA II)

²⁰ Envisaged under the new Instrument for Pre-accession funds (IPA III) subject to approval of project proposal in 2022 and 100% pre-financing.

Programming document 2021–2024 – Work programme 2022

Expenditure	Commitment appropriations						
	Executed budget 2020 ²¹	Budget 2021 ²²	Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Title 1 – Staff expenditure	13,495,383	14,080,000	14,755,000	14,755,000	4.8	14,490,000	14,700,00
Salaries & allowances	12,633,382	12,840,000	13,619,000	13,619,000	6.1	13,234,000	13,364,000
– of which establishment plan posts	12,152,545	12,320,000	3,119,000	13,119,000	6.5	12,684,000	12,809,000
– of which external personnel	480,838	520,000	500,000	500,000	--3.8	550,000	555,000
Expenditure relating to staff recruitment	139,303	198,000	205,000	205,000	3.5	190,000	205,000
Employer's pension contributions							
Mission expenses	38,945	220,000	150,000	150,000	-31.8	200,000	230,000
Socio-medical infrastructure	97,291	202,000	216,000	216,000	6.9	226,000	241,000
Training	121,358	140,000	140,000	140,000	0	160,000	160,000
External services	465,105	480,000	425,000	425,000	-11.5	480,000	500,000
Receptions, events and representation							
Social welfare							
Other staff-related expenditure							
Title 2 – Infrastructure and operating expenditure	1,603,152	1,640,000	1,550,000	1,550,000	-5.5	1,750,000	1,820,000
Rental of buildings and associated costs	592,424	727,000	620,000	620,000	-14.7	791,000	818,000
Information and communications technology and data processing	837,732	750,000	760,000	760,000	1.3	772,000	813,000
Movable property and associated costs	117,272	99,000	99,000	99,000	0	100,000	102,000
Current administrative expenditure	29,061	12,000	23,000	23,000	91.7	28,000	28,000
Postage and telecommunications	26,662	52,000	48,000	48,000	-7.7	59,000	59,000
Meeting expenses							
Running costs in connection with operational activities							
Information and publishing							
Studies							

²¹ All commitments made from C1, C4 and R0 appropriations in 2020.

²² As per Management Board decision on final budget 2021 on 23 December 2020.

Programming document 2021–2024 – Work programme 2022

Expenditure	Commitment appropriations						
	Executed budget 2020 ²¹	Budget 2021 ²²	Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Other infrastructure and operating expenditure							
Title 3 – Operational expenditure	7,210,149	6,100,000	5,965,000	5,965,000	-2.2	6,470,000	6,640,000
Meetings	56,012	470,000	564,000	564,000	20	460,000	460,000
Evaluations	175,513	140,000	60,000	60,000	-57.1	100,000	130,000
Translation expenses	507,797	560,000	300,000	300,000	-46.4	580,000	580,000
Studies and consultants	5,205,567	3,675,000	3,851,000	3,851,000	4.8	3,850,000	3,970,000
Information and publications	1,265,259	1,255,000	1,190,000	1,190,000	-5.2	1,480,000	1,500,000
Other							
Total	22,308,684	21,820,000	22,270,000	22,270,000	2.1	22,710,000	23,160,000

Expenditure	Payment appropriations						
	Executed budget 2020 ²³	Budget 2021 ²⁴	Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Title 1 – Staff expenditure	14,528,246	14,080,000	14,755,000	14,755,000	4.8	14,490,000	14,700,000
Salaries & allowances	12,633,382	12,840,000	13,619,000	13,619,000	6.1	13,234,000	13,364,000
<i>– of which establishment plan posts</i>	<i>12,152,545</i>	<i>12,320,000</i>	<i>13,619,000</i>	<i>13,619,000</i>	<i>6.5</i>	<i>12,684,000</i>	<i>12,809,000</i>
<i>– of which external personnel</i>	<i>480,838</i>	<i>520,000</i>	<i>500,000</i>	<i>500,000</i>	<i>-3.8</i>	<i>550,000</i>	<i>555,000</i>
Expenditure relating to staff recruitment	139,303	198,000	205,000	205,000	3.5	190,000	205,000
Employer's pension contributions							
Mission expenses	38,945	220,000	150,000	150,000	-31.8	200,000	230,000
Socio-medical infrastructure	82,654	202,000	216,000	216,000	6.9	226,000	241,000
Training	66,543	140,000	140,000	140,000	0	160,000	160,000
External services	348,528	480,000	425,000	425,000	-11.5	480,000	500,000
Receptions, events and representation							
Social welfare							

²³ All payments made from C1, C4 and R0 appropriations in 2020.

²⁴ As per Management Board decision on final budget 2021 on 23 December 2020.

Programming document 2021–2024 – Work programme 2022

Expenditure	Payment appropriations						
	Executed budget 2020 ²³	Budget 2021 ²⁴	Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Other staff-related expenditure							
Title 2 – Infrastructure and operating expenditure	1,219,671	1,640,000	1,550,000	1,550,000	-5.5	1,750,000	1,820,000
Rental of buildings and associated costs	457,088	727,000	620,000	620,000	-14.7	791,000	818,000
Information and communications technology and data processing	602,302	750,000	760,000	760,000	1.3	772,000	813,000
Movable property and associated costs	113,830	99,000	99,000	99,000	0	100,000	102,000
Current administrative expenditure	20,976	12,000	23,000	23,000	91.7	28,000	28,000
Postage and telecommunications	25,474	52,000	48,000	48,000	-7.7	59,000	59,000
Meeting expenses							
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure							
Title 3 – Operational expenditure	2,976,976	6,100,000	5,965,000	5,965,000	-2.2	6,470,000	6,640,000
Meetings	56,012	470,000	564,000	564,000	20	460,000	460,000
Evaluation	99,488	140,000	60,000	60,000	-57.1	100,000	130,000
Translation expenses	329,999	560,000	300,000	300,000	-46.4	580,000	580,000
Studies and consultants	1,353,435	3,675,000	3,851,000	3,851,000	4.8	3,850,000	3,970,000
Information and publications	1,138,042	1,255,000	1,190,000	1,190,000	-5.2	1,480,000	1,500,000
Other							
Total	17,505,223	21,820,000	22,270,000	22,270,000	2.1	22,710,000	23,160,000

Table A3 – Budget outturn and cancellation of appropriations

	2018	2019	2020
Received (+)	20,763,522	21,921,536	21,702,380
Payments made (-)	17,144,531	17,173,293	17,505,223
Carry-over of appropriations (-)	3,588,558	5,424,643	5,048,887
Cancellation of appropriations carried over (+)	103,316	226,704	143,234
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	9,773	115,534	1 317, 618
Exchange rate differences (+/-)	-1,548	-1,327	-63
Balance of the outturn account for the financial year			
Adjustment for negative balance from previous year (-)			-335,489
Total	141,975	-335,489	273 570

Descriptive information and justification on:

- **budget outturn**

The budget utilisation rate measured as commitments against general C1 appropriations was 99.9% in 2020.

The provisional balance of the outturn account for the financial year 2020 shows a positive balance of EUR 273,570. This amount arises from the cancellation of carry forward commitments from 2019. The result also takes into account the adjustment for a negative budget balance of EUR -335,489 from 2019.

- **cancellation of commitment appropriations**

In the 2020 budget, the cancelled general C1 appropriations amounted to EUR 18,366 (0.1%).

- **cancellation of payment appropriations for the year and payment appropriations carried over**

Cancelled carry-over appropriations amounted to EUR 143,234 or 3.6 % of all commitments carried over from 2019 to 2020.

Annex IV: Human resources – quantitative

Table A4 – Staff population and its evolution: overview of all categories of staff

A. Statutory staff and seconded national experts

Staff	2020			2021	2022	2023	2024
	Authorised budget	Actually filled as of 31/12/2020	Occupancy rate (%)	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	51	47	92	51	51	51	51
Assistants (AST)	40	40	100	39	39	38	37
Assistants/secretaries (AST/SC)	0	0	100	1	1	2	3
Total establishment plan posts	91	87	96	91	91	91	91
External staff	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2020	Execution rate (%)	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract agents (CA)	13	11	85	13	13	13	13
Seconded national experts (SNE)	1	0	0	1	1	1	1
Total external staff	14	11	78	14	14	14	14
Total staff	105	98	93	105	105	105	105

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human resources	2021	2022	2023	2024
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract agents (CA)	1	1	1	2
Seconded national experts (SNE)	0	0	0	0
Total	1	1	1	2

Other human resources

Structural service providers²⁵

	Actually in place as of 31/12/2020
Security	2
IT	0
Other (specify) Canteen staff	0 at 31/12/2020 due to COVID-19 situation; 3–4 under normal circumstances
Other (specify) Receptionist	1

Interim workers

	Total FTEs in 2020
Number	5

²⁵ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.); and 4) contributing to the added value of the Commission.

Table A5 – Multiannual staff policy plan 2022–2024

Function group and grade	2020				2021		2022		2023		2024	
	Authorised budget		Actually filled as of 31/12/2020		Authorised budget		Envisaged		Envisaged		Envisaged	
	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16												
AD 15		1										1
AD 14		1				2		2		2		1
AD 13	2	3	1	2	2	3	2	3	2	4	2	4
AD 12	1	8	1	6	1	8	1	8		5		5
AD 11	1	5		2	0	5	0	5	1	4	1	4
AD 10		6		2		6		6		5	1	5
AD 9	1	6	2	8	1	6	1	6	1	7		8
AD 8		8		7		8		8		8		7
AD 7		5		8		6		6		7		7
AD 6		2		4		2		2		3		3
AD 5		1		4		1		1		2		2
Total AD	5	46	4	43	4	47	4	47	4	47	4	47
AST 11		2		2		2		2		2		2
AST 10		1				1		1		1		2
AST 9	1	7		5	2	7	2	7	2	7	2	8
AST 8	2	7		4	1	7	1	8	1	9	2	6
AST 7	2	5	2	8	2	5	2	5	2	5	1	5
AST 6	1	2	1	2		2		2		2		3
AST 5		5	1	6		5		5		6		6
AST 4		1		3		3		2		1		1
AST 3		2		3		1		2		0		
AST 2		2		1		1		0				
AST 1		0	1	1		0		0				
Total AST	6	34	5	35	5	34	5	34	5	33	5	33
AST/SC 6	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0	0	1	0	1	0	2
AST/SC 2	0	0	0	0	0	1	0	0	0	1	0	0
AST/SC 1	0	0	0	0	0	0	0	0	0	0	0	0

Programming document 2021–2024 – Work programme 2022

Function group and grade	2020				2021		2022		2023		2024	
	Authorised budget		Actually filled as of 31/12/2020		Authorised budget		Envisaged		Envisaged		Envisaged	
	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
Total AST/SC	0	0	0	0	0	1	0	1	0	2	0	2
Total	11	80	9	78	10	81	9	82	9	82	9	82
Grand total	91		87		91		91		91		91	

External personnel

Contract agents

Contract agents	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024
Function group IV	6	5	5	6	7	7	7
Function group III	3	3	3	3	2	2	2
Function group II	4	3	3	4	4	4	4
Function group I	0	0	0	0	0	0	0
Total	13	11	11	13	13	13	13

Seconded national experts

Seconded national experts	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024
Total	1	0	0	1	1	1	1

Table A6 – Recruitment forecasts 2022 following retirement/mobility or new requested posts (information on the entry level for each type of post: indicative table)

Job title in the Agency	Type of contract (official, TA or CA)		TA/official		CA
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Function group/grade bracket of internal recruitment and single grade of external recruitment foreseen for publication	Internal	
Research Officer (reserve list)	TA		AD 5–AD 7	AD 5	
Head of Research, units B and C	TA		AD 7–AD 12	AD 10	
Webmaster	TA		AD 5–AD 7	AD 6	
Editor	TA		AST 1–AST 4	AST 3	
Facilities Assistant	CA				FG II

Number of inter-agency moves in 2021 from and to the Agency: two, one from Eurofound to ELA and one from EUROPOL to Eurofound.

Annex V: Human resources – qualitative

A. Recruitment policy

Officials

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

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

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

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

Temporary agents

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

All newly recruited staff are offered a fixed-term contract; temporary agents 2(f) are offered the possibility of an indefinite contract on first renewal. Fixed-term contracts are for a duration of five years, unless, exceptionally, the nature of the role to be filled or the skills required is for a shorter duration. The contract of a temporary agent 2(a) can be renewed once for a duration of another five years.

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

The entry grades are in accordance with the requirement of the Staff Regulations and with the model decision for the agencies. For the most junior administrative assistant role (for example, secretary or finance assistant, the entry level is AST 1.²⁶ For more complex administrative assistant roles (for example, HR Generalist, Editor or Personal Assistant), the entry level is AST 3 or AST 4. Almost all AD staff are recruited at AD 5, AD 6 or AD 7 levels. Eurofound is recruiting social researchers in the beginning of their career at AD 5 and AD 6 level. Researchers with extensive experience in managing research projects and programmes are recruited at AD 7. The determining factor in deciding on the appropriate entry point is the level of experience that the candidate needs in order to assume the responsibilities of the role. For instance, in the area of research, Research Managers recruited at AD 7 are normally more mature candidates, with a significant level of experience and expertise and are expected to assume a project managerial role immediately. Research Officers, on the other hand, who are recruited at AD 5, are generally less experienced and are assigned to carry out work of a more technical/scientific nature initially: for example, conducting research rather than managing it. In this role, the Research Officer will develop the skills of a Research Manager progressively and when in due course at the time of promotion to AD 7 will be expected to assume all aspects of the role of Research Manager.

Contract agents

Contract agents are engaged by Eurofound to carry out different roles. Roles for which contract agents have been engaged are: Project Officer – HR; Project Officer – Research; Events Assistant; Contracts Assistant; Project Officer – Data Protection and Internal Control; Receptionist; Facilities Assistant; and Operations Assistant. In deciding on the posts to be filled by contract agents, the following factors are considered.

- There is no post available in the approved staffing table to source a suitable candidate and there is a work overload problem, perhaps long term.
- There is a short- or medium-term project where the appointment of a permanent resource is not justified.
- There is a need to fill a post on a short-term basis, due to extended illness or, exceptionally, maternity leave.
- A post is being created on a pilot basis and a contract agent is employed until the success of the new post can be assessed in due course.

Eurofound offers contracts of up to five years in duration. These contracts may be renewed if there is a need for the role to be continued and subject to budgetary constraints. On second renewal, a contract becomes indefinite.²⁷

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

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

²⁶ From 1 January 2014, the most junior grade has been AST/SC 1. Posts at this level have not been provided for in the staff table since there are no posts in the Agency that can be classified as secretarial.

²⁷ In the case of FG IV staff, subject to confirmation that they have achieved a level of B2 in a third language.

CAST Permanent is a new contract agent selection procedure for a number of profiles comprising function groups II, III & IV which has been developed by EPSO.

Structural service providers

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

Interim staff

Such staff are provided to meet shorter-term staffing needs, arising from inability to fill a vacancy immediately or to carry out work when the role holder is on long-term sick leave.

They have been engaged to carry out a range of functions:

- General Facilities Assistant/Officer
- Web Content Officer
- HR Assistant
- Finance/Procurement Assistant/Officer
- Research Officer
- ICT Helpdesk Assistant

Contracts for interim staff usually range between 2 and 11 months. In exceptional cases, interim staff may be engaged for a longer period, where they have key skills and the life of a project may exceed 11 months.

They are supplied by a recruitment agency with which Eurofound has a four-year framework contract, following an open tendering procedure. Their employment contracts are with the recruitment agency and not with Eurofound.

ICT contractors

These provide consultancy services and additional technical support to the staff of the ICT unit. This support relates to ICT projects for which specific technical expertise is not available internally within the ICT unit.

They are provided under the terms of a framework contract, awarded following an open tendering procedure carried out by Eurofound. Framework contracts have a duration of between one and four years.

Their services are provided as required and relate to specific ICT projects approved in the annual Strategic ICT Plan. Support may also be provided during very busy periods or to cover for the absence of key ICT technical personnel (such as network administrator).

Service contractors

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

Appointment of heads of unit

To ensure the appointment of candidates of the highest calibre and competence to head of unit (middle management) positions, Eurofound decided in 2013 to open, in principle, the process to both internal and external candidates. In this case, while the roles will be advertised internally both

as transfers and selection procedures, candidates may also be sought through both the inter-Agency mobility process and an open selection procedure. Such vacancies constitute a small number of the total number of vacancies arising, and in adopting this approach Eurofound would be cognisant of the ceiling of 20% applying to such appointments.

Mobility within the Agency

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

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

Redeployment

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

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

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	X		
Engagement of TA	Model Decision C(2015)1509	X		
Middle management	Model Decision C(2018)2542	X		
Type of posts	Model Decision C(2018)8800	X		

B. Appraisal and reclassification/promotions

Eurofound has an annual appraisal and development cycle (HRDP). After completion of the HRDP exercise, the promotion and reclassification exercise is launched.

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560	X		
Reclassification of CA	Model Decision C(2015)9561	X		

Table A7 – Reclassification of TA/promotion of official

Grades	Average seniority in the grade among reclassified staff						Average over 5 years (According to Decision C(2015)9563)
	2017	2018	2019	2020	2021	Actual average over 5 years	
AD 5	4.6	3		3		3.5	2.8
AD 6	4	3	4.5	5	3	3.9	2.8
AD 7	3.9	2.6	4.2	3.2	2.8	3.3	2.8
AD 8	4	4.7	2.8	2.7	5	3.8	3
AD 9			4		4	4	4
AD 10			4.5			4.5	4
AD 11	4	5	12			7	4
AD 12				8.5		8.5	6.7
AD 13						n/a	6.7
AST 1		3.8	3.7			3.8	3
AST 2	3.1	4.3	4.3		3	3.7	3
AST 3	2	3.6		3		2.9	3
AST 4	2.9	3	3	6.5	3	3.7	3
AST 5		5	4.8	5	4.2	4.8	4
AST 6		5.8	6	4	3	4.7	4
AST 7			6	5.5	3.5	5	4

Programming document 2021–2024 – Work programme 2022

AST 8		6	4.3			5.2	4
AST 9							n/a
AST 10 (Senior assistant)				7.5			5
AST/SC 1	n/a	n/a	n/a	n/a	n/a		4
AST/SC 2	n/a	n/a	n/a	n/a	n/a		5
AST/SC 3	n/a	n/a	n/a	n/a	n/a		5.9
AST/SC 4	n/a	n/a	n/a	n/a	n/a		6.7
AST/SC 5	n/a	n/a	n/a	n/a	n/a		8.3

Table A8 – Reclassification of contract staff

Function group	Grade	Staff in activity at 01/01/2019	Staff members reclassified in 2020	Average number of years in grade of reclassified staff members	Average no. of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17		0	n/a	Between 6 and 10 years
	16	1	0	n/a	Between 5 and 7 years
	15		0	n/a	Between 4 and 6 years
	14	3	0	n/a	Between 3 and 5 years
	13		0	n/a	Between 3 and 5 years
CA III	11		0	n/a	Between 6 and 10 years
	10	2	0	n/a	Between 5 and 7 years
	9		0	n/a	Between 4 and 6 years
	8	1	0	n/a	Between 3 and 5 years
CA II	6	1	0	n/a	Between 6 and 10 years
	5	1	0	n/a	Between 5 and 7 years
	4		0	n/a	Between 3 and 5 years
CA I	2		0	n/a	Between 6 and 10 years
	1		0	n/a	Between 3 and 5 years

C. Gender representation

There is a fairly balanced gender distribution. This is applicable to the distribution of staff in general and also of staff in managerial roles.

Table A9 – Data as of 31/12/2020 – statutory staff (only officials, AT and AC)

		Official		Temporary		Contract agents		Grand total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	3	75.0	17	41.5	3	75.0	23	46.9
	Assistant level (AST & AST/SC)	4	80.0	24	70.6	4	66.7	32	71.1
	Total	7	77.8	41	54.7	7	70.0	55	58.5
Male	Administrator level	1	25.0	24	58.5	1	25.0	26	53.1
	Assistant level (AST & AST/SC)	1	20.0	10	29.4	2	33.35	13	28.9
	Total	2	22.2	34	45.3	3	30.0	39	41.5
Grand total		9		75		10		94	

Table A10 – Gender evolution over five years in middle and senior management²⁸

	2016		2020	
	Number	%	Number	%
Female managers	5	45	5	55
Male managers	6	55	4	45

D. Geographical balance

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

Table A10 – Data as of 31/12/2020 – statutory staff only (officials, AT and AC)

Country	AD + CA FG IV		AST SC/AST + CA FG I/CA FG II/CA FG III		Total	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	3	3	0		3	3
Belgium	2	2	4	4	6	6
Bulgaria	0		1	1	1	1
Denmark	0		1	1	1	1
Finland	1	1	0		1	1
France	4	4	5	5	9	9
Germany	4	4	3	3	7	7
Greece	2	2	0	1	2	2
Ireland	5	5	22	22	27	27
Italy	5	5	1	1	6	6
Lithuania	1	1	0		1	1
Luxembourg	1	1	0		1	1

²⁸ Staff defined as middle management by the applicable general implementing provisions on middle management.

Hungary	2	2	0		2	2
Netherlands	2	2	5	5	7	7
Poland	1	1	3	3	4	4
Portugal	1	1	1		2	2
Romania	2	2	1	1	3	3
Slovakia	0		1	1	1	1
Sweden	1	1	1	1	2	2
Spain	5	5	7	7	12	12
United Kingdom		1	0	0	1	1

Table A11– Evolution over five years of the most represented nationality in the Agency

Most represented nationality	2016		2020	
	Number	%	Number	%
Irish	27	27	27	27

E. Schooling

There is one European School, Type II, providing education up to level 5, based in Dunshaughlin, Co. Meath. The school was primarily established for children of staff of the Food and Veterinary Office, a directorate of the Commission, in Grange, Co. Meath. However, it does not offer the European Baccalaureate degree and for logistical reasons is also not a viable option for Eurofound staff. No child of Eurofound staff is currently attending the school.

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

Eurofound, the Commission’s office and the Parliament’s office in Ireland have had an arrangement for many years with a private school, St Andrew’s College, Blackrock, which operates at both primary and secondary level. In its ‘European Annex’ the school provides additional tuition in children’s mother tongues to the children of Eurofound staff, funded wholly by the Irish government. It also prepares children for and allows them to sit the exams to get the International Baccalaureate. This school is used by many of Eurofound’s staff. In its admission policy, the school grants a certain level of priority to children of Eurofound staff. However, depending on general demand, the priority given to Eurofound children might not secure a place in the school in every case. This is particularly critical for newly recruited staff members’ children who arrive in Ireland with little lead time and possibly

during the academic year. Eurofound has established a regular dialogue with the school in order to inform them about staff developments and to create an understanding for the particular needs of Eurofound staff and their children.

Agreement in place with the European School(s)				
Contribution agreements signed with the European Commission on Type I European Schools	Yes		No	X
Contribution agreements signed with the European Commission on Type II European Schools	Yes		No	X
Number of service contracts in place with international schools	0			
Description of any other solutions or actions in place	Paying school allowance as per Staff Regulation/CEOS			

Annex VI: Environmental management

Public administrations bear responsibility for reducing the impact of their administrative operations on the environment as much as possible. In its special report (No. 14/2014) *How do the EU institutions and bodies calculate, reduce and offset their greenhouse gas emissions?* the European Court of Auditors concludes with a recommendation of full implementation of the European Management and Audit Scheme (EMAS) and green procurement by all EU institutions and bodies.

Eurofound considers environmental sustainability as one element towards greater corporate sustainability within the context of the UN's sustainability development goals (SDGs). While, in the past, considerable efforts were devoted to making individual improvements (such as upgrading the lighting system, improving window insulation, installing a state-of-the-art video conferencing system, reducing the number of missions, reducing paper consumption, installing charging points for electric cars, and much more), no long-term strategy was implemented.

Since 2020, concrete steps have been taken that will ensure EMAS certification by 2022.

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

Public procurement is an important instrument towards sustainability and the transition to a circular economy. In 2020, Eurofound adapted its procurement strategy to chart how to best integrate sustainability into existing procurement practices and systems. It will use and build on the handbook, toolkit and criteria for social and green public procurement available from the European Commission. Since March 2021, Eurofound has been a part of an inter-institutional Green Public Procurement Helpdesk (GPP) contract. The helpdesk provides professional advice on purchases of environmentally friendly products or services, which will be helpful in implementing procurement in 2022.

Collaboration within the appropriate networks of the EU Agencies will provide important support.

Annex VII: Buildings policy

Current buildings

Information to be provided per building	Name, location and type of building	Other comments
	<i>Dublin: Main building and conference centre</i>	
Surface area (in square metres)	Approx. 2,500 square metres	
– of which office space	2,000 square metres	
– of which non-office space	500 square metres, conference centre	
Annual rent (in €)	n/a	
Type and duration of rental contract	n/a	
Host country grant or support	n/a	
Present value of the building	€585,142	31/12/2020

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

Information to be provided per building	Name, location and type of building	Other comments
	<i>Brussels: 18, Avenue d'Auderghem</i>	Brussels Liaison Office
Surface area (in square metres)	100 square metres	

– of which office space – of which non-office space		
Annual rent (in €)	€23,093	in 2020
Type and duration of rental contract	Lease agreement with annual termination clause	
Host country grant or support	n/a	
Present value of the building	n/a	

Building projects in the planning phase

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

Building projects submitted to the European Parliament and the Council

Eurofound is not planning any building projects likely to have significant financial implications that will be submitted to the European Parliament and the Council. Nor are there building projects submitted previously in accordance with Article 266 of the 2018 Financial Regulation.

Annex VIII: Privileges and immunities

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

Annex IX: Evaluations

Eurofound’s performance monitoring system (EPMS) aims to foster a culture of continuous organisational improvement using a series of instruments such as key performance indicators and metrics, user feedback, qualitative assessment and analysis, evaluation and learning. This approach supports the periodic external evaluation organised by the European Commission.²⁹

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

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

In 2022, the focus will be on implementing the first of two biennial user feedback surveys in the 2021–2024 programming period, to learn how Eurofound’s users and stakeholders use the information provided by Eurofound for their own policymaking tasks.

An interim/ex-ante programme evaluation in 2022 will provide a framework to review the state of play that will inform the gaps or opportunities related to the 2021–2024 programme and will look forward to the 2025–2028 programming period. It will be implemented through topical modules (studies) on key themes. Further modules might extend into 2023.

Follow-up to evaluation findings

In April 2019, the Commission published its staff working document (SWD)³⁰ on the evaluation of the four agencies (EU-OSHA, Eurofound, ETF and Cedefop) in the policy field of DG EMPL.

²⁹ For example, Article 28(2) of Regulation (EU) 2019/127.

³⁰ Commission staff working document, *Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: EUROFOUND, CEDEFOP, ETF and EU-OSHA*, SWD(2019)160 final.

Action plan final version January 2020 – status Q3 2021

Title of recommendation with reference to paragraph number in the staff working document	Actions	Responsibility of	Due date
Agency-specific recommendations for Eurofound (Chapter 6.2.2, p. 56)			
(23) 'Make further improvements to the quality/reliability of the outputs produced by some national correspondents. ...'	Continuation of established quality assurance measures in place (review, ratings, feedback from Management Board members) feeding into a review at the time of annual contract renewal.	Network of Eurofound Correspondents project team	Part of the ongoing operation of the network
	The next planned interim evaluation of the Network of Eurofound Correspondents starts in Q1/2020 and will include a focus on the overall effectiveness of the quality of its outputs, including quality assurance measures introduced in the new contract cycle following the 2016 evaluation. The results of this evaluation will be available in November 2020 for a decision on the scope of the next contract cycle.	Evaluation officer/Evaluation contractors	Completed
Overall recommendations for the agencies (Chapter 6.2.1, pp. 53–55)			
Agency-level innovation (efficiency). Recommendations 3–5)			
(5) 'The agencies' performance measuring systems can be further aligned and made more comparable. Therefore the agencies could work to further align their performance indicator methodologies. ...'	A comparison of input and output performance indicators and methodologies will inform the 2021–2024 performance monitoring system for implementation from January 2021.	EPMS steering group	Completed
Reinforced cooperation. Recommendations 9–14			
(10) 'On performance management, common or coordinated systems among the agencies would lead to cost savings, as detailed in point b), while respecting each agency's specific objectives.'	Data collection methods are jointly explored, often in the context of the agencies' Performance development network (PDN).	Organisational Support Unit	Joint exploration of data collection method with Cedefop regarding citations in academic and EU policy documents; to be concluded in 2022
(11) 'Mutual learning and sharing of services with decentralised agencies outside DG EMPL or with the Commission, and other forms of cooperation through the EU Agencies Network. This would save resources allocated to horizontal functions by relying when necessary on other agencies' expertise.'	Eurofound will contact the European Commission in advance of tendering for a new framework contract with the Network of Eurofound Correspondents in order to explore all possible options, from joint tenders to cooperation and synergies with Commission networks.	Industrial Relations Adviser in the context of the interim evaluation of the Network of Eurofound Correspondents (see Eurofound-specific recommendation 23)	The Executive Board endorsed a medium-term roadmap (2021–2024) for further exploration of synergies and collaboration with Commission networks

<p>(12) 'Joint delivery where common tools and approaches exist, for example, managing expert networks and running surveys (e.g. a joint company panel). Agencies may join efforts and resources without substituting specific targeted surveys carried out by the EMPL agencies.'</p>	<p>Eurofound intends to continue its cooperation with Cedefop for the next edition of the European Company Survey (ECS). It would welcome other agencies to join.</p> <p>Eurofound will try to formalise a framework for cooperation with the OECD (similar to the one with the ILO).</p>	<p>Deputy Director in the context of the annual review of the memoranda of understanding (MoUs) between agencies</p>	<p>Cedefop will not partner in the next round of the ECS at the same level as the previous round. Collaboration on big data will be explored (2022). A draft framework for collaboration is with the OECD for follow-up (2021).</p>
<p>(13) 'Joint programming and planning could be put in place, but focused exclusively on areas suitable for cooperation and/or joint delivery.'</p> <p>(14) 'In practical terms, such reinforced inter-agency cooperation could be reflected by broadening and aligning the time-frames of the agencies' multiannual programming documents, since the annual work programmes will continue to be agency-specific.'</p>	<p>Eurofound will continue its cooperation with other agencies on the basis of MoUs and annual action plans.</p> <p>A new MoU with the European Labour Authority will be explored with regard to mobility-related activities.</p>	<p>Executive Director (coordination)</p>	<p>Annually</p> <p>Collaboration with the European Environment Agency (new in 2021)</p> <p>Formalisation of MoU with ELA expected in 2022</p>

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

Performance monitoring

The Agency has a long tradition of monitoring the implementation of its annual work programme against a set of quantitative indicators. In the 2021–2024 programme, Eurofound uses eight key performance indicators (KPIs) with a strong emphasis on the result (uptake and use) of Eurofound's knowledge, as well its efficiency (inputs and outputs).

Key performance indicators	Source
Budget implementation – target 98%	Budgetary outturn account
Staff capacity – target 97%	The establishment plan approved for the respective year, and records of recruitments resulting in posts filled by 31 December of that same year
Programme delivery – target 80%	Report from Eurofound's project management system based on outputs listed in the programming document of the respective year
Recognition of the scientific quality of Eurofound's research (references in articles in peer-reviewed journals)	Academic journal citations based on Scopus data (under review in 2021/2022)

Programming document 2021–2024 – Work programme 2022

Uptake of Eurofound’s knowledge through Eurofound’s website	HTML page views	Data from Google Analytics (under review 2021/2022)
	PDF downloads	
Uptake of Eurofound’s knowledge through the media Contributions to policy development at priority events (out of contributions to events in total)	Eurofound’s Media Monitoring Sheet using the Europe Media Monitor, ³¹ complemented by media search engine components of Mention , MyNewsDesk and PressReader Eurofound’s events tracking database	
Use of Eurofound’s expertise in key EU policy documents (out of total EU policy documents)	Eurofound’s EU impact tracking database (drawing on data through Overton – pilot phase)	

Most of these KPIs are also applied at activity level

Key performance indicators	Applied to operational activities 1–7	Applied to activity 8 – reacting to ad hoc information requests	Applied to horizontal activities 9 and 10
Budget implementation – target 98%	✓ target 90% (tbc)	✓ target 90% (tbc)	target 90% (tbc)
Staff capacity – target 97%	X	X	X
Programme delivery – target 80%	✓	X Number of requests	✓
Recognition of the scientific quality of Eurofound’s research (references in articles in peer-reviewed journals)	✓	X	X
Uptake of Eurofound’s knowledge through Eurofound’s website	✓	X	X
Uptake of Eurofound’s knowledge through the media Contributions to policy development at priority events (out of contributions to events in total)	✓	X	X
Use of Eurofound’s expertise in key EU policy documents (out of total EU policy documents)	✓	X	X

The Agency collects and reports on various other metrics to support efficient and effective operations at process and functional level, notably around its communication programme as well as its financial performance.

³¹ Developed by the Joint Research Centre (JRC).

Annex X: Strategy for the organisational management and internal control systems

Eurofound applies the 2018 Internal Control Framework based on the European Commission model. It is designed to provide reasonable assurance in the achievement of five objectives of sound financial management as per Article 30(2) of Eurofound’s Financial Regulation:

- effectiveness, efficiency and economy of operations
- reliability of reporting
- safeguarding of assets and information
- prevention, detection, correction and follow-up of fraud and irregularities
- adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned

The internal control components are: **the control environment, risk assessment, control activities, information and communication and monitoring activities**. They are the building blocks that underpin the framework’s structure and support Eurofound in its efforts to achieve its objectives. The implementation of internal controls is monitored and an assessment of the effectiveness of internal controls is carried out on an annual basis. Any weaknesses identified are taken up in the annual work plan of the Internal Control Coordinator.

In 2022, Eurofound will be completing its action plan based on the recommendations from the Internal Audit Service (IAS) on human resources management. It will also be engaging with the IAS’s audit on procurement-related topics.

Risk management

Risk management is an ongoing activity of identifying and carefully assessing potential problems that could affect the execution of the organisation's activities and the achievement of its objectives.³² The risks in the table below refer to the multiannual programming period of 2021–2024. It documents the most significant residual risks at corporate level following an assessment of likelihood and impact. The actions are in addition to the internal controls in place and are specific for the relevant annual period.

Risk title and description	Risk type	Risk response	Action
The long term impact of the COVID-19 virus will continue to require strict health and safety measures and long-term flexible working arrangements, stretching the ability of staff to adapt to uncertainty, leading to lower levels of productivity.	Strategic, financial, people and organisation	Reduce	Support staff in adapting to new hybrid working arrangements. Ensure that office facilities meet the required health and safety standards. Conduct regular sessions on well-being.

³² Based on the Commission’s Implementation Guide on Risk management, November 2018.

Programming document 2021–2024 – Work programme 2022

Risk title and description	Risk type	Risk response	Action
<p>The budget pressure arising from the increased country coefficient in 2020, which was mitigated by the COVID-19 related savings, will fully affect the budget for 2022. In combination with the restrictions on human resources, this makes it difficult for the Agency to live up to the expectations of its stakeholders, leading to challenges in fulfilling its mandate adequately.</p>	<p>Financial, external environmental and organisation</p>	<p>Reduce</p>	<p>Continue the internal projects aimed at efficiency gains.</p> <p>Make all efforts to contain the effects of the salary weighting increase in 2020 in Title 1 of the budget, while maximising the use of human resources. The goal is to preserve the full research capacity.</p> <p>Possible implications of the work programme’s regular planned activities on human resource capacity will have to be factored in when deciding on the implementation of ad hoc requests. The template for the presentation of ad hoc requests to the Executive Board will include an assessment of the possible implications for resource allocation in other projects.</p> <p>Implement the multiannual activities in a modular fashion to facilitate a flexible adaptation in case of changing priorities.</p>
<p>Uncertainty about the implications of the methodological challenges and related costs, in the context of considerations regarding the overall budget and priorities of Eurofound, pose a risk to the medium-term sustainability and relevance of the Agency’s survey activity.</p>	<p>Strategic and financial</p>	<p>Reduce</p>	<p>Document the lessons learned from the CATI implementation of the 7th EWCS and of the <i>Living, working and COVID-19</i> e-survey as input.</p>
<p>Overlap and a lack of synergies with other organisations in areas of common interest and policy contribution, leading to inefficiencies, lack of visibility and loss of opportunities for (costly) innovation.</p>	<p>Strategic and financial</p>	<p>Reduce</p>	<p>Explore partnerships with other agencies and organisations for joint data collection.</p> <p>Implement the medium-/long-term roadmap for the Network of Eurofound Correspondents and seek opportunities for cooperation with other national-level networks.</p> <p>Implement cooperation agreements with other EU agencies and other strategic partners based on a continuous commitment to benefit from expertise available in other agencies and other strategic partners, relevant to the activities in our annual and multiannual work programmes.</p>
<p>Organisation not optimally aligned with the programme objectives and structure, which leads to sub optimum use of synergies of the different functions and professional expertise of staff.</p>	<p>People, organisation and internal communication</p>	<p>Reduce</p>	<p>Implement the decisions for continuous organisational development based on the consultation processes conducted in 2021.</p>
<p>A breach of Eurofound’s data security would lead to loss, leakage or unavailability of data. This would cause business interruption, loss of reputation and/or regulatory incompliance. The resource investment required from the 2021 Regulation on Common Cybersecurity Rules for EU institutions, bodies and agencies takes a disproportionate share of the IT budget. This will hamper the implementation</p>	<p>IT and financial</p>	<p>Reduce</p>	<p>Join forces with other agencies in implementing the data protection and regulatory compliance programme, developed in liaison with the Data Protection Officer, and continue use of the CERT-EU's cybersecurity protection services.</p>

Risk title and description	Risk type	Risk response	Action
of new security obligations aimed at reducing the threat of data breaches.			

As part of its anti-fraud strategy 2021–2023, the Agency is continuing its efforts to achieve a strong anti-fraud culture in Eurofound. Its accompanying action plan focuses on awareness-raising activities and the promotion of a strong connection between internal controls and anti-fraud prevention.

Aim	Action	Frequency	Comment
To further strengthen the anti-fraud culture in Eurofound through awareness-raising activities	Ethics Month initiative	Annually 2021–2023	Attendance of at least 95% of staff
	Topical discussion sessions about risks and controls based on case examples	Annually 2021–2023	Q4 2021: Cyber security measures are the responsibility of each staff member Topic for 2022 tbc
To establish a strong connection between internal controls and anti-fraud prevention through mapping of controls	Map controls assessing adequacy and where required make improvements in areas such as procurement, financial circuit, recruitment, ICT security, data protection and the implementation of operational activities.	31/12/2021	Based on the mapping report, actions for improvement will be implemented throughout 2022.

Annex XI: Plan for grant, contribution or service-level agreements

Funds through a grant or contribution agreement for the year 2022, pursuant to Article 7 of the Financial Regulation.

Status as of November 2021

	General information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N = 2021	2022	2023	2024
Grant agreement										
Grant contract - External actions of the European Union - 2018/402-940	12 January 2019	€550,000	42 months from date of signature (11 July 2022) ³³	Directorate-General Neighbourhood and Enlargement Negotiations (NEAR) – European Commission	Provision of comparative statistics on working conditions and company practices	Amount	€495,000.00 (prefinancing in 2019)	€55,000	€1000,000 ³⁴	--
						Number of CA/SNE	--	--	1 FG-IV ³⁵	1 FG-IV
Service level agreement										
Service level agreement	22 December 2020	€1,000,000	3 years	Directorate General Employment, Social Affairs and Inclusion – European Commission	Provision of data and research evidence, which will feed into the monitoring of the European Commission's initiative on fair minimum wages	Amount	€1,000,000			
						Number of CA/SNE	1 FG-IV	1 FG-IV	1 FG-IV	

³³ Addendum 7 July 2021.

³⁴ Envisaged under the new Instrument for Pre-accession Funds (IPA III), subject to approval of project proposal in 2022.

³⁵ Envisaged under the new Instrument for Pre-accession Funds (IPA III), subject to approval of project proposal in 2022.

Annex XII: Strategy for cooperation with third countries and/or international organisations

Addressed in the section 4.3 Strategy for relations with third countries and international organisations.

Annex XIII: Procurement plan

Status as of November 2021

Article 72 of Eurofound’s Financial Regulation provides that a budgetary commitment shall be preceded by a financing decision, except for administrative expenditure. It further stipulates that Eurofound’s annual and multiannual work programmes included in the programming document shall be equivalent to a financing decision for the activities it covers. Eurofound’s Financial Regulation specifies that the financing decision shall set out for procurement the global budgetary envelope available (Article 72 (3)). In other words, the figure defined by this financing decision refers to the procurement budget available in 2022 for operational expenditure in title 3 of Eurofound’s budget and amounts to €880,000. To change the financing decision, it should be noted that the Authorising Officer (the Executive Director) was delegated by the Management Board the right only to make non-substantial amendments to the work programme. A non-substantial amendment is an increase of the financing decision by no more than 20% in line with the following flexibility clause.

Flexibility clause

Cumulated increases in the global budgetary envelope of the financing decision not exceeding 20% of the total amount of the financing decision shall not be considered as substantial within the meaning of Article 32(3) of Eurofound’s Financial Regulation, where those changes do not significantly affect the nature of an activity and the objective of the work programme. If changes significantly affect the nature of an activity and the objective of the work programme (for example, the addition or deletion of an activity), this change is always substantial and requires a modifying financing decision, no matter what the budgetary amounts concerned.

Overview of procurement plan

Subject	Value	Indicative timeframe for launching the procurement	Comment
Working conditions and sustainable work			
Changes in working conditions and job quality during the pandemic: exploring quantitative and qualitative evidence	€60,000	April	
Psychosocial risks at work: analysis of the European Working Conditions Survey 2021 edition	€40,000	April	
Industrial relations and social dialogue			
Development of EU database on minimum wage rates in collective agreements	€40,000	January	Funded under the Service-Level Agreement with DG EMPL for the Pilot project on minimum wage.
Representativeness studies: Road transport and Urban public transport	€30,000	February	
Measuring key dimensions of industrial relations	€55,000	April	
Anticipating and managing the impact of change			

Programming document 2021–2024 – Work programme 2022

The impact of new developments in human–machine interaction on work organisation and working conditions	€75,000	February	
Survey management and development			
Data quality assessment of the European Working Conditions Survey 2021 edition	€40,000	February	
Communication			
Provision of technical support for livestreaming, webinars and of photography services during meetings and events at Eurofound	€120,000	February	4-year contract maximum ceiling. Procurements might be split into two lots.
Implementation of Digital First strategy	€200,000	March	3-year contract maximum ceiling
Integrated online newsroom, press release distribution, media monitoring, database of journalist contacts	€100,000	March	4-year contract maximum ceiling
Provision and analysis of the bibliometric data to Eurofound	€60,000	September	4-year contract maximum ceiling
Management and development			
Provision of canteen and catering services at Eurofound	€900,000	January	4-year contract maximum ceiling
Provision of consultancy for project management system maintenance and development	€60,000	January	4-year contract maximum ceiling
Purchase of a saloon car	€60,000	February	
Replacement of Conference Centre boilers	€80,000	March	
Refurbishment of bathrooms in Loughlinstown House	€70,000	September	
Supply of electricity to Eurofound	€138,000	April/September	12-month contract maximum ceiling

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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.

