



Programming document 2021–2024

Towards recovery and resilience



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Work programme 2021



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

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Abbreviations used in the report

AI	Artificial intelligence
CATI	Computer-assisted telephone interviews
Cedefop	European Centre for the Development of Vocational Training
CSRs	Country-specific recommendations
ECS	European Company Survey
EEA	European Economic Area
EFC	Economic and Financial Committee
EGF	European Globalisation Adjustment Fund
EIGE	European Institute for Gender Equality
EJM	European Jobs Monitor
ELA	European Labour Authority
EMCO	Employment Committee
EPMS	Eurofound performance monitoring system
EPSO	European Personnel Selection Office
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
Eurofound	European Foundation for the Improvement of Living and Working Conditions
EU-SILC	European Union Statistics on Income and Living 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
SPC	Social Protection Committee

Foreword

At the time of writing this Programming document (November 2020), Europe is still under the impact of the coronavirus disease (COVID-19) pandemic and the restrictive measures to combat the expansion of the virus. The EU is experiencing its worst health, economic and social crisis since World War II. Unprecedented support measures are being mobilised to deal with the scale of the disease and its impact, and the EU is launching its most ambitious investment package ever. The years to come, covered in this Programming document 2021–2024, are expected to be given over to implementing policies to overcome the health risks and set the grounds for an inclusive recovery that will bring about growth and jobs. At the same time, it will be a time to address the many challenges across the social, employment and work-related domains, including the transition to a digital and carbon-neutral society.

The dramatic and ongoing political developments are equally demanding for a European Union seeking to ensure a fair and competitive context for all those who live within its boundaries. Notwithstanding the challenges, the Agency will continue in its efforts to contribute to informing effective policies that can lead to recovery and resilience with the objective to improve the quality of life and work for all – a role and ambition it has held for over four decades and which continues today. Working with its partners at EU and national levels, the new programme based on the Founding Regulation is Eurofound’s response to the needs of policymakers as they contend with the many challenges arising from this unique period of change and uncertainty.

We trust this work programme will serve as a positive contribution to those shaping the policy agenda to improve the lives and work of all Europeans at this important time.



Juan Menéndez-Valdés

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 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.

1 General context for the period 2021–2024

Introduction

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 millions of cases reported in the European Economic Area (EEA) and the United Kingdom (UK), and more than 200,000 deaths. EU Member States have reacted by introducing 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 has pushed the European economy into a sudden recession with the deepest output contraction since World War II. According to the European Commission summer forecast, GDP in the EU is foreseen to contract by 8.3% in 2020 and expected to expand by around 5.8% in 2021. The shock has been asymmetric, hitting countries and industries with different strength, depth and persistence; this could lead to an unequal recovery with bigger and more persistent differences across the EU Member States, sectors and specific groups. The crisis has had a substantial impact on the European labour market, sparking a rise in unemployment, an important 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), it has now begun to rise, hours worked have decreased by up to 25% from the first and second quarters 2020, and the prevalence of short-time working schemes across the EU have prevented more 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. Millions of workers have been teleworking since the lockdown in March 2020 and many will continue to do so.² The economic outlook is uncertain, depending on recurrent spikes of the outbreak, how confinement and support measures are applied, and the asymmetric impact on industries and countries. There can be little doubt that the COVID-19 crisis and its aftermath will bring structural changes to the labour market and its functioning, as well as how we live and work.

The impact of the COVID-19 crisis could compound the marked increase in perceptions of insecurity and concerns about prospects for the future, not only among the most marginalised but also among 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 is to a certain extent compounded by the COVID-19 crisis. Automation, not least as enabled by artificial intelligence (AI), will both destroy and create jobs and change the nature of work. 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 arising from the COVID-19 crisis.

Another structural change for the EU will be the reduction of its size from 28 to 27 Member States. The year 2020 will mark 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 sustainability and adequacy of pensions. The population of Africa is projected to double by 2050 (UN World Population Prospects 2017), while also other regions are likely to remain a source of migrants. This combination of demographic shortages in the EU and a demographic boom in areas neighbouring the continent is likely to continue to place severe pressure on migration flows and the integrative capacity of societies and workplaces in Europe and 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.

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

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

To understand and so influence these important issues, it is first necessary to monitor their development regularly. As highlighted in the European Council Conclusions of 17–21 July 2020,⁴ 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’.⁵ 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.

Policy context

- The EU institutions have been mobilised 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 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. In May 2020, the Council adopted the SURE programme, a temporary scheme which could provide up to €100 billion of loans to Member States facing sudden and severe increases in national public expenditure related to national short-time work schemes and similar measures, including for self-employed persons, or to some health-related measures, in particular at the workplace in response to the crisis.
 - Regarding EU funds, on 21 July 2020, the European Council adopted a package of €1,824.3 billion combining the MFF and NextGenerationEU (NGEU) – a package aimed at supporting the EU recovery after the COVID-19 pandemic and furthering investment in the green and digital transitions. For the first time in the EU’s history, the European Commission was enabled to borrow up to €750 billion on the markets. These funds are meant to be used as loans and grants channelled through the instruments and programmes of the MFF.
- The long-term EU strategy, however, has not changed: the European Council concluded in July 2020 that ‘both NGEU and MFF will help transform the EU through its major policies, particularly the European Green Deal, the digital revolution and resilience’.
- The EU continues to engage with the consequences of Brexit. While the negotiations were still in progress over the summer 2020, the European Council adopted a Brexit Adjustment Reserve to support the Member States and economic sectors hardest hit by Brexit (€5 billion).
- The EU policy context reflects these 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.
- As announced by the EC Communication ‘a Strong Social Europe for Just Transitions’ (COM(2020) 14 final) and the European Commission work programme 2021 (COM(2020) 690 final), the European Commission will propose in 2021 an action plan on the European Pillar of Social Rights to be adopted by the European Council under the Portuguese Presidency of the EU. It will also propose a Recommendation for a European Child Guarantee, an initiative on improving the working conditions for platform workers, an initiative on individual learning accounts, a European approach for micro-credentials, an Action Plan for the Social Economy, a strategy for rights of persons with disabilities, a new occupational health and safety strategy framework, and a communication on long-term vision for rural areas. According to the Adjusted Commission Work Programme 2020, there will also be a green paper on ageing.⁶ Several initiatives have already been kicked off in 2020: for example, a social partner consultation on a possible action addressing the challenges related to fair minimum wages in the European Union; the EU Gender Equality Strategy 2020–2025; the Youth Employment Support package; the temporary

⁴ The aim of heading 2 of the multiannual financial framework (MFF) 2021–2027 is to ‘contribute EU added value by fostering convergence, supporting investment, job creation and growth, helping reduce economic, social and territorial disparities within Member States and across Europe’.

⁵ The ILO Centenary Declaration for the Future of Work was adopted at the 108th session of the International Labour Conference, Geneva, 21 June 2019.

⁶ Adjusted Commission Work Programme 2020: Annex 1: New initiatives.

- SURE instrument; the LGBTIQ Equality Strategy; a post-2020 EU Roma strategic framework for equality, inclusion and participation; and binding pay transparency measures.
- 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. The agenda makes reference to the digital revolution and AI. With regards to social issues, it aims to make sure that no one is left behind with green transition, technological evolution and globalisation, and calls for the implementation of the European Pillar of Social Rights. It expresses concerns about inequalities, generational, territorial and educational divides, and new forms of exclusion, calling for the provision of opportunities for all, adequate social protection, inclusive labour markets and cohesion. The strategic agenda will be adopted by the EU institutions for their own action. Aligned with the European Council’s strategic agenda, Ursula von der Leyen, on 16 July 2019 as candidate for President of the European Commission, presented 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. The European Green Deal adopted in December 2019 calls to ensure a just transition for all and provides a circular economy action plan, and a new Just Transition Fund. The ‘Europe fit for the digital age’ proposed in February 2020 mentions the ethical implications of AI and a digital education action plan, among other initiatives. Under the ‘protection of our European way of life’, a new Pact on Migration and Asylum is proposed. The ‘stronger Europe in the world’ includes the proposal to include in trade agreements a chapter dedicated to sustainable development and the highest standards of environmental and social protection.
 - 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 considered 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 organised 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 current Commission proposal for the MFF 2021–2027 sets the general subsidy for Eurofound at €21,600,000 in 2021, frozen in real terms (allowing for compensation of annual inflation) until 2027. Eurofound actively seeks 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 the 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.

2 Multiannual and 2021 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.

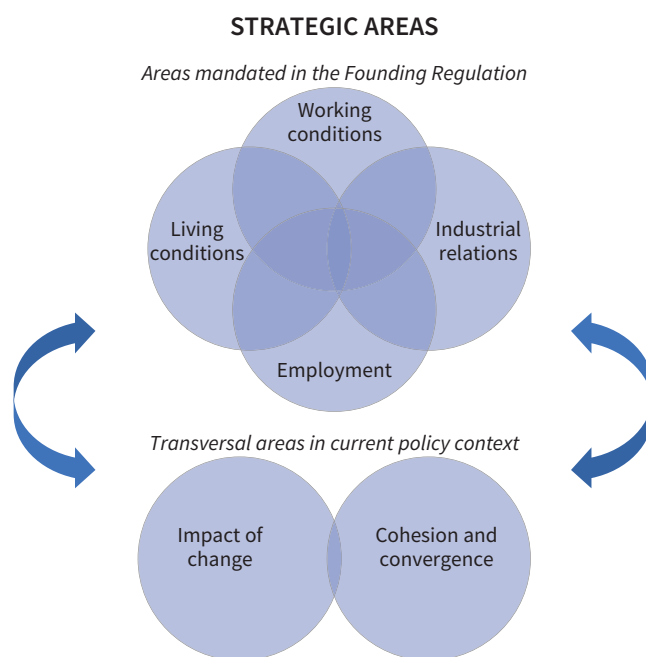
The first four are those as mandated in the Founding Regulation of the Agency.⁷

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.
2. **Industrial relations and social dialogue:** functioning as a centre of expertise for monitoring and analysing developments in industrial relations and social dialogue, promoting dialogue between management and labour.

3. **Employment and labour markets:** providing knowledge to identify changes in the labour market and inform employment policies to improve its functioning and inclusiveness.
4. **Living conditions and quality of life:** mapping and analysing key elements for the improvement of living conditions of people, including information on their perception of quality of life and society.

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.
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.



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.

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.

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.

Key performance indicators⁸

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
- 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

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).

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 will collect new data through conducting a European Working Conditions Survey (EWCS). As a consequence of the COVID-19 crisis, this data will be 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 Possibilities for analysing trends over time will be limited given the change of mode in conducting the survey but will be explored.

Building on previous cooperation, Eurofound will explore the possibility of conducting jointly with the ILO a second comparison of working conditions at global level during the programming period 2021–2024. 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 impact of the COVID-19 pandemic. This will include exploration of whether types of work organisation or work patterns that

substantially increased during 2020, such as telework, adaptation of workplaces, shift work or 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 more structural changes sustainably affecting workers’ well-being. Cooperation will continue with EU-OSHA with regard to occupation health and safety.

Self-employment will be investigated with a focus on the job quality experienced, but also issues of economic dependency and autonomy, representation, and social protection will be explored. Non-standard forms of employment will be considered in areas where they grow 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 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 2023 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

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

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 2023 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 new 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 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).

2021 Programme: Working conditions and sustainable work

Overview

As a consequence of the COVID-19 pandemic, data collection for the EWCS 2020 (the seventh EWCS) had to be halted in March 2020. An EWCS will be conducted in 2021 using CATI instead of face-to-face interviewing (the mode applied in previous waves of the EWCS). This forms part of Activity 7 (Survey management and development). Following fieldwork carried out during the first half of 2021, preparation will start on the drafting of an overview report in 2022. 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 affected by the experience of a severe, worldwide health crisis in 2020 and its economic impact.

COVID-19 constituted an unprecedented risk to public health, affecting society as a whole, as well as posing risks to the health and safety of workers, in particular those working on the frontline. Governments across the EU reacted with containment measures that shut down business activity in some sectors completely, while leading to the widespread take-up of remote work in others. Many essential services, however, which rely on close client contact, continued to operate with protocols and measures developed to protect workers in the workplace. According to Eurofound's Living, working and COVID-19 e-survey, the majority of workers working from home reported an overall positive experience and expressed a preference to telework more in the future. However, for both types of workers, those continuing to work at their workplaces and those working remotely, working conditions changed substantially, leading to additional stress factors and impacting on physical and mental well-being and work-life balance.

In 2021, Eurofound will investigate how the COVID-19 crisis impacted on working conditions, as well as workplace practices. Pre-COVID-19 respondents of the EWCS 2020, who agreed to be recontacted, will be approached to analyse the changes that COVID-19 has brought about (see Activity 7). Another project will investigate how workplace practices have been adapted to ensure business continuity while also protecting the health and safety of workers and supporting physical and mental well-being. Using the possibility to recontact respondents of the ECS 2019, Eurofound will explore how businesses adjusted their workplaces in reaction to the external shock and subsequent disruptions. Data collection through an online questionnaire will take place in 2020 jointly with Cedefop. Measures related to work organisation, production processes and changes of business models/business activities will be investigated. The involvement of employee representatives in decisions about these measures, including the presence of collective bargaining and social dialogue, will also be covered. The focus on workplace measures will complement information collected through Eurofound's COVID-19 EU PolicyWatch database and the analysis of government and social partner measures in the 2020 COVID-19 ad hoc report on policy responses across Europe.

Insights on lessons learnt, the strengths and weaknesses of crisis-related workplace measures and their sustainability will be discussed in a seminar with experts, practitioners and stakeholders. This could lead to policy recommendations for making businesses, workplaces and workers more resilient in future emergencies.

In a second strand, the focus will be on teleworking arrangements. 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. This work is done in cooperation with the Joint Research Centre (JRC). Both 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 four waves of Eurofound's Living, working and COVID-19 e-survey will be analysed. This will provide information on telework practices in response to and during national confinement measures and on some of the repercussions for job quality – for example, working time quality, workers' health and well-being and work-life balance – as well as for management, for example, on work organisation and supervision. The analysis will build on previous Eurofound research on remote working and 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 regulations related to teleworking through legislation and collective agreements. The implications of widespread telework on commuting and associated emissions will also be examined (linked to Activity 5 and the foreseen cooperation with the EEA), as well as the implications of an increasing telework trend on wage and income distribution.

Related to telework, Eurofound's 2020 research on the 'right to disconnect' will be supplemented by case studies exploring modalities of disconnection introduced at company level and whether the implementation of such policies affect work-life balance and workers' well-being in the companies.

The secondary analyses of the ECS 2019, started in 2020, will be finalised and published in 2021, including the projects exploring workplace practices in relation to innovation, and in export-oriented establishments. Furthermore, the journal jointly edited by IZA, Cedefop and Eurofound comprising a range of articles exploiting the ECS 2019 data or discussing related topics will also be published.

Projects and outputs

Project description	Outputs	Year
Preparatory work for analysis of data from the EWCS-CATI 2021	Overview report	2022
Analysis of data collected in 2021 through recontacting respondents of the pre-COVID-19 EWCS 2020 (continuation of 2020 project)	Report	2023
COVID-19 and the impact on business continuity: changes in workplace practices (continuation of 2020 project)	Seminar (experts, practitioners, stakeholders)	2021
	Report	2021
Telework in the EU – regulatory frameworks and prevalence	Report	2022
'Right to disconnect' – company practices (continuation of ad hoc 2020 project)	Report	2021
Innovation in European establishments – ECS 2019 secondary analysis (continuation of 2020 project)	Policy brief	2021
Workplace practices in export-oriented establishments – ECS 2019 secondary analysis (continuation of 2020 project)	Policy brief	2021
Edited journal on workplace practices in Europe – IZA, Cedefop, Eurofound (continuation of 2020 project)	Journal	2021

Resources

€326,000 and FTE 5.2

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 it 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 COVID-19 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 may also include the functioning of tripartite social dialogue and involvement of social partners in policymaking at national level. 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.¹⁰ 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

¹⁰ Further analysis of wages and working time developments will be conducted in Activity 6 'Promoting social cohesion and convergence'.

on an industrial action monitor conducted during the previous programming period, will be 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 EU 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 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 and digitalisation. Social partners, particularly at company level, play a key role in the anticipation and management of change, for example, the adaptation of the workplace and job content, and when more significant restructuring is required. Similarly, Strategic Area 6 (Promoting social cohesion and convergence) will consider the role of social dialogue in contributing to some social outcomes.

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.

Eurofound will analyse developments with a view to identifying ways to strengthen collective bargaining at national level and to support social partners and the 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.

2021 Programme: Industrial relations and social dialogue

Overview

In 2021, Eurofound will report on trends and developments in national industrial relations systems, including social dialogue, and working life regulations and outcomes. Where relevant, the results of monitoring these developments will be analysed in other activities. Each country in the Network of Eurofound Correspondents will contribute an annual national working paper and continue to provide updates of the COVID-19 EU PolicyWatch database, as a resource for further research (in this and other activities) on measures to cushion the effects of the economic and social crisis. The national working life profiles, which provide information on the structures, institutions and regulations which shape working life, will be updated in 2021.

Regular monitoring of industrial relations systems will be maintained, and comparative reports will be published on developments affecting working time and minimum wages (levels and systems for setting them, in the context of the European policy debate). Specific topics will be selected for comparative reporting, including analysis of the impact of the crisis on the dynamics of collective bargaining following the COVID-19 emergency. The changing bargaining agenda, priorities and outcomes will be explored (for example, concerning remote working, the protection of frontline workers), and changes in the processes of negotiation will be documented where relevant.

An overview report will be published, analysing the data gathered through the pilot project on an industrial action monitor and presenting the findings.

National processes of social dialogue will be analysed, and information on the role of social partners in shaping reforms and public policy will be updated (paying attention to reforms and policies geared to overcoming the COVID-19 emergency). Such involvement includes tripartite and bilateral consultation and negotiations. Where relevant, information will be gathered from tripartite institutions.

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, and preparations will begin for others, in sectors selected in consultation with the European Commission. Findings will also be published on European Works Councils and the motivations to establish, or not, these social dialogue structures in multinational companies.

Eurofound will update its knowledge base on capacity building for social dialogue (drawing on its own research findings and data including the recommendations from the seminars in 2019, and on social partners' own work) and explore the development of online resources to support capacity building and mutual learning by social partner organisations, as well as other activities. This will include exploring options for cooperation and organisational support with appropriate partners. The Agency will be available to participate in capacity building actions of social partners.

Projects and outputs

Project description	Outputs	Year
Representativeness studies	6 reports	2021
Tripartite social dialogue and policy formation	Report	2022
Capacity building for effective social dialogue (continuation of 2020 ad hoc project)	Working paper Web resource	2021 2022
National reporting on industrial relations, social dialogue and working life	Updates and extension of the COVID-19 EU PolicyWatch database Working papers Ad hoc articles	2021 and ongoing Annual
Working life profiles and database on wages, working time and collective disputes	Updated working life country profiles Updated database (wages, WT and disputes)	2021 2022
Minimum wages – Annual review	Report	Annual
Developments in working time, 2019–2020	Report	2021
Developments in collective bargaining following the health, social and economic crisis	Report	2022

Project description	Outputs	Year
Topical updates	Reports and articles	2021
Industrial action monitor ¹¹	Report	2021
European Works Councils (continuation of 2020 ad hoc project)	Report	2021

Resources

€1,239,000 and FTE 8.4

2.3 Activity 3: Employment and labour markets

Multiannual perspective

Overview

Following the overall improvement in the employment situation in the aftermath of the Great Recession, the European labour markets were again faced with significant challenges after the COVID-19 pandemic was unleashed on the world in early 2020. High 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. 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 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 continue with the ERM examination of large-scale events and legislative and support measures, including the facilitation of transitions for workers affected and measures developed by social partners and public authorities, including measures to ensure access to upskilling and reskilling measures for workers facing transitions between jobs/sectors. 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 (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 the 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

¹¹ Subject to decision by Executive Board in 2020 and available resources.

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, 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 on 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 proposals to broaden the 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.

2021 Programme: Employment and labour markets

Overview

During 2021, the research started in 2020 on labour market shifts related to gender and age (in the framework of the EJM and jointly conducted with the European Commission's JRC) will be finalised and published. Reporting of structural changes in the labour market will be based on the EJM, ERM and Eurostat data. These have been utilised by the Commission in their monitoring of employment and restructuring. In the first half of 2021, the research begun in 2020 to explore the immediate employment impact of the COVID-19 crisis, as well as the effectiveness of emergency support measures initiated by governments and social partners to mediate the negative consequences of the pandemic on businesses, workers and citizens, will be published. By the end of the year, another report will analyse the European labour market situation one year after the onset of the COVID-19 pandemic and follow up on the 2020 publication on the immediate employment impact of the crisis. As far as data allow, the report will explore the short-term resilience of countries and sectors. It will also take a regional perspective (building upon previous EJM research), for example by analysing selected regions most affected by the crisis, such as traditional tourism regions.

In 2021, the ERM events and legal databases will be updated with fresh data. Relevant information gathered from the COVID-19 EU PolicyWatch database will be integrated into the ERM support instruments and legal database.

Expanding the scope of the ERM events database will be considered, for example, to identify cases of reshoring or of restructuring arising from digitalisation or the transition to a carbon-neutral economy (also see Activity 5).

In the research strand on labour shortages, the ECS 2019 analysis on workplace practices in relation to skills shortages and mismatches, conducted jointly with Cedefop, will be finalised and published in 2021. Furthermore, based on the outcomes of the work programme 2020 project on labour shortages (which will be finalised and published in 2021), new research will be launched assessing the effectiveness of specific types of interventions. As a selective approach

will be applied, priority will be given to measures enhanced or introduced during the COVID-19 crisis to tackle labour shortages existing prior to the crisis and which were accentuated in some sectors during the crisis (such as in the care sector). This allows lessons to be learnt from the emergency measures on dealing more sustainably with a structural labour market challenge. In terms of orientation, such interventions could aim to foster the activation of groups currently underrepresented on the labour market such as young people, women, people with disabilities, migrants etc. Some focus will be placed on making effective use of talents and skills at the workplace (including through continuous training) and managing workplace diversity. The research will build upon previous Eurofound work, for example, related to working conditions in specific sectors or analyses of public services. Cooperation with Cedefop, as regards skills strategies, and the ELA, as regards mobility, will be explored and existing research carried out by the European Commission will be taken into account.

Projects and outputs

Project description	Outputs	Year
European Jobs Monitor (ongoing update)	Updated database Report on gender and age (jointly with JRC) from 2020 project Policy brief on occupational dimension on gender pay gap – from 2020 project	2021 2021 2021
ERM databases (ongoing update)	Updated database	2021
COVID-19 – some implications for employment and working life (continuation of 2020 ad hoc project)	Report	2021
Reporting on structural change on the labour market: COVID-19 – One year after (EJM, ERM and other sources)	Report	2021
Skill shortages and skill use in Europe – ECS 2019 secondary analysis (continuation of 2020 project)	Report	2021
Overview report identifying shortages and interventions (continuation of 2020 project)	Report	2021
Policy interventions to tackle labour shortages: review of policy evaluations	Report Database update (ERM)	2022 2022

Resources

€454,000 and FTE 5.9

2.4 Activity 4: Living conditions and quality of life

Multiannual perspective

Overview

The health and ensuing economic crisis following 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 Activities 1 and 7 in relation to the discussion on the longer-term approach to Eurofound surveys, in 2023 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 2023 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 2025 using lessons learnt from the 2023 test survey.

With European societies still enveloped in uncertainty due to the COVID-19 pandemic, Eurofound will investigate the impact of the economic 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 the chapter III of the European Pillar of Social Rights. 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 ensuing economic crisis in Europe and to provide information on status, trends and risks, as well as 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 like 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 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.

2021 Programme: Living conditions and quality of life

Overview

Eurofound will provide a comprehensive overview of the impact of the COVID-19 crisis on the living conditions of older people and their needs for formal and informal care services. Making use of the Eurofound e-survey on *Living, working and COVID-19* and other data sources, the analysis will investigate how the COVID-19 crisis has affected well-being and the risk of social exclusion, as well as the income situation of older people during the COVID-19 crisis and its immediate aftermath. This will include the growing proportion of people living alone and their risk of loneliness and need for social and economic support during the lockdown phases of the pandemic. Furthermore, as elderly people have been particularly affected by the health crisis, with those in residential care being the most vulnerable, the project will investigate services and informal care for older people including a focus on the regions most affected by demographic ageing and by the COVID-19 pandemic. Eurofound will explore the disparities in availability and use of care services and will also carry out a review of selected examples of distance-spanning solutions for health and care services.

Based on the work programme 2020, Eurofound will complete its study on young people and the early impact of COVID-19 crisis on the well-being and employment prospects of young people and NEETs.

Furthermore, the unintended consequences of lockdown measures and the economic fallout following the COVID-19 pandemic could result in a different impact on men and women. In this context, coordinating with the European Institute for Gender Equality (EIGE), Eurofound will research the multidimensional gender gap by investigating the impact on men and women of the COVID-19 crisis on employment participation, material living conditions and well-being, in order to identify the differences and assess its effect on gender gaps. Making use of the Eurofound e-survey on *Living, working and COVID-19* as well as other data sources, Eurofound will also analyse changes in the distribution of paid and unpaid work and of care and domestic responsibilities among men and women during the crisis and will investigate whether the closure of schools and other confinement measures caused a surge in work–life conflicts especially among families with young children. This work will be complemented by an overview of measures and initiatives implemented during the COVID-19 pandemic aimed at supporting parents, directly or indirectly, financially, employment wise and with regard to work–life balance.

The COVID-19 pandemic impacted on public services in many respects and challenged their regular way of operating. The number of users of certain public services suddenly surged while others had to find alternative ways of service delivery. Making use of the e-survey *Living, working and COVID-19*, as well as other data sources and qualitative analysis, Eurofound will investigate the impact of and the changes driven by COVID-19 on the use and delivery of public services, such as employment support services, health and care services, social protection, and education. This includes the preparedness of providers in coping with large numbers of service requests and in adapting to new ways of service, including digital tools. The users' satisfaction and experiences in regard to the quality of services and their adaptation to the new ways of service provision will also be evaluated. An assessment of which of these changes were consolidated and how these were funded will be carried out.

Projects and outputs

Project description	Outputs	Year
The impact of COVID-19 on living conditions of older people and their care needs	Research report	2022
Investigating the gender divide in the aftermath of COVID-19	Research report	2022
Adapting to a new reality: Provision and use of public services in COVID-19 times.	Research report	2022
NEETs 10 years after + COVID-19 (continuation of 2020 project)	Research report	2021
Fairness and the future (continuation of 2020 project)	Research report	2021

Resources

€355,000 and FTE 4.0

2.5 Activity 5: Anticipating and managing the impact of change

Multiannual perspective

Overview

The megatrends mentioned in the general context section are driving a rapid change in the economy and labour market. Digitalisation and the transition to a carbon-neutral economy are currently two of the most relevant drivers, together with the expected 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, like SMEs or the public sector, could be explored.

Eurofound will explore 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 also 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 results of the pilot project on the future of manufacturing (FOME) implemented by Eurofound. Cooperation with the European Environmental Agency is foreseen.

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 first paragraph of this activity, 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 identified challenges. Furthermore, issues such as discrimination, gender and age, or 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 explore 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 to best support employers and workers to take advantage of the opportunities and mitigate the challenges related to these developments which are 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 update of the 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 transitions 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. 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’.

2021 Programme: Anticipating and managing the impact of change

Overview

In 2021, Eurofound will finalise and publish its 2020 work programme research on the impact of digitisation technologies on work organisation and working conditions and launch its online flagship resource on digitalisation. Also, the work started in 2020 on exploring the distributional effects of the transition to a carbon-neutral economy (ad hoc request 2020) will be published.

In the new programming cycle, Eurofound will continue its research on the impact of digitalisation on working life. A specific focus will be devoted to the effects of the deployment of digitalisation at company level on employment and working conditions (including social protection). This will be carried out using Eurofound’s established ‘vectors of change’: automation, digitisation and coordination through platforms.

In the area of automation and digitisation, the human and ethical implications of, for example, robotisation, wearable devices, AI and big data in the workplace will be explored. In line with the European Commission’s guidance on the use of electronic data, this could investigate how the aspects of ‘necessity, proportionality and time limits’ are applied in practice. The project will explore the role of companies’ external requirements (such as from regulation or stakeholder expectations), as well as companies’ internal standards and processes. This would build upon recent Eurofound research on game-changing technologies, the nature of work in digitised workplaces, employee monitoring and privacy at the workplace, as well as on ECS 2019 data. Cooperation with FRA will be considered.

As regards platform work, an assessment of selected emerging initiatives tackling issues on employment and working conditions will be started. These, for example, relate to the representation of platform workers, negotiation of working conditions, provision of insurance and social protection or taxation. The monitoring of the evolution of the platform economy through Eurofound’s web repository will be continued.

In all three areas, the role and implications for social partners, collective bargaining and social dialogue will be considered. This will exploit existing research (for example, funded by the European Commission) and data from the EWCS and ECS if relevant. A qualitative case study approach is also needed to capture more in-depth information. Additionally, this research strand will be supported by Eurofound’s monitoring tools.

A second research strand will deal with the impact of the transition to a carbon-neutral economy, starting in 2021 with the conceptualisation phase. A literature review will be conducted to compile the state of play of information available regarding the effects of the transition to a carbon-neutral economy on work and employment. Analysis on the relationship between telework and carbon emissions will be conducted (see Activity 1).

Furthermore, research on the distributional impact of policies to reduce carbon emissions, started as an ad hoc project in 2020, will explore which population groups and regions are at risk of experiencing negative impacts and gather evidence on how this is being tackled on the member states level. Building on these findings, a project exploring the socioeconomic impact of the transition to a carbon-neutral economy will start, conducted in cooperation with the EEA.

A third research strand will take a sectoral approach, exploring the work and employment impact of structural change in financial services. This sector is of particular interest, as it is substantially affected by digitalisation as well as other megatrends and this has had an impact on the occupational structure in the sector. While these were already ongoing pre-COVID-19, the crisis has given momentum to the digitalisation of money transactions, not at least due to physical distancing requirements. Eurofound will explore the likely consequences of these changes from a quantitative and qualitative perspective (drawing on the EJM and ERM, a recent Eurofound representativeness study on the banking sector and company case studies). Next to mapping the impact on, for example, employment, job profiles, tasks and skills requirements, the research will investigate to what extent the COVID-19 crisis resulted in temporary versus more sustainable change and the role of social dialogue in shaping the structural and crisis-related change.

The ERM events database will be adapted to allow for the identification of large-scale restructuring cases related to digitalisation and the transition to a carbon-neutral economy and the support instruments and legal databases will be expanded to also cover national policy interventions dealing with these drivers of change (see Activity 3).

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

Projects and outputs

Project description	Outputs	Year (outputs available)
Automation/digitisation		
Human and ethical implications of digitisation at the workplace	Report Online resource update	2022 2022
Digitisation		
Nature of work in the digitised workplace (continuation of 2020 project)	Report	2021
Platforms		
Characteristics and effectiveness of initiatives tackling issues on work and employment in platform work	Policy brief	2022
Maintenance of the web repository on the platform economy	Updated databases Short analyses (dossiers)	2021 2021
Transition to a carbon-neutral economy		
Transition to a carbon-neutral economy: Main issues related to socioeconomic aspects (continuation of 2020 project)	Report Working papers	2021 2021
Distributional impact of measures to reduce carbon emissions and policies to mitigate this impact (continuation of 2020 ad hoc project)	Report	2021
Socioeconomic impact of the transition to a carbon-neutral economy	Report (jointly with EEA)	2023
Other		
Online resource digitalisation (continuation of 2020 project)	Online resource Report	2021 2021
The impact of change on work and employment in financial services: Developments, restructuring processes and outcomes	Report	2022

Resources

€406,000 and FTE 5.3

2.6 Activity 6: Promoting social cohesion and convergence

Multiannual perspective

Overview

After 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 fragilities of the progresses 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, which is expressed at both national level and European level. Promoting upward convergence towards better working and living conditions and strengthening economic and social cohesion are of utmost importance for the European Union. 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 and expand upon 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, Eurofound will continue to regularly report 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 with an investigation of the convergence performance in Europe compared to other developed countries, for example, within the United States, and can provide a comparative measure to assess the convergence performance of the EU. 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 European Union. The research will highlight the interrelationships between various dimensions of convergence and 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 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 more broadly society and its citizens. 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 migration and integration topic will be also considered. This analysis will be conducted for various groups in society, including the middle classes. Making use of 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 the activity is to investigate the link between the developments of disparities among Member States and among social groups and developments in social cohesion in Europe. In particular, this 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 to identify the key policy drivers for strengthening Member States' resilience and promote 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 investigate 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 for 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 will relate 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 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 the Economic and Monetary Union.

Additionally, 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 which will be very relevant for the new European Commission. The work 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.

2021 Programme: Promoting social cohesion and convergence

Overview

Building on the work done in the previous work programme, in 2021 Eurofound will investigate the first impact of the COVID-19 pandemic on economic and social convergence and it will continue to provide regular updates on upward convergence at European and regional levels in the dimensions mentioned in the European Pillar of Social Rights and its accompanying Social Scoreboard.

Making use of Eurostat data, Eurofound will start the investigation of drivers of upward convergence, with particular attention to the geographical divide and the impact of the COVID-19 pandemic. The effect of recovery programmes and the policies to strengthen resilience and to promote sustainable upward convergence will be investigated. Finally, the activity will explore if and how industrial relations processes, in particular collective bargaining, influence the convergence of some outcomes (for example, wages, working time).

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

Research in 2021 will investigate the impact of COVID-19 on economic and social inequalities in Europe, with a special focus on income, employment, education and health. The effect of the COVID-19 crisis on levels, drivers and implications of inequalities, as well as policies to support the reduction of inequalities, will be reviewed.

Relying on social capital literature, an analysis over time of social cohesion trends will be carried out. Making use of *Living, working and COVID-19* data, the impact of COVID-19 on social cohesion and trust will be investigated. The analysis will be performed for various groups in society and results compared at Member State level to highlight similarities and differences. Initiatives to promote inclusiveness will be also considered.

Projects and outputs

Project description	Outputs	Year
Maintenance of the Convergence methodological tool (continuation of 2020 project)	Update of web repository	2021
Explaining convergence: The geographical divide and impact of COVID-19	Research report	2022
Industrial relations influence on convergence	Working paper	2022
The impact of COVID-19 on economic and social inequalities	Research report	2022
Trust and cohesion in the age of COVID-19	Research report	2022
Regional inequalities and convergence (continuation of 2020 project)	Policy brief	2021
Convergence in living conditions (continuation of 2020 project)	Policy brief	2021
Monitoring Convergence in the EU – Flagship report (continuation of 2020 project)	Flagship report	2021

Resources

€249,000 and FTE 5.8

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 over many years three European Surveys (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. 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, 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) will replace the face-to-face EWCS 2020 for which fieldwork had to be stopped because of the COVID-19 pandemic. Due to the 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 will be 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 2023 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 2023 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 2025 using lessons learnt from the 2023 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 data of previous surveys, namely the EWCS-CATI 2021, will also continue during the multiannual cycle as indicated in Activity 1.

The activity 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.

2021 Programme: Survey management and development

Overview

In 2021, the EWCS-CATI 2021 will be fielded using telephone interviewing, after the 2020 face-to-face EWCS had to be stopped due to COVID-19. A follow-up study of the 2020 respondents is also planned. The 2020 and 2021 EWCS data will be used to study mode effects. Work on future-proofing the surveys also continues in 2021, with the further development of the design of the selected scenario for the future and prepare for a pilot. Appraisals of complementary data-collection methods (for example, big data and non-probabilistic surveys) are also planned as is an inventory and documentation of Eurofound data. The survey management work will in 2021 consist of a review of survey procurement procedures and tendering arrangements.

Furthermore, Eurofound will continue to contribute to the debate on the impact of COVID-19 on work and life by launching a fourth wave of Living, working and COVID-19 e-survey following up on the third wave filed around the end of year 2020. Specific emphasis will be placed on living conditions and access to public services while a synergic and complementary approach with the EWCS will be ensured.

Projects and outputs

Project description	Outputs	Year
EWCS-CATI 2021 (telephone interviewing) and EWCS 2020 follow-up (continuation of 2020 project)	Data sets, questionnaire External Data Quality Assessment Report	2022
Developing the design of the chosen scenario for the future (following decision of the Management Board)		
Methodological survey development (study of EWCS mode effects, appraisals of complementary data-collection methods) and big data (experiment, inventory and documentation of Eurofound data)	Internal papers, big-data database	2022
Survey management (review of survey procurement procedures and tendering arrangements)	Internal papers, data documentation	2021
Living, working and COVID-19 e-survey panel	Data set	2021
	Research report	2021

Resources

€690,000 and FTE 6.0

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 request of policymakers, Eurofound reserves 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 ad hoc research work.

Objective

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

Outputs

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

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.

Resources

€287,000 and FTE 2.4

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, and 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 over traditional channels.

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 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. 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 and grow the number of Eurofound citations in academic journals. 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.

2021 Communication and dissemination plan

Overview

In 2021, Eurofound will adapt its communication activities at corporate level to ensure optimal presentation and promotion of the new programme's priorities. This will include changes to the corporate website, highlighting the core focus of the strategic areas. Presentation by these access points – the creation of which will build on the existing website topic section – will be prioritised over the access through the observatory. Work will take place to further improve multimedia and multilingual access to the key messages and policy issues in these areas. Publication formats and related production processes will be optimised for online display and consumption. Eurofound's data visualisation capacity will be further developed and customised specifically to user needs.

Communication with stakeholders and target audiences will be further optimised, building on the agreed corporate digital-first approach to expand and improve the reach using new and upgraded tools and platforms. Social media platforms will be adopted to reflect the changes and revised corporate outputs. A new corporate video presenting Eurofound's objectives and work, in parallel with a new corporate output, will be produced. 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, specifically the results of the ECS and the EWCS, as well as the ongoing updates from the Living, working and COVID-19 e-survey. Web application development will take place to deliver a range of new or adapted resources outlined in the programme of work. The Agency's webinar series will be adapted to the new programme's priorities and the new 'Ask the expert' initiative will be rolled out. In this context, there will be a specific focus on making Eurofound's experts and expertise more accessible in different forms across different channels. Collaboration with key partners among the EU institutions, social partners, tripartite bodies and governments will be prioritised and formalised for all communication activities, particularly in the area of targeted policy-oriented contributions and initiatives as well as social media campaigns. In particular, Eurofound's collaboration with the EU Presidencies will continue with input to the Portuguese and Slovenian Presidencies during this year. Plans for the Foundation Forum will continue during 2021 with a view to the high-level event taking place (in some format) in the latter part of the year.

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

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 signage and branding: PD 2021-2024 Corporate web content and applications Data visualisation Library and information services	2021
Corporate campaigns	Event management, Forum, visits and partnerships Exhibition space, hardware and logistics Dissemination, electronic, OP and print Social media monitoring, social media advertising Media partnerships, media monitoring, distribution and partnerships Photo, video and audio	

Resources

€1,696,000 and FTE 15

3.2 Activity 10: Management and development

Multiannual perspective

Overview

Eurofound operates within the EU institutional framework. It is committed to delivering results to a high professional standard while at the same time making efficient and effective use of 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 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 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 avoiding conflict of interest, irregularities and ensuring zero tolerance to 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 programme 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 requirements.

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

2021 Programme: Management and development

Overview

The start of the new four-year programme will be supported by the following.

- The 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.
- A 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 to fraud through annual risks assessment, regular monitoring and the annual corporate ethics month.

Projects and outputs

Project description	Outputs	Year
Staff development (and HR systems)	A revised competency and skills mapping framework	2021
Evaluation and monitoring: organisational performance and learning	2021–2024 evaluation policy Multiannual framework contract for evaluation and feedback services Performance 2017–2020 report	2021
Activity-based management	Development of IT-connection between project and financial management systems	2021–2022
Project and process management	Digital-first applied to the procurement process and mission management	2021
Sustainability	Environmental review, policies and programmes	2021–2022
Governance	Management and Executive Board meetings Internal control annual assessment and risk review Corporate annual report 2020, including sustainability report	2021 2021 2021

Resources

€398,000 and FTE 6.5

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 preparation of a new tender procedure for the next framework contract with the correspondents, the service model will be evaluated, and requirements will be reviewed. 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 or the pilot on an industrial action monitor. 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 upon future-oriented methodologies, such as scenario building, forecasting and backcasting. These are often to 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 Change and Cohesion strategic areas. 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, in 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, EU-OSHA and ETF), as well as other agencies related to Eurofound's work (FRA, EIGE, EEA). 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, and other EU agencies and institutions for the next European Company Survey. Eurofound has signed an SLA with the ELA sharing the service of Eurofound's accounting officer and an administrative agreement with the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) to provide evaluation services. 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 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 the network of correspondents in 2022, Eurofound will explore the possibilities for joining forces or achieve more synergies with the European Commission Networks.

Cooperation in the area of communication is more detailed in the following section. 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 carry 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.

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. During the programming period, it hopes to repeat a global analysis of working conditions together with the ILO based on the existing framework agreement for cooperation.

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

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

Resources dedicated to international relations are reduced and 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 2021–2024

5.1 Financial resources

At the time of writing, a political agreement within the Council has been achieved with regard to the next MFF for the years 2021 till 2027. However, the discussions with the second branch of the budgetary authority, the European Parliament, are still ongoing.

The figures below are based on the latest breakdown of the MFF discussion provided by the Commission's services. They foresee a freeze in real terms (in 2018 prices) of Eurofound's subsidy for the seven years ahead. In nominal terms, this equals an annual increase

of the subsidy of about 2%. This should allow for compensation of an assumed annual inflation rate of that same rate.

The planned title 3 (operational expenditure) level for 2021 is about €6.1 million. Due to the nearly frozen subsidy over past years this is significantly lower than 2010 which 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 €6.5 million by 2023. The increases in title 1 (staff and staff-related cost) are expected to be disproportionately low. Additional funding will be made available to title 2 in order to further strengthen the IT infrastructure, as well as to invest into Eurofound's sustainability programme, particularly the environmental sustainability.

	2019	2020	2021	2022	2023	2024
	Budget	PD 2020	MFF	MFF	MFF	MFF
Revenue						
Subsidy	20,779,000	21,195,000	21,600,000	22,051,000	22,492,000	22,942,000
Other revenue	200,000	200,000	220,000	219,000	218,000	218,000
Total	20,979,000	21,395,000	21,820,000	22,270,000	22,710,000	23,160,000
Expenditure						
Title 1	13,810,000	13,925,000	14,080,000	14,220,000	14,490,000	14,700,000
Title 2	1,520,000	1,600,000	1,640,000	1,700,000	1,750,000	1,820,000
Title 3	5,649,000	5,870,000	6,100,000	6,350,000	6,470,000	6,640,000
Total	20,979,000	21,395,000	21,820,000	22,270,000	22,710,000	23,160,000

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 ¹²	51	51	51	51	51
Total AST ¹³	40	40	40	40	40
Total CA ¹⁴	13	14	14	14	14
SNE ^{15, 16}	1	0	0	0	0
Structural service providers ¹⁷	7 ¹⁸	7	7	7	7
Total	112	112	112	112	112

12 Total administrators are officials and temporary agents.

13 Total assistants are officials and temporary agents.

14 Contract agents, in FTE.

15 Seconded national expert (SNE).

16 In the past the SNE was introduced by exchanging a CA for an SNE. From 2021 onwards, this exchange is reversed.

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

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

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

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.

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 possibly frozen budget for the next seven years, efficiency gains are the only way to counter the likely effects of inflation and other cost increases. With more than 60% of its budget in the area of staff and staff-related cost (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 amount, 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 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, in 2020, signed a service-level agreement 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 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 the years to come.

Annexes

Annex I: Resource allocation per activity

Table A1: Resource allocation

Activity	Operational cost Title 3 cost (€)	Staff time in FTE*	Total cost (€)
Working conditions and sustainable work	326,000	5.2	1,624,000
Industrial relations and social dialogue	1,239,000	8.4	3,361,000
Employment and labour markets	454,000	5.9	1,946,000
Living conditions and quality of life	355,000	4.0	1,369,000
Anticipating and managing the impact of change	406,000	5.3	1,714,000
Promoting social cohesion and convergence	249,000	5.8	1,704,000
Survey management and development	690,000	6.0	2,210,000
Ad hoc requests	287,000	2.4	892,000
Corporate communication infrastructure	1,696,000	15.0	5,286,000
Management and development	398,000	6.5	1,714,000
Grand total	6,100,000	64.4	21,820,000

Note: * Full-time equivalent.

Annex II: Financial resources

Table A2: Expenditure

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

Table A3: Commitment appropriations

	Executed Budget 2019 ¹⁹	Budget 2020	Draft Budget 2021		Variation 2021/2020	Envisaged 2022	Envisaged 2023
			Agency request ²⁰	Budget proposal			
Title 1 Staff expenditure	13,492,940	13,925,000	14,080,000	14,080,000	1.1%	14,220,000	14,490,000
11 Salaries & allowances	12,087,118	12,448,000	12,730,000	12,730,000	2.3%	12,892,000	13,140,000
- of which establishment plan posts	11,663,841	11,978,000	12,253,000	12,253,000	2.3%	12,440,000	12,683,000
- of which external personnel	423,277	470,000	477,000	477,000	2.6%	452,000	457,000
12 Expenditure relating to Staff recruitment	162,824	263,000 ²¹	214,000	214,000	-18.6%	207,000	214,000
13 Mission expenses	291,682	320,000	290,000	290,000	-9.4%	300,000	305,000
14 Socio-medical infrastructure	235,579	266,000	266,000	266,000	0.0%	271,000	276,000
15 Training	114,894	160,000	160,000	160,000	0.0%	160,000	160,000
16 External services²²	600,842	468,000	420,000	420,000	-10.3%	390,000	395,000
17 Receptions and events							
Title 2 Infrastructure and operating expenditure	1,622,357	1,600,000	1,640,000	1,640,000	2.5%	1,700,000	1,750,000
20 Rental of buildings and associated costs	716,310	693,000	723,000	723,000	4.3%	763,000	793,000
21 Information and communication technology	740,572	722,000	732,000	732,000	1.4%	752,000	772,000
22 Movable property and associated costs	91,660	100,000	100,000	100,000	0.0%	100,000	100,000
23 Current administrative expenditure	12,160	20,000	20,000	20,000	0.0%	20,000	20,000
24 Postage/Telecommunications	61,855	65,000	65,000	65,000	0.0%	65,000	65,000
25 Meeting expenses							
26 Running costs in connection with operational activities							
27 Information and publishing							
28 Studies							
Title 3 Operational expenditure (to be specified by chapter)	6,373,863	5,870,000	6,100,000	6,100,000	3.9%	6,350,000	6,470,000
Total expenditure	21,489,160	21,395,000	21,820,000	21,820,000	2.0%	22,270,000	22,710,000

¹⁹ All commitments made from C1, C4 and new R0 appropriations in 2019.

²⁰ This column reflects the Agency request to the EU-budget.

²¹ Provision for recruitment of new Executive Director.

²² This chapter includes, amongst others, fees for SLAs for Commission's services, trainees and seconded national expert (SNE).

Table A4: Payment appropriations

	Executed Budget 2019 ²³	Budget 2020	Draft Budget 2021		Variation 2021/2020	Envisaged 2022	Envisaged 2023
			Agency request	Budget proposal			
Title 1 Staff expenditure	13,213,344	13,925,000	14,080,000	14,080,000	1.1%	14,220,000	14,490,000
11 Salaries & allowances	12,087,118	12,448,000	12,730,000	12,730,000	2.3%	12,892,000	13,140,000
- of which establishment plan posts	11,663,841	11,978,000	12,253,000	12,253,000	2.3%	12,440,000	12,683,000
- of which external personnel	423,277	470,000	477,000	477,000	2.6%	452,000	457,000
12 Expenditure relating to Staff recruitment	118,772	263,000 ²⁴	214,000	214,000	-18.6%	207,000	214,000
13 Mission expenses	279,149	320,000	290,000	290,000	-9.4%	300,000	305,000
14 Socio-medical infrastructure	173,991	266,000	266,000	266,000	0.0%	271,000	276,000
15 Training	86,488	160,000	160,000	160,000	0.0%	160,000	160,000
16 External services ²⁵	467,827	468,000	420,000	420,000	-10.3%	390,000	395,000
17 Receptions and events							
Title 2 Infrastructure and operating expenditure	1,209,955	1,600,000	1,640,000	1,640,000	2.5%	1,700,000	1,750,000
20 Rental of buildings and associated costs	431,582	693,000	723,000	723,000	4.3%	763,000	793,000
21 Information and communication technology	694,414	722,000	732,000	732,000	1.4%	752,000	772,000
22 Movable property and associated costs	67,508	100,000	100,000	100,000	0.0%	100,000	100,000
23 Current administrative expenditure	7,010	20,000	20,000	20,000	0.0%	20,000	20,000
24 Postage/Telecommunications	59,440	65,000	65,000	65,000	0.0%	65,000	65,000
25 Meeting expenses							
26 Running costs in connection with operational activities							
27 Information and publishing							
28 Studies							
Title 3 Operational expenditure (to be specified by chapter)	2,749,994	5,870,000	6,100,000	6,100,000	3.9%	6,350,000	6,470,000
Total expenditure	17,173,293	21,395,000	21,820,000	21,820,000	2.0%	22,270,000	22,710,000

Table A5: Revenue

Revenues	2020	2021
	Revenues estimated by the Agency	Budget proposal
EU contribution	21,195,000	21,600,000
Additional EU funding: ad hoc grants and delegation agreements	pm	pm
Other revenue	200,000	220,000
Total revenues	21,395,000	21,820,000

²³ All commitments made from C1, C4 and new R0 appropriations in 2019.

²⁴ Provision for recruitment of new Executive Director.

²⁵ This chapter includes, amongst others, fees for SLAs for Commission's services, trainees and SNE.

Table A6: Revenue breakdown

Revenues	2019	2020	2021		Variation 2021/2020	2022	2023
	Executed budget ²⁶	Revenues estimated by the Agency	As requested by the Agency	Budget proposal		Envisaged	Envisaged
1 Revenue from fees and charges							
2 EU contribution	20,779,000	21,195,000	21,600,000	21,600,000	2.0%	22,051,000	22,492,000
- Of which assigned revenues deriving from previous years' surpluses		pm	pm	pm		pm	pm
3 Third countries contribution (incl. EFTA and candidate countries)	1,020,701	pm	pm	pm		pm	pm
- Of which EFTA		pm	pm	pm		pm	pm
- Of which candidate countries		pm	pm	pm		pm	pm
4 Other contributions		pm	pm	pm		pm	pm
- Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)		pm	pm	pm		pm	pm
5 Administrative operations		18,000	18,000	18,000	0%	19,000	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	121,835	182,000	202,000	202,000	11.1%	200,000	200,000
7 Correction of budgetary imbalances							
Total revenues	21,921,536	21,395,000	21,820,000	21,820,000	2.0%	22,270,000	22,710,000

Table A7: Budget outturn and cancellation of appropriations

Budget outturn	2017	2018	2019
Revenue actually received (+)	20,440,843.26	20,763,521.81	21,921,536
Payments made (-)	-16,762,783.98	17,144,531.09	17,173,293
Carry-over of appropriations (-)	-3,957,046.16	3,588,557.55	5,424,643
Cancellation of appropriations carried over (+)	37,528.29	103,315.96	226,704
Adjustment for carry over of assigned revenue appropriations from previous year (+)	241,458.60	9,773.12	115,534
Exchange rate differences (+/-)	-1,719.71	-1,547.62	-1,327
Adjustment for negative balance from previous year (-)			
Total	-1,719.70	141,974.63	-335,489

26 Revenue received and cashed in 2019.

Annex III: Human resources outlook and staff evolution

Table A8: Human resources outlook

Staff population		Staff population in voted EU budget 2018	Staff population in voted EU budget 2019	Staff population actually filled at 31.12.2019	Staff population planned for 2020	Staff population planned for 2021	Staff population planned for 2022	Staff population planned for 2023
Officials	AD	5	5	5	5	4	4	4
	AST	6	6	6	6	6	6	6
	AST/SC	0	0	0	0	0	0	0
TA	AD	44	46	41	46	47	47	47
	AST	36	34	35	34	33	33	32
	AST/SC	0	0	0	0	1	1	2
Total		91	91	87	91	91	91	91
CA GF IV		3	6	5	6	7	7	7
CA GF III		4	3	2	3	3	3	3
CA GF II		5	2	2	2	3	3	3
CA GF I		2	2	2	2	1	1	1
Total CA²⁷		14	13	11	13	14	14	14
SNE²⁸		1	1	1	1	0	0	0
Structural service providers ²⁹		7	7	7	7	7	7	7
Total		113	112	106	112	112	112	112
External staff ³⁰ for occasional replacement ³¹			2	5	2	2	2	2

27 FTE.

28 Eurofound had introduced an SNE post by converting a CA post. From 2021 onwards the SNE post is reconverted into a CA post.

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

30 FTE.

31 For instance, replacement due to maternity leave or long sick leave.

Table A9: Staff evolution

Category and grade	Establishment plan in EU budget 2018 ³²		Establishment plan in EU budget 2019		Staff population actually filled at 31.12.2019		Modifications envisaged in establishment plan 2019 in application of flexibility rule		Establishment plan 2020		Establishment plan 2021		Establishment plan 2022		Establishment plan 2023	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16																
AD 15		1		1	1											
AD 14		1		1										2		2
AD 13	1	4	2	3		1			2	3	2	3	2	3	2	3
AD 12	2	7	1	8	3	5			1	8	1	8	1	8	1	8
AD 11	0	5	1	5	2	2			1	5	0 ³³	5	0 ³⁴	5		5
AD 10	2	4		5		2				6		6		6		5
AD 9	1	3	1	7	1	4			1	6	1	6	1	6	1	6
AD 8	1	6		7	1	8				8		8		8		8
AD 7		7		6		8				5		6		6		6
AD 6		3		2		6 ³⁵				2		2		2		3
AD 5		1		1		3				1		1		1		1
Total AD	5	44	5	46	5	40			5	46	4	47	4	47	4	47
AST 11		1		1										2		2
AST 10		1		2		2				1		1		1		1
AST 9		5		6		5				7		7		7		7
AST 8		7		7		2			1	7	2	7	2	7	2	6
AST 7	2	8	2	7	1	11			2	5	2	5	2	5	2	5
AST 6	3	2	2	1	3	1			2	2	2	2	2	2	2	2
AST 5	1	7	1	5		5			1	5		5		5		5
AST 4		2		2		4				1		2		2		2
AST 3		1		2		4				2		1		1		2
AST 2		1		1		1				2		1		1		0
AST 1		1		0		0				0		0		0		0
Total AST	6	36	6	34	6	35			6	34	6	34	6	34	6	34

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

33 One official post to be converted into temporary agent.

34 One official post to be converted into temporary agent.

35 Includes the post of Accountant, following the recommendations of the Court of Auditors.

Category and grade	Establishment plan in EU budget 2018 ³⁶		Establishment plan in EU budget 2019		Staff population actually filled at 31.12.2019		Modifications envisaged in establishment plan 2019 in application of flexibility rule		Establishment plan 2020		Establishment plan 2021		Establishment plan 2022		Establishment plan 2023	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AST/SC 6																
AST/SC 5																
AST/SC 4																
AST/SC 3																
AST/SC 2											1					2
AST/SC 1																
Total AST/SC																
Total	15	78	11	80	11	76			11	80	11	80	10	81	10	81
		93		91	87				91	91	91	91	91	91	91	91

³⁶ Upgrades in the establishment plan have been inserted in order to allow for reclassification and promotions. In certain grades, AD 5 particularly, the cohort largely date from a certain period of recruitment and many have or will reach at least the multiplication factor for the grade as indicated in Annex IB to the Staff Regulations. Not to include such provision will not allow for career development.

Annex IV: Human resources policies

1. Recruitment policy

a) Officials

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

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

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

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

b) Temporary agents

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

All newly recruited staff will be offered a fixed-term contract, with, for temporary agents 2(f), the possibility

of an indefinite contract on first renewal. Fixed-term contracts are for a duration of five years, unless, exceptionally, the nature of the role to be filled or the skills required is for a shorter duration. As a general rule, a temporary agent 2(f) will become indefinite on first renewal. 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 was AST 1.³⁷ For more complex administrative assistant roles (for example, HR Officer, Information Officer, Contracts Officer, Editor or Personal Assistant), the entry level is AST 3 or AST 4. Almost all AD staff are recruited at AD 5, AD 6 or AD 7 levels. Eurofound is recruiting social researchers in the beginning of their career at AD 5 and AD 6 levels. 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, will generally be less experienced and are assigned to carry out work of a more technical/scientific nature initially, for example conducting research rather than managing it. In this role, the Research Officer develops the skills of a Research Manager over time and by the time of promotion to AD 7 in due course will be expected to assume all aspects of the role of Research Manager.

c) Contract agents

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

Roles for which contract agents have been engaged are: Project officer – HR; Project officer – Research; events assistant; contracts assistant; Project officer – Data

³⁷ 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.

Protection and Internal Control; receptionist; facilities assistant; and operations assistant. In deciding on the posts to be filled by contract agents, the following factors are considered:

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

Eurofound offers contracts of up to five years' duration. These contracts may be renewed if there is a need for the role to be continued and subject to budgetary constraints. On second renewal, a contract would become indefinite.³⁸

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.

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.

d) Seconded national experts³⁹

Eurofound has one seconded national expert (SNE) at present, who acts as a policy advisor. SNEs have been used on numerous occasions to carry out research manager or research officer type work.

The procedure followed is a request to national administrations and bodies, through their respective Permanent Representations in Brussels. Candidates are nominated to Eurofound, which in turn invites them to

interview to assess their suitability for the advertised role. If suitable, they are offered a secondment of two years, with payment of a daily allowance in accordance with the rules on SNEs adopted by the Commission.

e) Structural service providers⁴⁰

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

Interim staff

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

ICT contractors

- They provide consultancy services and additional technical support to the staff of the ICT unit. This support relates to ICT projects for which specific technical expertise is not available internally within the ICT unit.
- They are provided under the terms of a framework contract, awarded following an open tendering procedure carried out by Eurofound or DG DIGIT (European Commission). Framework contracts have a duration of between one and four years.

³⁸ In the case of FG IV staff, subject to confirmation that they have achieved a level of B2 in a third language.

³⁹ NB: SNEs are not employed by the Agency.

⁴⁰ NB: Structural service providers are not employed by the Agency.

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

Service contractors

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

f) Appointment of heads of unit

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.

2. Appraisal of performance and reclassification/promotions

Table A10: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 01.01.2018		How many staff members were promoted/reclassified in 2019		Average number of years in grade of reclassified/promoted staff members	Multiplication rates (%) – Annex IB, Staff Regulations
	Officials	TA	Officials	TA		
AD 16						
AD 15						
AD 14		2				
AD 13		2				15
AD 12	3	4				15
AD 11		3		2	12	25
AD 10		1		1	4.5	25
AD 9	1	5		2	4	25
AD 8	1	7		1	3	33
AD 7		9		2	4	36
AD 6		2		2	4.5	36
AD 5		5				36
Total AD	5	40	0	10		
AST 11						
AST 10		2				20
AST 9		4				20
AST 8		3		3	5.3	25
AST 7	1	10		1	6	25
AST 6	1	3		2	5.9	25
AST 5	2	5	2	1	4.6	25
AST 4		2		1	3	33
AST 3		5				33
AST 2		4		1	4.1	33
AST 1	2		1		3.6	33
Total AST	6	39	3	9		
Total	11	79	3	19		

Table A11: Reclassification of contract staff

Function group	Grade	Staff in activity at 01.01.2018	How many staff members were reclassified in 2019	Average number of years in grade of reclassified/promoted staff members	Average number of years spend in the grade before reclassification into next grade
CA IV	18				
	17				
	16				
	15				
	14	1			
	13	1			
CA III	12				
	11				
	10				
	9	2	1	4.3	3-5
	8	1			
CA II	7				
	6	1			
	5	1			
	4				
CA I	3				
	2	1	1	2	6-10
	1	1			
Total		9	2		

3. Mobility policy

Mobility can be internal, between agencies, and between agencies and the institutions.

Mobility within the Agency

All vacancies are advertised internally, where practical and appropriate. Interested candidates are interviewed and if considered suitable are 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. There was one successful internal transfer during the year 2019.

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.

4. 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 with fewer AST staff, or vice versa?

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

5. Gender and geographical balance

Table A12: Gender balance (on 31 December 2019)

Female	Contract agent	FG I	1
		FG II	1
		FG III	2
		FG IV	3
	Official	AD	3
		AST	5
	Temporary agent	AD	17
		AST	25
	Total		57
	Male	Contract agent	FG I
FG II			1
FG III			
FG IV			2
Official		AD	2
		AST	1
Temporary agent		AD	24
		AST	10
Total		41	
Total		98	

Table A13: Gender balance in senior and middle management positions⁴¹ (on 31 December 2019)

	Number of Staff	Percentage
Men	5	50
Women	5	50

Geographical balance

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

Table A14: Staff breakdown by nationality (on 31 December 2019)

EU Member State	
Austria	3
Belgium	6
United Kingdom	1
Bulgaria	1
Denmark	1
Netherlands	7
Finland	1
France	9
Germany	7
Greece	3
Hungary	2
Ireland	27
Italy	6
Lithuania	1
Luxembourg	1
Poland	4
Portugal	2
Romania	1
Slovakia	1
Spain	12
Sweden	2

6. 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 Bacculaureate degree and is also for logistical reasons 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

⁴¹ Holding a management allowance.

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, together with the Commission and Parliament office in Ireland, have an arrangement for many years with a private school, St Andrew's College, Blackrock, which operates at both primary and secondary levels. In its 'European Annex', the school provides additional tuition in mother tongue languages to the children of Eurofound staff, funded wholly by the Irish Government. It also prepares children for and

allows them to sit the exams for the International Baccalaureate (IB). This school is used by many of Eurofound's staff. In its admission policy, the school grants a certain level of priority to the children of Eurofound staff. However, depending on general demand, the priority given to Eurofound children might not in every case secure a place in the school. This is particularly critical for newly recruited staff members' children who arrive in Ireland with little lead time and, possibly, in the middle of 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.

Annex V: Buildings

Table A15: Current buildings

	Name, location and type of building	Other comments
Information to be provided per building	Dublin: Main building and conference centre	
Surface area (in square metres)	Approx. 2,500 sq. m.	
– of which office space	2,000 sq. m.	
– of which non-office space	500 sq. m., conference centre	
Annual rent (in €)	n/a	
Type and duration of rental contract	n/a	
Host country grant or support	n/a	
Present value of the building	€452,187	31.12.2019
	Name, location and type of building	Other comments
Information to be provided per building	Dublin: Loughlinstown House and grounds (historical, listed building)	
Surface area (in square metres)	Approx. 500 sq. m.	
– of which office space	350 sq. m.	
– of which non-office space	150 sq. m. meeting rooms	
Annual rent (in €)	None; €250,000 was paid in 2000 for a 99-year lease (from 2001 on)	
Type and duration of rental contract	99-year lease	
Host country grant or support	n/a	
Present value of the building	n/a	
	Name, location and type of building	Other comments
Information to be provided per building	Brussels: 18, Avenue d'Auderghem	Brussels Liaison Office
Surface area (in square metres)	100 sq. m.	
– of which office space		
– of which non-office space		
Annual rent (in €)	€ 22,920	In 2019
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 planned; no change of surface area.

Building projects submitted to the European Parliament and the Council

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

Annex VI: Privileges and immunities

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

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

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

Table A16: Overview of privileges

Agency privileges	Privileges granted to staff	
	Protocol on privileges and immunities/diplomatic status	Education/day care
<p>The Agency has diplomatic status. 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 and 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, for staff to travel to and from work without hindrance, for staff to transfer residence to Ireland without payment of import duty on their effects and motor cars. Staff are exempt from national income tax on their 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. Educational allowances are paid to staff in accordance with the provisions of the Staff Regulations. 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 VII: Evaluations

Eurofound’s performance monitoring system (EPMS) aims to foster a culture of continuous organisational improvement evaluation alongside other elements: KPIs, a series of metrics, user feedback, qualitative assessment, analysis and learning. Our approach supports the periodic external evaluation organised by the European Commission.

An evaluative approach is used to capture – to the extent possible – the contribution of Eurofound’s work to the EU policy objectives, considering that such an impact depends on a range of factors beyond Eurofound’s control.

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

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

Analysis and evaluation enable a deeper understanding as to 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 as well as the development of the annual programmes. In addition, Eurofound recognises evaluation as a valuable systematic tool which provides evidence for better decision-making, and as a tool for organisational learning and continuous improvement.

Table A17: Action plan

Action plan based on 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 (2019) 159 Final (9.4.2019) – final version January 2020.*

Title of recommendation with reference to numbering in the Staff Working Document	Actions	Responsible	Due date	Status
Agency-specific recommendations for Eurofound (Chapter 6.2.2. page 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 MB members), feeding into a review at time of annual contract renewal.	Network of Eurofound Correspondents project team	January 2020 and 2021	Ongoing
	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	31/01/2021	
Overall recommendations for the agencies (Chapter 6.2.1 pages 53–55)				
Agency-level innovation (efficiency): Recommendations 3–5				
(5.1) ‘The agencies’ performance measuring systems can be further aligned and made more comparable. Therefore the agencies could work to further align their performance indicator methodologies.....’	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	31/12/2020	Comparison of administrative indicators completed. Further work on methodologies to continue in 2021–2022
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 sub-network.	Organisational support unit	2021–2024	See above

Title of recommendation with reference to numbering in the Staff Working Document	Actions	Responsible	Due date	Status
Overall recommendations for the agencies (Chapter 6.2.1 pages 53–55)				
<i>Reinforced cooperation: Recommendations 9–14</i>				
(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 correspondents, to explore all possible options from joint tender to cooperation and synergies with the EC networks.	Advisor IR in the context of the interim evaluation of the Network of Eurofound Correspondents (see Eurofound specific recommendation 23)	2020–2021	Ongoing
(12) ‘Joint delivery where common tools and approaches exist, for example, managing expert networks and running surveys (e.g. a joint company panel). Agencies may join efforts and resources without substituting specific targeted surveys carried out by the EMPL agencies.’	Eurofound intends to continue cooperation with Cedefop for the next European Company Survey edition. It would welcome other agencies to join. Eurofound will try to formalise a framework for cooperation with OECD (similar to the one with ILO).	Deputy Director in the context of the annual review of the Memoranda of Understanding between Agencies	2020–2021	Cedefop’s intention is not to be a partner in the next round of the ECS. Depending the result of the discussion on the future of the surveys, other forms of collaboration will be explored
(13) ‘Joint programming and planning could be put in place, but focused exclusively on areas suitable for cooperation and/or joint delivery.’ (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.’	Eurofound will continue its cooperation with other agencies on the basis of MoUs and annual action plans. A new MoU with the European Labour Authority will be explored as regard mobility-related activities.	Executive Director (coordination)	Annually (MoU with ELA 2020–2021)	Collaboration with the European Environment Agency will be further explored in 2021

Annex VIII: Risks

Risks is one of the five building blocks of the Internal control framework.⁴² 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.⁴³ The risks in the table below refer to the 2021–2024 multiannual programme period. 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. For the 2021 programme, the risk identification process in the third quarter of 2020 highlighted five risks

with potential for impact on the programme and organisation as a whole considered above the risk appetite of the Agency. The risk register and implementation of the action plan is monitored throughout the implementation of the programme period. This is then reported on in the consolidated annual activity report. A risk review takes place every year in quarter three at management level. For the 2021 programme implementation, the main risk area continues to be around the management of uncertainty due to the COVID-19 virus and matching the available (scarcer) financial and human resources with the external expectations and internal ambitions.

Table A18: Identified risks, responses and actions

Risk title and description	Risk type	Risk response	Action
<p>The COVID-19 virus will continue to demand a high level of flexibility in implementing a work programme with delays that impact negatively on</p> <ul style="list-style-type: none"> opportunities to contribute to the EU policy agenda, or on the expected budget consumption, <p>while stretching the ability of staff to adapt to uncertainty, leading to lower levels of productivity.</p>	Strategic; Financial; People and organisation	Reduce	<p>Full roll-out of the (technical) environment and of support for experience and expertise to using alternatives to face-to-face meetings and events.</p> <p>Modular planning of the activities to adapt to changing priorities and making best use of the ad hoc activity.</p> <p>Support for staff, such as offering telework, and support for mental well-being.</p>
<p>The budgetary situation (i.e. likely reductions in budget and human resources) makes it difficult for the Agency to live up to the expectations of its stakeholders and fulfil its mandate adequately.</p>	Financial; External environment; Organisation	Reduce	<p>Implement the multiannual activities in a modular fashion to facilitate a flexible adaption (reducing activities) in the case of changing priorities.</p> <p>Possible implications for the human resource capacity of the regular planned activities of the work programme will have to be factored in when deciding on the implementation of ad hoc requests.</p>
<p>Uncertainty about the implications of methodological challenges and financial developments, in the context of considerations of the overall budget and priorities of Eurofound, which risk the medium-term sustainability of the Agency’s survey activity.</p>	Strategic; Financial	Reduce	<p>Implementing the measures explored in 2020:</p> <ul style="list-style-type: none"> extending the cycle of the surveys to six years partnership with other agencies feasibility of different methodologies and alternatives
<p>Overlap and lack of synergies with other organisations in areas of common interest and policy contribution.</p>	Strategic; Financial	Reduce	<p>Timely exploration of synergies, for example:</p> <ul style="list-style-type: none"> joint management of survey activities collaboration between national networks in the area of Eurofound’s mandate joint investment in big data <p>Continued exchange and monitoring of (draft) programmes with other agencies and organisations.</p>
<p>Organisation not optimally aligned with the programme objectives and structure based on synergies of the different functions and professional expertise.</p>	People and organisation; Internal communication	Reduce	<p>Adapting internal structures with a focus on effective collaboration in implementing the annual work programme and in seizing opportunities to contribute to requests from stakeholders throughout the year.</p>

42 Adopted at the Management Board meeting in November 2018.

43 Based on the Commission’s Implementation Guide on Risk management, November 2015.

Annex IX: Draft procurement plan

Article 72 of Eurofound's Financial Regulation provides that a budgetary commitment shall be preceded by a financing decision, with the exception of 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 (Art. 72 (3)). In other words, the figure defined by this financing decision refers to the procurement budget available in 2021 for operational expenditure in title 3 of Eurofound's budget and amounts to €2,826,000.

With regard to changing the financing decision, it should be noted that the Authorising Officer (the Executive Director) was delegated by the Management Board only

the right to make non-substantial amendments to the work programme.⁴⁴ A non-substantial amendment is considered to be an increase of the financing decision by less 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.

Table A19: Overview of draft procurement plan

Subject	Value	Comment
Working conditions and sustainable work		
Preparatory work for overview report EWCS-CATI 2021 (contract for statistical imputation for modularised questionnaire)	€60,000.00	
Telework in the EU – regulatory frameworks and prevalence	€20,000.00	
Industrial relations		
Representativeness studies	€71,000.00	Four separate contracts
Provision of topical updates	€30,000.00	Two separate contracts
Network of Eurofound Correspondents	€4,800,000.00	4-year contract maximum ceiling
Employment and labour markets		
Assessment of the policies to tackle labour shortages	€150,000.00	
Living conditions		
Investigating the gender divide in the aftermath of COVID-19	€30,000.00	
Adapting to a new reality – provision and use of public services in COVID-19 times	€40,000.00	
Anticipating and managing the impact of change		
Human and ethical implications of automation and digitisation at the workplace on work organisation and working conditions	€120,000.00	
Policies for platform work: first lessons learned	€100,000.00	
Exploring the socioeconomic impact of the transition to a low carbon economy	€80,000.00	
Convergence and cohesion in the European Union		
Explaining convergence: the geographical divide – policy analysis for interpretation of results and trends	€30,000.00	
The impact of COVID-19 on multidimensional inequalities – policy analysis	€50,000.00	

⁴⁴ Decision no. 24 of the Management Board of 4 May 2020; in case of substantial amendments made to the work programme, the Executive Director shall seek the approval of the Management Board.

Subject	Value	Comment
Survey management and development		
Methodological survey development – study of mode effects on EWCS	€50,000.00	
Methodological survey development – appraisal of other forms of data collection and big data experiment	€50,000.00	
Developing the design of the chosen scenario for the future – preparations and tendering for pilot in 2022	€460,000.00	
Developing the design of the chosen scenario for the future – feasibility study on cost estimations	€30,000.00	
Communication		
Provision of social media communication campaign and marketing services	€300,000.00	
Provision and analysis of the bibliometric data to Eurofound	€45,000.00	
Management and development		
Provision of evaluation and feedback services	€550,000.00	4-year contract maximum ceiling
Supply of electricity to Eurofound	€300,000.00	4-year contract maximum ceiling
Supply of electricity to Eurofound	€160,000.00	4-year contract maximum ceiling
Provision of general stationery products	€60,000.00	4-year contract maximum ceiling
Purchase of a car	€35,000.00	
Environmental Management Consultancy	€20,000.00	
Greening improvements to Eurofound's facilities	€150,000.00	
Provision of architectural service	€40,000.00	4-year contract maximum ceiling
HPE Content Manager – Helpdesk support and consultancy	€60,000.00	4-year contract maximum ceiling

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

Funds through a grant or contribution agreement for the year 2021, pursuant to Art. 7 of the Framework Financial Regulation.

Table A20: Plan for grant, contribution or service-level agreements

	General information				Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	N = 2020	2021	2022	2023
Grant agreement									
Grant contract – External actions of the European Union (2018/402-940)	12 January 2019	€550,000	30 months from date of signature (11 July 2021) ⁴⁵	Directorate-General Neighbourhood and Enlargement Negotiations (DG NEAR) – European Commission	Provision of comparative statistics on working conditions and company practices	Amount €495,000.00 (prefinancing in 2019)	--	€55,000	--
						Number of CA/ SNE	--	--	--
Service level agreement (draft)	December 2020 (expected)	€1,000,000 (expected)	2–3 years (expected)	Directorate-General Employment, Social Affairs and Inclusion (DG EMPL) – European Commission	Provision of data and research evidence to feed into the monitoring of the European Commission's initiative on fair minimum wages	Amount Not known	Not known	Not known	Not known
						Number of CA/ SNE	1 FG-IV	1 FG-IV	1 FG-IV

45 DG NEAR has offered to extend the contract duration until 2022 to mitigate the delays caused by the pandemic.

Annex XI: Environmental management

Public administrations have a responsibility to reduce the impact of their administrative operations on the environment as much as possible. In its special report *How do the EU institutions and bodies calculate, reduce and offset their greenhouse gas emissions?* (14/2014), the European Court of Auditors concludes with a recommendation of full implementation of EMAS (European Management and Audit Scheme) 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 put into individual improvement actions, such as upgrading of the lighting system, increased window insulation, a state-of-the-art video conferencing system, reducing the number of missions, reducing paper consumption, the instalment of charging points for electrical cars, no long-term strategy was implemented.

From 2020 on, concrete steps have been taken that will ensure an EMAS certification within 2–3 years.

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

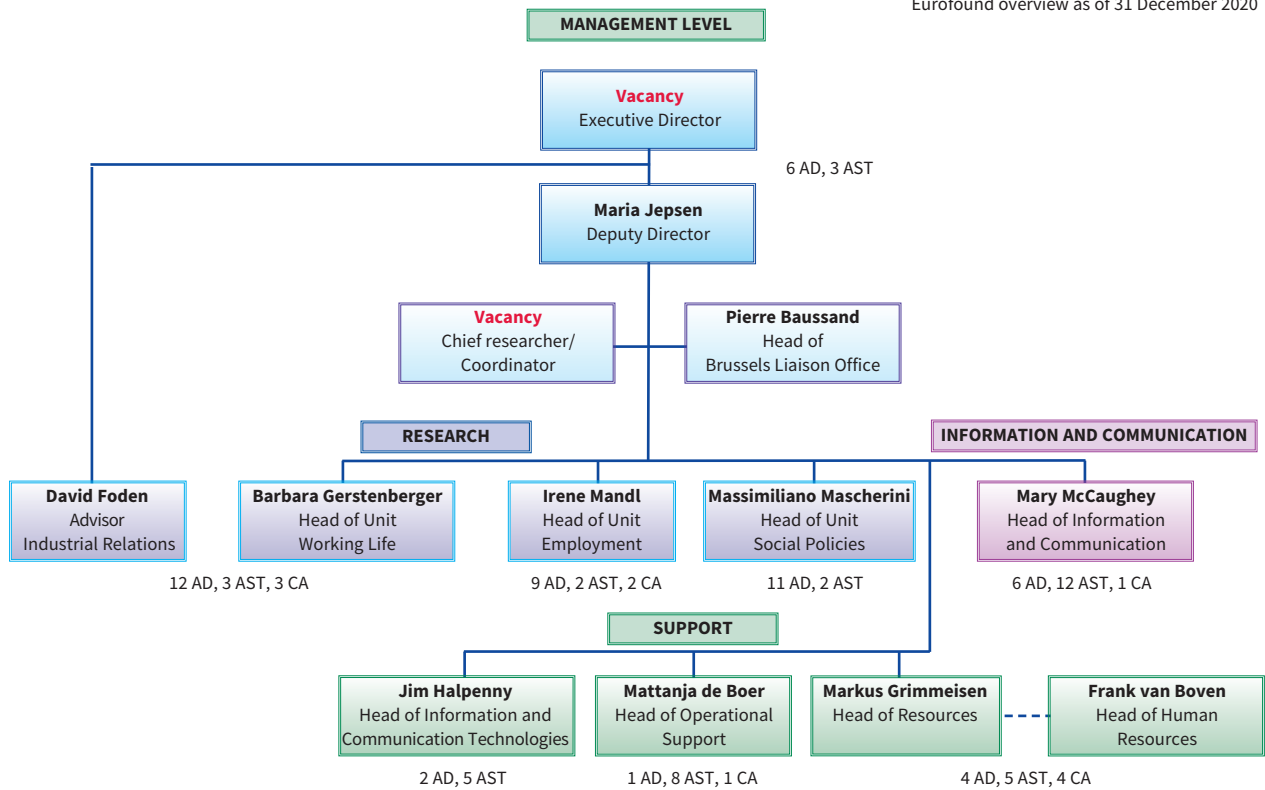
projects can be implemented in the area of environmental management in order not to jeopardise the justified expectations of stakeholders in relation to Eurofound delivering on its actual mandate as per its Founding Regulation. It is, therefore, suggested to the Budgetary Authority (the EU Parliament and Council) to make available a specific budget that would allow agencies like Eurofound to apply for grants which are not available from national authorities to accelerate the efforts for better environmental sustainability of their operations. This would allow the EU institutions and agencies to set an example for a European Green Deal.

Public procurement is an important instrument towards sustainability and the transition to a circular economy. In 2020 Eurofound will adapt its procurement strategy to chart how to best integrate sustainability into existing procurement practices and systems. It will build on and use the handbook, toolkit and criteria for social and green public procurement available from the European Commission. Specifically, the focus will be on internal awareness raising and training to gather support based on the procurement plans for 2020–2021, identifying appropriate environmental/social purchasing demands for a suitable pilot.

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

Annex XII: Organisation chart 2020

Eurofound overview as of 31 December 2020



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

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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.

