

Consolidated annual activity report of the Authorising Officer for the year 2016



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In pursuance of FR 1605/2002, FFR No 12711/2013¹
and Article 13.1 of Eurofound's Founding Regulation²



European Foundation
for the Improvement of
Living and Working
Conditions

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- 1 Regulation (EU) No. 1271/2013 of 30 September 2013 on the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No. 966/2012 of the European Parliament and of the Council.
 - 2 Regulation (EEC) No 1365/75 of 26 May 1975 on the creation of a European Foundation for the Improvement of Living and Working Conditions as amended by Council Regulation No 1649/2003 of 18 June 2003.

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The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency, whose role is to provide knowledge in the area of social, employment and work-related policies. Eurofound was established in 1975 by Council Regulation (EEC) No. 1365/75 to contribute to the planning and design of better living and working conditions in Europe.

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Contents

Governing Board’s analysis and assessment	1
Executive summary	3
Introduction	7
Part 1: Policy achievements of the year	9
Part 2: Management and external evaluation control system	25
2A Management control system	25
2B Evaluation	37
Part 3: Assessment of the effectiveness of the internal control systems	41
Part 4: Management assurance	43
Part 5: Declaration of the Authorising Office	45
Annexes	47
Annex 1 Core business statistics	47
Annex 2 Statistics on financial management	48
Annex 3 Eurofound staff list and organisational chart	56
Annex 4 Establishment plan and staff breakdown	58
Annex 5 Human and financial resources by activity, including results from the benchmarking exercise	60
Annex 6 List of Governing Board members, events and publications	62
Annex 7 Report on access to documents, historical archiving and requests for copyright	74
Annex 8 Delegated powers to Authorising Officers by Delegation (AOD)	75

Country codes EU28

AT	Austria	FI	Finland	NL	Netherlands
BE	Belgium	FR	France	PL	Poland
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Governing Board's analysis and assessment

This Activity Report marks the end of a four-year programming cycle which started in 2013 under the headline of *'From crisis to recovery: Better informed policies for a competitive and fair Europe'*. The Governing Board and its Bureau were closely involved in the planning and implementation of this programme and are satisfied that it provided valuable contributions to all EU institutions, social partners and governments.

The Board is particularly satisfied that Eurofound's key performance indicators, which give a balanced view on the different aspects of organisational performance, demonstrate a steady upward trend for most indicators.

These achievements are impressive considering the human resources and budgetary constraints Eurofound is confronted with. For the years to come, EU bodies and institutions are likely to face an increasing pressure on resources. This will require from Eurofound strong priority-setting and further efforts to achieve efficiencies.

As in previous years, this report demonstrates that performance is not achieved at the cost of compliance. Compliance is a prerequisite for high-performing organisations and the Board takes note of the management assurance given and the Declaration of the Authorising Officer.

At this time, when a revision of Eurofound's Founding Regulation is being discussed by the EU institutions and an evaluation of the role of the Agency is being carried out, the Board welcomes the information provided in this report, as it reflects the valuable work of Eurofound and confirms its important contribution to the development of better social, employment and work-related policies in the European Union.

The report was discussed at the Bureau meeting on 12 May 2017 and its submission to the Governing Board for approval by written procedure was endorsed. The Board gave its approval on 14 June 2017.

As Chair of the Governing Board, I wish to emphasise the importance of Eurofound's tripartite governance structure. The fruitful discussions between the social partners, governments and the European Commission on all relevant aspects of the Agency are at the core of Eurofound's success. This structure gives unique credibility and value to Eurofound's reports, findings and events.

The reporting year saw Eurofound remain within the Troika of Agencies coordinating the Network of EU Agencies. The Board welcomes the ever closer cooperation between EU Agencies, which are an integral part of the EU framework, and applauds Eurofound for having taken an active role to further develop the Network as a strategic partner to the EU institutions.

Finally, on behalf of the Governing Board, I would like to express my appreciation to the staff of Eurofound for all their work over the past year.

Stefania Rossi

Chair of the Governing Board

Executive summary

In 2016, Eurofound continued to monitor and analyse developments and provide comparative information on policies, institutional frameworks and practices in Member States as regards living and working conditions, industrial relations and employment and labour market developments. 2016 marked the fourth and final year of implementation of Eurofound's four-year work programme 2013–2016: *From crisis to recovery: Better informed policies for a competitive and fair Europe*. During this period, the Agency had to adapt to reductions in its resources year-on-year. It was, however, able to conclude the four-year programme at a high level of organisational effectiveness, as evidenced by an overall improvement of Eurofound's key performance indicators (KPIs).

The main publication of the year was the *Overview report of the sixth European Working Conditions Survey* which was launched at an event at the European Parliament on 17 November. In the autumn, field work for the fourth wave of the European Quality of Life Survey took place in all Member States, as well as in five candidate countries. The first results of the survey will be presented in the fourth quarter of 2017. A further significant development in Eurofound's survey activities was the agreement with EU Agency Cedefop to collaborate jointly on the next edition of the European Company Survey (2018–2019).

In addition to the overview report of the sixth European Working Conditions Survey mentioned above, other key reports published during 2016 cover a broad range of policy topics, notably:

- Exploring the diversity of NEETS (young persons 'not in education, employment, or training');
- What do Europeans do at work? A task-based analysis from the European Jobs Monitor (EJM);
- The gender employment gap;
- Families in the economic crisis: Changes in policy measures;
- Inadequate housing in Europe: Costs and consequences;
- Extending working lives through flexible retirement schemes;
- Win-win arrangements: Innovative measures through social dialogue at company level;
- Sustainable work throughout the life course: National policies and strategies;
- Approaches to labour market integration of refugees.

The Agency's position as a knowledge hub for comparative information on working conditions and industrial relations in Europe was strengthened through further improvements to EurWORK, the European Observatory of Working Life. The information to this observatory is largely provided by the Network of European Correspondents (NEC) contracted by Eurofound. The *Annual review of Working Life 2015*, published in September 2016, provides a user-friendly summary of information received through regular reports from the NEC on developments in their countries. A first version of EurWORK's new database of wages, working time and collective was published.

The Agency has also continued to implement its pilot project on *The future of manufacturing in Europe*. This project was entrusted to Eurofound by the European Commission through a delegation agreement and is not part of the work programme. The project has already established the European Reshoring Monitor and held two regional industrial policy seminars in 2016. From the summer of 2017 onwards, results from the six submodules of the pilot project will be published.

The Agency was able to consolidate its role as a provider of knowledge to the various stakeholders, with the European Commission as first user, and inputs also to the European Parliament, the social partners and regular contributions to informal ministerial meetings. Of particular note was the appreciably higher number of completed studies of representativeness among the social partners in Europe. Furthermore, a study on the concept of representativeness was published in November after discussion with Eurofound's stakeholders.

Eurofound continues to contribute to evidence-based policymaking and has developed further its policy assessment capacity. The results of Eurofound research on start-up support for young people in the EU were published in April and the investigation on whether the reduction of non-wage labour costs leads to more and better jobs was finalised this year (published in January 2017). The results of research on the role of the private sector in delivering services in hospitals, including policy assessment were prepared for publication (also in January 2017). An investigation into the private provision of nursing homes and residential care services commenced in 2016.

The increased outreach of Eurofound is well documented by data on the contributions of Eurofound staff members to events. During 2016, active contributions were made to 232 events (compared to 206 in 2015), with key contributions to events linked to targeted European-level actors. The number of presentations to events organised by the European

Commission and the European Parliament, as well as ongoing contributions to the informal EPSCO and the Council's advisory committees, EMCO and SPC, remains an important component in ensuring Eurofound's input to policy development.

A background paper on fraudulent forms of contracting and undeclared work was provided at the request of the Dutch EU Presidency for the April 2016 informal EPSCO; likewise input on recent employment trends and developments, focusing on the segmentation of labour markets, was given in the July informal EPSCO in Bratislava. For debates in EMCO and SPC, Eurofound prepared various contributions: for example, on the role of social partners in the European Semester and on integrated approaches to combat poverty across the EU. Eurofound also made a number of interventions in the February 2016 Dutch EU Presidency conference, 'Promoting decent work on the European labour market: towards better compliance and enforcement'.

Eurofound also made numerous contributions to the European Parliament supporting the work of the Employment and Social Affairs Committee as well as the Women's Rights and Gender Equality Committee. Of particular note was a presentation at an MEP Working Lunch to discuss the report *Regulation of labour market intermediaries and the role of social partners in preventing trafficking of labour* in April.

In 2016, Eurofound continued to organise national-level cluster seminars. The seminars are designed to bring together a group of countries to debate and exchange experiences in relation to a topic of common interest. The two 2016 seminars addressed 'Quality Jobs: from low wage to an innovation economy' (Warsaw, March 2016), and 'EU labour market integration of asylum seekers and refugees: Challenges and opportunities' (in Berlin, November 2016). Digitalisation and work was the theme of the annual Foundation Seminar that took place as usual in two locations, this time in Dublin and Berlin. Fifteen national tripartite teams were established to work together on various topics related to the challenges and opportunities brought about by the digital revolution, paving the way for a new strategic area to be included in the new programming document 2017–2020.

Key policy actors and stakeholders have visited Eurofound, including ETUC Confederal Secretary, Montserrat Mir, and Irish Government Ministers Mary Mitchell O'Connor (Jobs, Enterprise and Innovation) and Leo Varadkar (Social Protection).

The use of Eurofound's research continues to display a high level of performance, as documented in key EU-policy documents. Eurofound has been referenced in 78 key EU policy documents (out of a total of 315 EU policy documents). This included the following:

- Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions: *The Youth Guarantee and Youth Employment Initiative three years on* (4 October 2016).
- EPSCO Conclusions: *A new start for a strong Social Dialogue* (16 June 2016);
- European Parliament Resolution on creating labour market conditions favourable for work–life balance (2016/2017(INI)).
- European Parliament Resolution on meeting the antipoverty target in the light of increasing household costs (2015/2223(INI) (14 April 2016).
- European Commission: *Roadmap for the Evaluation on the implementation of Directive 2009/38/EC on the establishment of a European Works Council* (31 January 2016).

Over the entire period of the now concluded four-year programme, the most-mentioned items in the key EU policy documents were the *New forms of employment* report, various reports on the labour market situation of young people and the European Working Conditions Survey.

Completion of Eurofound's four-year work programme 2013–2016 has to be contextualised against the backdrop of a net reduction in budget and the multi-annual target of 10% reduction in the staff establishment plan.

2016 was marked by full capacity utilisation of these reduced resources, with both budget implementation and staff capacity at a maximum of 100%. The programme delivery was above the target of 80%, with 97% of the outputs planned for 2016 actually delivered that year. Various initiatives to ensure better project planning and stricter delivery monitoring have been instrumental in turning around what were significantly lower rates in 2015. The delivery of the programme has thus been accomplished due to a significant improvement in operational efficiency.

Work continued on Eurofound's new website to improve accessibility and user experience. The number of downloads from the website increased by 30% compared to 2015. The most downloaded reports in 2016 cover a broad range of topics reflecting the policy agenda, such as the cost of inadequate housing, exploring the diversity of NEETs, changes in remuneration and reward systems, and working time developments.

In planning and implementing its work, Eurofound continued its cooperation with the five EU Agencies closest to its mandate (Cedefop, EU-OSHA, ETF, FRA and EIGE) in order to avoid overlaps and ensure coordination and synergies in its activities.

Eurofound continued to chair the EU Agencies Network (representing the 44 EU decentralised Agencies and Joint Undertakings) until March, and since then remained a member of the Troika of Agencies coordinating the Network of Heads of Agencies and the different subnetworks that ensure cooperation among them in different areas.

Much activity in 2016 revolved around preparations for the 2017–2020 programming document *Upward convergence of living and working conditions in the European Union*. The new four-year programme is structured around the following six main areas: Working conditions and sustainable work, Industrial relations, Labour market change, Quality of life and public services, The digital age: Opportunities and challenges for work and employment, and Monitoring convergence in the European Union.

The 90th Governing Board meeting was held in Dublin on Friday 11 November 2016. During that meeting, the Board adopted the new programme. On 1 December 2016, the new Board members were appointed until 30 November 2019. In-between meetings of the Board, a smaller – equally tripartite – Bureau composed of 11 members (three representatives of employer and worker organisations, three representatives of Member State governments and two representatives of the European Commission – met six times. At each meeting, both the Governing Board and Bureau were informed by the representatives of the European Commission about its roadmap for the follow-up to the Common approach on decentralised EU Agencies (adopted by the European Parliament, the Council and the Commission in July 2012) and ongoing progress regarding the revision of Eurofound’s founding regulation.

Much effort was put in the organisational ‘fit-for-purpose’ exercise in response to the 2015 staff engagement survey results and the new activity-based structure of the 2017–2020 programme. In April, the Director presented a medium-term outlook for the organisational structure. The introduction of new coordination and advisory roles, a series of new appointments in management roles and the clarification of roles and responsibilities to establish an activity-based approach to all the work and to strengthen the (scientific) quality of its deliverables are all aimed at ensuring the organisation is in a strong position to meet the challenges of the new programming period.

Introduction

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency that provides research knowledge and expertise to assist in the development of social, employment and work-related policies.

It communicates the results of its EU-wide comparative surveys, the developments reported by its Network of European Correspondents, as well as systematic research and qualitative studies in a responsive and effective way to its key information users: employer organisations and trade unions at EU and national levels, Member State governments and the European institutions – particularly the European Commission and the European Parliament.

Eurofound was established in 1975 by Council Regulation (EEC) No. 1365/75 of 26 May 1975.

2016 was the final year of implementation of Eurofound's four-year programme 2013–2016 *From crisis to recovery: Better informed policies for a competitive and fair Europe*. The annual programme for the year 2016 was designed to contribute to achieving the strategic objective set out in the four-year programme: to provide high-quality, timely and policy-relevant knowledge as input to better informed policies in four policy priority areas.

This report provides a detailed picture of progress achieved in the implementation of the 2016 work programme and progress towards achieving the strategic objective up to December 2016. The majority of projects were completed by the end of 2016. However, in the case of a number of projects, the final results will only become available in 2017.

1 Policy achievements of the year

1.1 Programme results

Priority area 1: Increasing labour market participation and combating unemployment by creating jobs, improving labour market functioning and promoting integration

European Restructuring Monitor – Events database and reporting (ongoing)

The European Restructuring Monitor (ERM) records the announced employment effects of restructuring cases and makes them available online soon after the restructuring event is announced. Regular reporting (quarterly and annually) allows for timely analysis of restructuring trends. Four editions of the ERM *quarterly* were published and 1,490 fact sheets were added to the database. An extensive discussion on the ERM events database methodology and data quality took place at the September Advisory Committee. The ERM Annual report 2016 was published in February 2017.

ERM qualitative databases (ongoing)

This project maintains and updates the three databases that have been established in recent years, providing qualitative information on restructuring at Member State level: a) on restructuring-related legislation; b) on restructuring support instruments; and c) on restructuring case studies. In the first quarter of 2016, the update of the ERM legal database, started in 2015, was finalised and preparatory work started at the end of the year for the next round of updating in 2017. As regards the support instruments database, in-house research was conducted in the first quarter of 2016 to prepare the database for the update/validation by the Network of European Correspondents, which took place in the second and third quarter of 2016. The online version of the ERM case study database was launched at the beginning of the year, and further case studies have been published throughout the year. Further improvements of the web application (both front and back end) have been realised throughout the year. Eurofound also cooperated with the Commission's DG EMPL on their project *Monitoring the application of the Quality Framework for Restructuring*.

European Jobs Monitor (ongoing)

In this project, Eurofound on an annual basis provides an updated analysis of structural change in European labour markets, ranking jobs according to wages, non-pecuniary job quality and educational attainment. An analysis of recent structural change from a task perspective was added in 2016. The thematic analysis of the 2017 report will focus on the link between occupational change and wage inequalities. The EJM 2016 Annual Report was finalised in February and published in June. It focused on tasks, presenting a new framework and set of indicators for occupational analysis. Two articles based on this report appeared on high-profile websites, VoxEU and Social Europe Journal. Work on the EJM 2017 was finalised: it will include an in-depth analysis of occupational and employment mobility from a jobs perspective and another analysis on wage inequality and occupational trends.

New forms of employment (continuation): Developing the potential of strategic employee sharing

The project focuses on strategic employee sharing which was identified in recent Eurofound research (*New forms of employment*, 2015) as a new employment form with good potential for aligning employers' needs for flexibility with workers' needs for security and stability. The project explored the potential benefits and risks of strategic employee sharing for employers and employees, and the preconditions for an implementation that would bring advantages for both companies and workers. Field research (qualitative interviews at national level) took place in the first half of 2016, including some case studies conducted by Eurofound staff. In June, an expert workshop was held to discuss preliminary findings. The overview report was presented at the Advisory Committee meeting in September for evaluation, where it was approved for publication, and was subsequently published in November 2016.

New evidence on migrants and mobile workers in Europe (new)

In this project, Eurofound set out to analyse the 2015 module of the EU Labour Force Survey on migrant workers. The project aimed to examine job match quality with reference to self-reported perceptions of over-qualification, reason for immigrating, ways of finding a job and the main obstacles to getting a more suitable job – with a particular focus on language skills. Furthermore, analysis of recent work experience outside the current country of residence (the emigration perspective) was used to compare its incidence in the Member States and by various individual and current job characteristics. Differences in the labour market situation of first and second generation immigrants were to be examined also. In late 2016, Eurofound was granted access to Eurostat's micro dataset, allowing for work to commence.

Unemployment, under-employment or inactivity? Estimating labour market slack in Europe (new)

This project develops a taxonomy of non- and marginally labour market attached individuals – identifying sub-categories of the unemployed, inactive and under-employed. It uses EU Labour Force Survey data to describe recent developments at EU and national level in terms of this taxonomy, offering a more nuanced estimate of labour market reserve or 'slack'. In-house analysis of the EU Labour Force Survey was completed during the year and it is planned to publish the final report in March 2017.

Long-term unemployed youth: Characteristics and policy responses (new)

Building on the 2015 project *Understanding the diversity of NEETs*, this project focuses on the population of long-term unemployed young people and investigates their socio-demographic characteristics in terms of gender, educational level, etc. The project explores the consequences of being long-term unemployed at a young age at an individual and societal level. An overview of targeted policies recently implemented to support the re-integration into employment of long-term unemployed young people is presented, together with an assessment of the effectiveness of these policies. The project is in its final stage of preparation for publication in 2017.

Income inequalities and employment patterns in Europe before and after the Great Recession (new)

This project will review existing literature and the policy framework at national and EU level and present a detailed analysis of recent developments in employment, unemployment and inactivity in Europe. It will include: an empirical analysis of the distribution of earnings in terms of different income sources; a discussion of what factors are associated with a more resilient distribution of income in the face of a crisis; and a detailed analysis of the impact of the crisis in terms of socio-economic convergence in Europe. Preparatory work on data took place between January and April 2016, the most important data problems were resolved and a framework for measuring income was set up. In an expert seminar in June, an initial set of results was presented, which was generally considered to be well oriented and useful. Work on the draft report was discussed in a second expert meeting in late November. The report was finalised for publication in December 2016 and was published in March 2017.

Do reduced non-wage labour costs lead to sustainable jobs? A review of evaluations (continuation)

This project investigates whether lower non-wage labour costs, particularly social security contributions, lead to the creation of more jobs. It also collects information on the duration of the jobs created and other elements of job quality available in existing evaluations. Recent changes to non-wage labour costs and the current debate in Member States are mapped. The report was published in January 2017.

Priority area 2: Improving working conditions and making work sustainable throughout the life course

Sixth European Working Conditions Survey (EWCS) (ongoing) – fieldwork and analysis

Fieldwork for the sixth EWCS took place in 2015 and in 2016 the overview report was drafted in-house, peer-reviewed by external experts (Francis Green, Serge Volkoff), and evaluated by the Advisory Committee. It was launched at a high-profile event organised with the European Parliament on 17 November 2016. A chapter, presenting findings from the sixth EWCS and other Eurofound research on ageing workers, was drafted as a contribution to the joint Agencies report on the ageing workforce, led by EU-OSHA. This report will be published in 2017. Work on the joint report with the ILO on working conditions in a global perspective is ongoing, drawing on contributions from the institutes involved in parallel surveys. Despite delays in fieldwork in China, data collection in the countries to be included (USA, South Korea, China) was completed at the end of 2016 and guidelines for conducting analysis and drafting the national chapters were agreed with the ILO and sent to all participating countries. A report reviewing the implementation of the preparation and data collection of the sixth wave of EWCS (i.e. data quality assessment report) is being prepared by an external contractor and will be made available on the Eurofound website in 2017.

European Observatory of Working Life – EurWORK (ongoing)

The European Observatory of Working Life (EurWORK) presents all Eurofound's findings and activities related to working life. Long-standing products, such as the country profiles and the European Industrial Relations Dictionary are reviewed regularly and, if necessary, revised. The databases on collectively agreed pay and working time are updated on a regular basis. Other strands of research, including secondary analysis of data from the European Working Conditions Survey and the European Company Survey, are also featured in the Observatory.

General activities within the EurWORK project continue to focus on the quarterly reporting and how to use the contributions from the reporting in the best possible way. Starting in quarter one of 2016, short summaries of the quarterly reports have been published as 'country updates', summarising the main developments around working life in each country and complementing the EurWORK working life country profiles. A total of 11 'topical updates' were published in 2016, on topics such as *What's happening with Sunday work in Europe?*;

Capacity building initiatives for social dialogue; and *Social dialogue in the context of digital challenge*.

Overall, in 2016, 63 spotlight reports were published, 32 'Research in Focus' articles (plus three extended ones); and 71 'in-brief' articles (extracts from quarterly reports). An update of the *Statutory minimum wages* report was published at the beginning of the year. The *Annual review of Working Life 2015* was published in September, with a chapter on collectively agreed pay. The main time series of the collective wage bargaining database was updated. EurWORK's database on wages, working time and dispute and dispute resolution was published in July 2016, with data covering the years 2000–2015.

In 2016, the working life country profiles were updated and these will be online in quarter 2 of 2017, with the addition of an EU profile. Work on updating and improving the European Industrial Relations Dictionary (EIRD) is continuing, including improvement of its online presentation. An updated version of the report on the involvement of the social partners in the European Semester (published in February 2016) was prepared and the preliminary results presented to the EMCO meeting on 24 October 2016. The updated report was published in early 2017.

Inequalities in working conditions: Exploring fraudulent forms of contracting work and of self-employment in the European Union (continuation)

This project describes the nature and development of fraudulent forms of contracting work (or services) in the European Union, identifying measures to prevent and tackle these phenomena. These may be added to Eurofound's database on measures to combat undeclared work and could also be used for the establishment of a knowledge bank, depending on the results of the proposed feasibility study. The comparative report, mapping the situation in the Member States, was published in November. Follow-up interviews were conducted during the first half of 2016 and the draft final report by the contractor was received at the end of September. Results will be presented in the form of short fiches for the different forms of fraudulent contracting and these will be added to the comparative report in 2017. The procurement of a study on fraudulent forms of contracting in specific sectors was finalised in October. It is planned to draft the consolidated report in 2017 with publication foreseen in early 2018.

Working time patterns and sustainable work (continuation)

The project looks at the evolution of working time patterns in Europe, with a focus on outcomes related to work–life balance, health and well-being and implications for the sustainability of work over the life course. It builds on existing Eurofound work on working time and sustainable work. The project collects information on changes in legislation and collective agreements, including changes in relation to rest periods and on call time, as well as working time developments driven by ICT. Two comparative reports – on *Telework/ICT Mobile work and its effects* and on *Changing patterns of working time for sustainable work* – have been developed in parallel. Work on the first report was carried out in cooperation with the ILO, with the draft final report sent for written evaluation to the Advisory Committee in October and the joint report published in February 2017. The report on the changing patterns of working time for sustainable work, based on contributions from the Network of European Correspondents and on secondary analysis of the sixth EWCS, will be published in June 2017.

Exploring self-employment in Europe (new)

In this project, analysis of data from the sixth EWCS aimed to identify and map the characteristics of the self-employed in Europe, allowing for a better understanding of the different situations and the implications for working conditions and job quality. This is complemented by data drawn from the Network of European Correspondents to provide a national context with respect to definitions, status in relation to tax, social and labour regulations, access to the social protection system, national policies and regulations. The research also assesses risks and opportunities for job creation and job quality. A draft final report from the contractor who conducted the secondary analysis of sixth EWCS data was received on 14 October, as well as contributions from the Network of correspondents. In-house work to integrate both elements has started and the report will be finally published in June 2017. At the request of the European Commission, a short paper on different forms of self-employment has been prepared as a contribution to the discussion on the Social Pillar.

Further analysis of the European Company Survey: Sectoral analysis (new)

In this project, profiles of establishments in different sectors of activity will be elaborated in terms of their practices with regard to work organisation, human resources management, direct employee participation and social dialogue. Individual reports on the workplace characteristics of nine sectors were published on Eurofound's website in December 2016.

Further analysis of the European Company Survey: Reported changes in European companies (new)

The third European Company Survey (ECS), conducted in 2013, included questions about the introduction of new or significantly changed products or services, processes and marketing or communication methods and about organisational change in general. In this project, different types of change and their link to company characteristics and outcomes are identified. The general level of participation of workers and their representatives in decision-making on changes in the establishment is analysed to see whether this moderates the effect of changes on well-being and performance. Also, difficulties with regard to the skills level of the current workforce and practices with regard to training and career development are mapped to assess their effects of changes. In-house statistical analysis of the ECS data to show the associations between change and workplace characteristics and the literature review was completed. A concept paper on change and innovation was drafted. The findings and the concept paper were discussed with an expert group in November 2016 and publication of the report is foreseen for April 2017.

Preparation of the fourth European Company Survey (new)

In preparation for conducting a new (fourth) European Company Survey, this project sets out to collate the lessons learned from the third ECS and associated projects in terms of methodology and policy impact. It also explores the desired scope of the ECS and the feasibility of a range of options in terms of survey design – including the possibility of conducting a joint survey with other Agencies. Eurofound approached several Agencies to ask whether they would be interested in conducting a joint company survey. As Cedefop responded positively to the suggestion, a first meeting of the ad-hoc consultative group of the two Agencies, Cedefop and Eurofound, took place on 24 May and this group confirmed their interest in a joint endeavour. Cedefop's Governing Board endorsed the commitment in its October meeting. A tender for a feasibility study has been awarded and the kick-off meeting took place in October. Additionally, an expert group met in November with a view to providing input to the two Agencies for the developmental work of the next ECS.

Priority area 3: Developing industrial relations to ensure equitable and productive solutions in a changing policy context

Towards a European Social Dialogue database (new)

The project aims to assess how data stemming from the Eurofound representativeness studies can be combined, analysed and presented in a more comparable way, gathering data on the European-level social partner organisations which are members of European sectoral social dialogue committees. In addition to the analysis of information available through representativeness studies, the research maps the capacity of European social partners to negotiate and sign agreements via an analysis of their statutes, rules and procedures, by-laws, etc. A new approach for presenting information relevant to representativeness in tabular form was tested on a limited number of sectors and the tables produced helped to clarify the structure of the envisaged database to the developer. Comparison of data from ten different representativeness studies helped to highlight weaknesses in the methodology and show how the database could bring about improvements. Test data for different sectors and different countries was delivered in September and this helped to clarify what works in the database and what needs to be further improved. A workshop was organised in November to discuss the functionality of the database with actors involved in the production and use of representativeness studies.

Representativeness studies at EU level 2016 (ongoing)

Eurofound has been assisting the European Commission to establish the representativeness of social partner organisations since 2006. Up to the date of January 2015, 38 studies on different sectors as well as on the cross-sector social partners were completed. This work continued in 2016 with the launch of a further four new studies. Between January and October 2016, the following eight representativeness studies were

published: Graphical industry; Temporary agency work; Furniture; Ports; Agriculture; Maritime transport; Extractive industries and Personal services–hair and beauty. A further four studies were finalised and evaluated in a meeting of the Advisory Committee (October 2016) and these were published in early 2017: Postal and courier activities; Railways and urban public transport; Sugar manufacturing; and Shipbuilding. The national contributions for the forthcoming studies on the Tanning and Leather sector and the Footwear sector have been revised. Questionnaires for the Metal sector and the Steel sector were both launched in June 2016 and replies were received in November. Following several rounds of comments and evaluation, the comparative analytical report on national and European concepts of representativeness was published in December.

Application of the conceptual framework on key dimensions in industrial relations to European social dialogue and national industrial relations (continuation)

The project analyses the application of the key dimensions of industrial relations (industrial democracy, industrial competitiveness and social justice) to the EurWORK deliverables and specifically the 2015 working life country profiles. A list of indicators capable of measuring the key dimensions is identified. The chosen indicators are applied in a selected number of countries representing industrial relations clusters. Based on these results, the conceptual framework and the related indicators are fine-tuned and amended, if necessary. Due to a delay in finalising the 2015 work on the conceptual framework, contracting for the comparative analytical report, through which the proposed list of indicators will be tested, was postponed to the second half of 2016. A contract was signed in October and work commenced thereafter.

Priority area 4: Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities

Fourth European Quality of Life Survey (continuation): Implementation of fieldwork

In the first half of 2016, the set-up for the fieldwork by the contractor was established in order to ensure data collection in the autumn. Fieldwork took place from September to December 2016 with a small number of interviews still to be completed in early 2017; data processing and technical reports are foreseen for the first half of 2017. The preparation phase of the fourth EQLS from January to August 2016 included the following elements: finalisation of the main survey questionnaire and the web add-on versions; translations; sampling and enumeration; piloting in all 33 countries to test the questionnaire and the sampling methodology; preparation of all briefing and fieldwork materials, and preparation of all interviewer instructions and contact procedures. Fieldwork began in September in all 28 Member States. Fieldwork in the five EU candidate countries began in November, the IPA funding agreement between Eurofound and the Commission having been concluded in October.

Delivering public services: A greater role for the private sector? (continuation) – Residential care (and finalisation of hospital services)

The project finalises the analysis of aspects of privatisation in hospitals, such as outsourcing services, developing public-private partnerships, the corporatisation of public hospitals and selling public hospitals to the private sector. The impact of these changes on the quality, effectiveness and accessibility of services has been investigated insofar as good quality research and evaluation reports are available. In a new strand, Eurofound examines developments over the last decade in the provision of residential care for older people, identifying countries in which there has been an increase in the role of the private sector in residential care (both profit and not-for-profit private providers). The draft report on hospital services was discussed at an expert meeting and in the advisory committee in September. Findings were presented at two events organised by European associations of hospitals before the end of the year and the report will be published in January 2017. A questionnaire on the private provision of nursing homes and residential care services was circulated at the end of April to the Network of European Correspondents. The preliminary findings

were presented at a meeting of the AGE Europe's Task Force on Dignified Ageing in August 2017 and AGE Europe is circulating a questionnaire to its members to provide additional information on the users' perspective.

Social mobility in Europe

Following on from work done in 2015, which mapped existing research at Member State level on barriers to social mobility and policy measures, in 2016 data from the European Social Survey was analysed to map and investigate patterns of social mobility. Information from the Network of European Correspondents (NEC) was also used to document the debate on social mobility in Member States and the development of initiatives to promote social mobility. The consolidated report incorporates the data analysis, contributions from the NEC and the information gathered through expert consultations. Four expert workshops were set up to validate the analysis. The June workshop in Oxford presented the preliminary findings of the data analysis and gathered feedback on the NEC contributions for the UK situation. A second workshop took place in July in Warsaw to discuss the results from the central and eastern European countries, while a third meeting in Vilnius in November examined whether the historical background and major systemic changes in the 1990s have affected social mobility prospects and experiences in the Baltic States and whether the three countries form a distinct cluster. A final meeting in the Netherlands explored the factors that have contributed to high levels of upward social mobility there. The consolidated report was published in early 2017.

Reactivate: Return to work of long-term excluded (new)

This project looks at public policy measures and activation policies aimed at bringing back to the labour market people who have been long-term absent, specifically carers and people with disabilities/health problems. It examines a broad range of measures, including changes in the legislation, policy initiatives and removing disincentives to employment. The questionnaire to the Network of European Correspondents (NEC) was launched in July. Information gathered through the NEC is being complemented by the analysis of EU SILC data and other sources, with the overall aim of providing a more detailed, multi-dimensional understanding of the characteristics of the inactive population in the EU.

Policies addressing in-work poverty in the EU (new)

This study examines how Member States use the concept of in-work poverty in addressing poverty and at the differences across Member States. It also looks at how in-work poverty has developed over the last decade, not only across countries but for specific groups of countries as well as demographic aggregates within countries. National responses to prevent in-work poverty or to support those at risk of being affected are also assessed. To date, the literature review is completed. A questionnaire was sent to the Network of European Correspondents to look at actions by governments and social partners during the crisis to reduce in-work poverty, paying particular attention to indirect measures. Eurostat has made data available to Eurofound for an analysis of EU-SILC data. An expert meeting was organised on 28 November in cooperation with the Netherlands Institute for Social Research (SCP). The final report will be published in August 2017.

Extending working lives through flexible retirement schemes (continuation) – best practice case studies

This study focuses on both measures by governments and collective agreements which a) facilitate part-time work, in combination with (partial) pension or benefit receipt, or gradual retirement; or b) enable income from work through postponing the pension, with flexible retirement age. The study investigates through a review of research and case studies how these measures have contributed to extending working lives. A literature

review, desk research, results from a questionnaire among the Network of European Correspondents, analysis of EU Labour Force Survey and Eurobarometer data, case studies (Finland, France, Germany, Netherlands), and ‘mini’ case studies (Czech Republic, Norway, Sweden) were synthesised into a final report. The report benefited from discussion in an expert workshop and various rounds of written expert feedback. It was published on 12 September, with a coordinated dissemination strategy, including blog posts (in particular Social Europe Journal) and simultaneous promotion in the case study countries, in particular Finland (where the detailed case study report was launched on the same day) and France.

Europe's refugee crisis: Evidence on approaches to labour market integration of refugees and asylum seekers (new)

This project presents an overview that draws together information on the current legal framework for the labour market integration of refugees in the Member States, the systems and processes in place to support reception of refugees and research documenting implementation of the rules regarding their labour market integration. Policies and measures introduced by Member State governments in response to the recent refugee crisis have been mapped, based on contributions from the Network of European Correspondents. This included an overview of measures supporting labour market integration, such as language training and early access to jobs. The draft report was discussed in the Advisory Committee in September and was published in mid-December.

Other activities

Survey methodology working group

The survey methodology working group supports survey-related activities carried out in Eurofound. It does this mainly by initiating and facilitating the streamlining and further development of practices with regard to survey data collection, storage, dissemination and analysis, as well as the reporting on all these stages. This provides opportunities for strengthening transversal connections as an additional platform for exchange. A work plan for the working group was agreed in April and it has met regularly since. Explorations for data matching have started. New methodological developments and knowledge from Eurofound's surveys were shared with international survey experts in July. The working group also provided support in the development of the fourth European Company Survey, including in meetings with Cedefop and in the evaluation committee of the tender for the feasibility assessment of a joint Eurofound–Cedefop Company Survey. Following discussions in the Bureau in September, the working group started preparatory work on drafting a discussion paper on the long-term future of Eurofound's surveys. In the last quarter of 2016, some internal discussion meetings in relation to this subject took place. A seminar with external contributions on this was scheduled for 30 January 2017.

Foundation Seminar Series 2016

The topic for the Foundation Seminar Series (FSS) 2016 was the impact of digitalisation on work. This included the implications for changing work organisation and the development and use of skills at work in both public and private sectors of activity. The FSS consists of two rounds of seminars with tripartite national participants. The first meeting of the FSS 2016 took place in Dublin in May, with 15 national tripartite teams working together on different topics related to the challenges and opportunities brought about by the digital revolution. The second session took place in Berlin in October, including speakers from the European Parliament and the ILO, the Employers' Association of Insurance Companies, Hewlett-Packard, Microsoft and BBVA Bank. Site visits to technological firms and Innovation&Open Spaces working environment were also arranged. The final versions of the contributions prepared by the national teams as well as a summary drafted by Eurofound were published online in December.

Stakeholder enquiry service 2016

The stakeholder enquiry service offers key stakeholders the possibility to request small studies not originally foreseen in the work programme. No stakeholder enquiries were received in 2016.

Activities continued from 2015

The gender employment gap: Challenges and solutions

The research started in 2014 and was completed in 2015. In the first quarter of 2016, the consolidated report was drafted, presented and successfully evaluated in the Advisory Committee. The draft report was revised in light of comments received and the final version was published on 11 October 2016. It was presented in the European Parliament on the same day at a public hearing of the Committee on Women's Rights and Gender Equality (FEMM).

Changes in remuneration and reward systems

This project uses Eurofound's European Company Survey (ECS) data to map the incidence of 'variable pay' (i.e. pay which is on top of basic wages and varies over time). The project gathers information on new forms of remuneration (other than variable pay) and also examines national definitions of performance-related pay, including bonuses and their regulatory framework, distinguishing between different groups of workers where possible. The overview report – based on a literature review, analysis of ECS data and a comparative analytical report – was drafted and subsequently evaluated in the Advisory Committee through a written procedure. The final version was published in September 2016 and its findings presented at a hearing in the European Parliament.

Forms of cooperation and articulation between European Works Councils and national bodies of information and consultation in transnational restructuring cases

Looking at examples of company practices, this project describes the transnational restructuring process and the local level information and consultation processes as well as the European level information and consultation mechanisms. The focus is on examining how the different information and consultation processes fit together and how the actors involved assess them. The contracted work providing case studies was finalised in the spring and the literature review for the overview report completed in the summer. The results will be summarised in a research paper to be presented at a conference in 2017.

Review of the European Industrial Relations Dictionary after 10 years

This project assesses the current state of play of the European Industrial Relations Dictionary with the aim to propose improvements, including identifying obsolete entries and possible gaps to fill. A report was received and internal discussions on how to implement the proposals made were held. The first recommendations have been implemented. Further steps were discussed at the October 2016 meeting of the Advisory Committee on Working Conditions and Sustainable Work.

Win-win arrangements: innovative measures through social dialogue at company level

This project identifies innovative measures established through social dialogue in response to new workplace challenges and examines how the topics negotiated by social partners have changed. It also describes these developments and their outcomes. The report was finalised in early 2016 and evaluated by the Advisory Committee on Working Conditions and Sustainable Work through a written procedure. It was published in September. A presentation of its findings was made in October at the EU-WIN conference in Brussels. The report is based on interviews with 20 companies in five countries which had participated in the third European Company Survey.

Industrial relations and working conditions in central public administration

This project is based on several research activities on industrial relations and working conditions in central public administration conducted by Eurofound over the past few years. The results of two comparative analytical reports – *Working conditions in central public administration* (2014) and *Industrial relations in central public administration: Recent trends and features* (2014) – and a series of country case studies (Czech Republic, Estonia, Finland, Germany, Ireland, Luxembourg, the Netherlands, Romania and Slovakia) are summarised and the lessons learned identified. Due to conflicting priorities and because the information that this report was supposed to synthesise is already included in separate published reports, it was decided to drop the project from the work programme and allocate human resources to more urgent tasks.

Sustainable work throughout the life course: National policies and strategies (continuation) – validation of results

This project brings to a close earlier work mapping national policies and strategies with regard to making work sustainable throughout the life course. Findings from the national case studies and the analysis and conclusions derived from them will be discussed with and validated by experts. The report on national

policies and strategies on sustainable work throughout the life course was finalised in early 2016 and published in July.

The Agency has also continued to implement the pilot project on *The future of manufacturing in Europe*. This project was entrusted to Eurofound by the European Commission through a delegation agreement and is not part of the work programme. The project has already established the European Reshoring Monitor and held two regional industrial policy seminars in 2016. From the summer of 2017 onwards, results from the six submodules of the pilot project will be published.

1.2 Key performance results in 2016

Eurofound's performance in 2016 was geared towards achieving its strategic objective for 2013–2016. This objective is expressed in the four-year programme as follows:

To provide high-quality, timely and policy-relevant knowledge as input to better informed policies in four priority areas.

1. *Increasing labour market participation and combating unemployment by creating jobs, improving labour market functioning and promoting integration.*
2. *Improving working conditions and making work sustainable throughout the life-course.*
3. *Developing industrial relations to ensure equitable and productive solutions in a changing policy context.*
4. *Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities.*

In the development of the work programme for 2016, the objective had been to close any gaps in the 2013–2016 programme. Equally important was to ensure the timely delivery of the programme by year-end with a view to the start of a new multi-annual perspective for Eurofound's research and communication programme for 2017–2020. Looking back over 2016, the Agency has completed the four-year programme with a high level of organisational effectiveness, as evidenced by an overall improvement of Eurofound's key performance indicators (KPIs). Some highlights are:

KPI 1: Full budget implementation (100.0%), and

KPI 3: 100% staff capacity as per establishment plan.

It should be noted that 2016 – and all previous years of the multi-annual programming period – was marked by a reduction in the resources budget and staff. Despite these constraints, programme delivery was above the target of 80% with 97% of the outputs planned for 2016 delivered (KPI 4).

Eurofound’s strategic objective focuses on providing knowledge that is *policy-relevant, timely and of sound quality*. Based on the available evidence, the 2016 performance continues the upward trend evident over the previous three years:

KPI 5: Eurofound’s work was cited 627 times in peer review journals (601 in 2015).

KPI 8: Eurofound’s contributions to events increased slightly to 232 (206 in 2015), with a steady representation at events hosted by named organisations at EU-level targeted during the 2013–2016 period (95 in 2016).

KPI 9: The number of EU key policy documents with references to Eurofound’s expertise increased every year between 2013 and 2016, resulting in 78 in 2016 (out of a total number of 315 documents with references to Eurofound).

These positive findings are supported by the results from the annual user satisfaction survey (411 respondents in 2016). The 2016 survey provides respondents’ views on Eurofound as an organisation, its activities and outputs. In order to probe their level of satisfaction, respondents were asked to indicate their level of agreement with several statements about

Eurofound. A very high number of them agreed that Eurofound provides reliable data (97%), delivers comparative data (95%) and has a Pan-European scope (95%). The 2016 findings continued the trend that was observed in the previous three years of the user satisfaction and feedback framework contract. Overall satisfaction with Eurofound’s publications remains at a very high level across all target groups and types of publications, with 94% of respondents stating they are satisfied or very satisfied with the publications they used. Respondents also indicated their agreement with the statement that the publications are accurate (95%), easy to understand (94%) and relevant to their work (93%). Overall, the level of satisfaction with Eurofound and the information it provides is very high. For all statements, at least 85% of the respondents ‘agree’ or ‘strongly agree’ with this.

Key performance indicators 1–4: Utilisation of resources and delivery of the work programme

The following key performance indicators cover the input and output side of Eurofound’s performance in 2016, with a focus on managing an efficient and effective organisation.

KPI	Description	Target/alarm 2016	Total 2016	Total 2015	Total 2014	Total 2013
1. Budget implementation	% of (cumulative) commitments of total budget in euro	Target: 98%	100%	99.9%	99.7%	99.5%
2. Budget management	% of actual commitments/ planned commitments	Alarm: 10% deviation from the planned commitments	93%	98%	107%	101%
3. Staff capacity	% of positions in staff table filled/Multiannual Staff Policy Plan (MASPP)	Target: 97% over 12-month period. Alarm: 5% vacancy over 12-month period	100%	99% ¹	99%	97%
4. Programme delivery	No. of outputs delivered/ Annex 2 of the work programme	Target: 80% of the total number of outputs as per annex 1 of the work programme. ²	97%	74%	71%	95% ³

Notes: ¹ Based on the approved staff levels for 2015. ² Alarm: Delay in any of the outputs defined as: Priority list of publication plans, Outputs from strategic Activities, Outputs from projects to be followed up by the Research Coordination Board. ³ Figure calculated on the basis of data from a project management information system that was replaced by the end of 2014. Therefore data comparison between the two years is not possible.

KPI 1 – Budget implementation

This represents the commitment rate of the Commission EU General subsidy and other general appropriations (so-called C1 appropriations). The budget implementation was 100% and follows a gradual increase over the four-year period, moving from 99.5% in 2013. Cancellations of commitment appropriations relating to the Commission EU subsidy were about €2,000 (€11,000 in 2015).

The establishment and implementation of the Eurofound's budget complies with the principles of unity and budget accuracy, annuity, equilibrium, unit of account, universality, specification and sound financial management, as is annually confirmed in the Declaration of Assurance issued by the Court of Auditors. Based on the results of the two visits of external auditors, Eurofound anticipates the same 'clean bill of health' for 2016. See also section 2.3 below.

KPI 2 – Budget management

This indicator measures the deviation between cumulative actual commitments implemented against planned commitments in Title 3 during the year. It can be used as a lead indicator warning of possible delays in procurement and commitment plans, which may cause an increase in 'unplanned' carryovers at year-end. Therefore, it is meaningful to analyse the variances specifically during the budget year. In 2016, 93% of planned commitments were actually implemented. This was less than in previous years, where very high levels of implementation versus planned were achieved. However, in 2016, the deviation of 'actual' versus 'planned' commitments amounted to 6.58% – still below the alarm level which was set at 10% deviation. The main reason for the variance – occurring late in the year – is rooted in the reallocation of budget from Title 3 to Title 1. This was necessary to cater for higher than expected basic salaries and the increase in the Irish country co-efficient factor, which was only

communicated to Eurofound in November 2016. See also section 2.3.

KPI 3 – Staff capacity

In 2016, Eurofound was operating at full staff capacity, with all authorised posts (95) being filled by the end of December 2016.

Authorised posts 2016	
Filled posts	95
Staff recruited	7

In comparison to the staff levels approved for 2015, a reduction of two posts had to be achieved on the basis of criteria established at management level, and documented in the Programming Document 2017–2020. In 2016, the net reduction of two posts was achieved through retirement and completion of a fixed-term contract. See also section 2.3.

KPI 4 – Programme delivery

The delivery of work programme outputs planned for 2016 was 97%, largely exceeding the target of 80%. This is a significant turn-around from the underachievement in the two previous years, and ensures that at the close of the four-year programming period, nearly all scheduled outputs for this final programme year have been delivered, on time.³ The result was achieved due to continuous and tight monitoring of programme delivery throughout the year, with regular reporting and discussion at management level and taking corrective actions where needed to ensure the fullest possible delivery of all scheduled outputs by the end of the year.

Key performance indicators 5–9: The quality, timeliness and policy relevance of Eurofound's knowledge

The next set of key performance indicators draws attention to the outcomes and first level impact of Eurofound's activities in 2016. They focus on the effectiveness of the Agency.

KPI	Description	Target/alarm 2016	Total 2016	Total 2015	Total 2014	Total 2013
5. Recognition of the scientific quality of Eurofound's research	No. of references in academic journals	Alarm: 5% or more decline in comparison to the number of references yN-1	627	601	562	542
6. Exposure of Eurofound's knowledge through the media	No. of readers exposed to Eurofound's knowledge	Alarm: fewer than 10 references per year in any of the pre- defined media sources ¹	162,769,413	228,890,736	188,795,916	92,589,884
7. Uptake of Eurofound's knowledge through Eurofound's website	No. of downloads (PDF) and page views (HTML) ²	Alarm: fewer than 100 downloads of a priority publication in the first three months of publication, and fewer than 20 downloads of other publications.	155,943 (total downloads)	118,589 (total downloads)	119,809 (total downloads)	111,313 (total downloads)

³ Figures are calculated on the basis of data from a project management system that was replacing a different system (late 2014). Therefore data comparison between 2013 and later years is not possible.

KPI	Description	Target/alarm 2016	Total 2016	Total 2015	Total 2014	Total 2013
8. Contributions to policy development through events	No. of on-request contributions at meetings of named organisations out of the total on-request contributions ³	Target: Presenting at the following meetings YES/NO	95 out of a total of 232 (40%)	129 out of a total of 206 (63%)	94 out of a total of 267 (35%)	86 out of a total of 202 (43%)
9. Use of Eurofound's expertise in key EU-policy documents	No. of key EU policy documents quoting Eurofound (including sub-totals per organisation) out of a total no. of EU policy documents over the year	Target: Eurofound's expertise taken up in the following document types ⁴	78	81 out of a total of 320 (25%)	83 out of a total of 329 (25%)	89 out of a total of 231 (39%)

Notes: ¹ The list of media sources includes newswires, newspapers, magazines, TV and radio, and online news sources that are strategically important in reaching Eurofound's stakeholders, target audiences and information users. It is updated on a regular basis. ² Eurofound has used Google Analytics to track and measure its web user data since 2007. On 4 November 2014, Eurofound launched its new website with no apparent direct impact on web user activity. On 10 November, there was a sharp decline in visits and page views and download figures were unavailable. Piwik, an alternative analytics provider, showed downloads were taking place; however, as it captures and measures data in a slightly different manner from GA, comparable data is not available for the period November 2014 to August 2015. The GA tracking code was re-installed in January 2015, upgraded to a more current version and re-enabled. It has been working correctly since 20 July 2015. ³ European Commission; European Parliament; European Council; EU Presidencies; EMCO, SPC, EPC; EESC; CoR; EU Social partners. ⁴ EU documents 'Initiating policy processes', EU documents of a 'Consultative and advisory nature', 'Single EU documents displaying a major/comprehensive use/uptake of Eurofound data or which acknowledge/call for Eurofound expertise within key EU policy processes'. These include documents from the European Commission, European Parliament as co-legislator, European Council and Council formations, EU Presidencies, EMCO, SPC, EPC, EESC, CoR and agreements between EU social partners.

KPI 5 – Recognition of the scientific quality of Eurofound's research

This indicator gives us information about the uptake of Eurofound's work by the academic research community as measured by citation analysis, and as such serves as a proxy for academic quality. Eurofound's work was cited 627 times in peer review journals (601 in 2015). The top 5 Eurofound reports cited in various publications are:

- Fifth European Working Conditions Survey (2012): >57 citations.
- Fourth European Working Conditions Survey (2007): >27 citations.
- Second European Quality of Life Survey (2009): >28 citations.
- Third European Quality of Life Survey (2012): >21 citations.
- NEETs: Characteristics, costs and policy responses in Europe (2012): >15 citations.

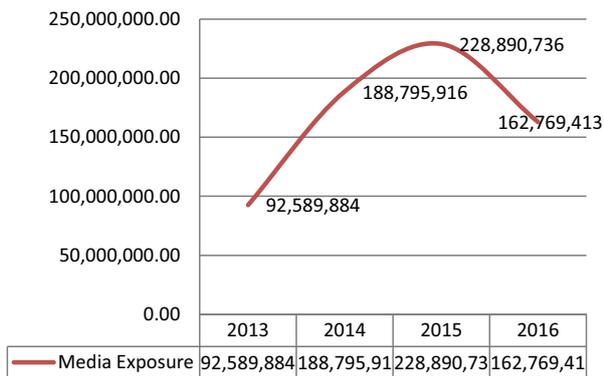
KPI 6 – Exposure of Eurofound's knowledge through the media:

Media exposure of Eurofound's knowledge acts as a gateway to policymakers. It is an indirect way to make an input that can lead to better informed policies. The indicator measures the number of readers exposed to Eurofound's knowledge via the media (i.e. media reach)⁴. The 2016 figure saw a decline on the previous year's figure, due mainly to a number of factors relating to a change in contractor during this period which reduced Eurofound's access to previously accessible news sources and work with different algorithms, as well as to the rapidly changing media landscape which has seen an increasing use of paywalls by media outlets. This is a market-wide phenomenon, affecting all media monitoring providers and customers.

In this context, social media uptake has become a more important metric when assessing the exposure of Eurofound's knowledge. In particular, social media networking is regarded as a relevant measure for engagement and impact. Its objective is to raise Eurofound's profile by contributing to social policy debates, and to drive information users back to the website, to download and use Eurofound's findings in their reports.

⁴ In the application of statistics to media analysis, 'reach' refers to the total number of different people or households exposed, at least once, to a medium during a given period.

Media exposure



KPI 7 – Uptake of Eurofound’s knowledge through Eurofound’s website

The total number of downloads (PDF documents) in 2016 was 155,943. This is an increase of 31% compared to 2015. Work continued on Eurofound’s new website to improve accessibility and user experience. The most downloaded publications in 2016 cover a broad range of topics reflecting the policy agenda such as the cost of inadequate housing, exploring the diversity of NEETs, changes in remuneration and reward systems, and working time developments, with the top downloaded publications being the resumé and overview report of the sixth European Working Conditions Survey.

Top 10 Eurofound website downloads in 2016

Title	Downloads 2016
Sixth European Working Conditions Survey – Résumé (All languages)	7,646
Sixth European Working Conditions Survey – Overview report	2,563
Working time developments in the 21st century: Work duration and its regulation in the EU	2,458
Fifth European Working Conditions Survey – Overview report	2,042
Exploring the diversity of NEETs	1,946
Eurofound yearbook 2015: Living and working in Europe (DE, EN, FR)	1,865
New forms of employment	1,726
Changes in remuneration and reward systems	1,497
Role of the social partners in the European Semester	1,286
NEETs - Young people not in employment, education or training: Characteristics, costs and policy responses in Europe	1,281

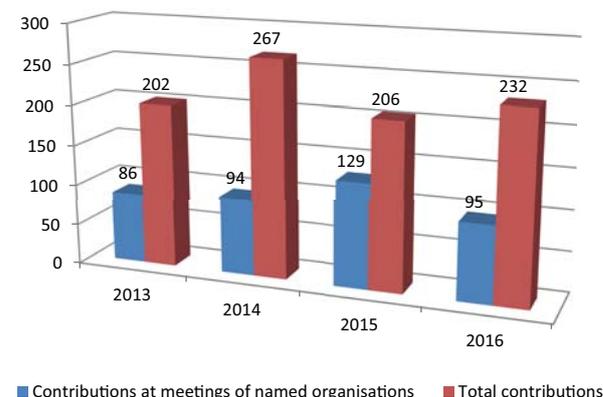
In terms of performance, Eurofound is particularly interested in the uptake of its priority publications. It is for this reason that for KPI-7 an alarm is set of fewer than 100 downloads in the first three months of publication. Of those priority titles that had been

published three months or more by year end (cut-off point for these data), none had fewer than 100 downloads.

KPI 8 – Contributions to policy development through events

This KPI indicates Eurofound’s contribution to policy development through policy-related events. The KPI measures events where Eurofound was requested to participate as a speaker, panel member, moderator, and so on.

Number of contributions at events, 2013–2015



During 2016, active contributions were made to 232 events (compared to 206 in 2015), with 95 key contributions to events linked to targeted European-level actors. The focus of Eurofound’s communication activities (and by implication its research work) during the 2013–2016 programme remains the EU level, that is, the EU institutions and the EU-level social partners. Particular attention, however, is also given to communicating research findings to national-based key players operating at European level.

This focus is captured in the list of organisations that defines the target of this KPI:

Contributions by named organisations	2016	2015	2014
European Commission	40	43	48
European Parliament	13	28	13
European Council and Council formations	1	2	1
EU Presidencies	10	13	7
Employment Committee (EMCO)	3	2	3
Social Protection Committee (SPC)	3	1	3
Economic Policy Committee (EPC)	0	0	0
European Economic and Social Committee	7	9	9
Committee of the Regions	0	2	3
EU social partners	18	29	7

Contributions to the Commission continue to top the list. Contributions to the European Parliament remain at the same level as 2014, and this was only surpassed in 2015. That year marked the 40th anniversary of Eurofound, which had given additional visibility to the Agency at various meetings of Commission and the European Parliament. Contributions to EU Presidencies continue to be strong. Contributions to the Social Protection Committee and Employment Committee have become well established. Contributions to EU social partner organisations have declined in 2016, compared to the peak in the preceding year, but are still performing strongly compared to 2014.

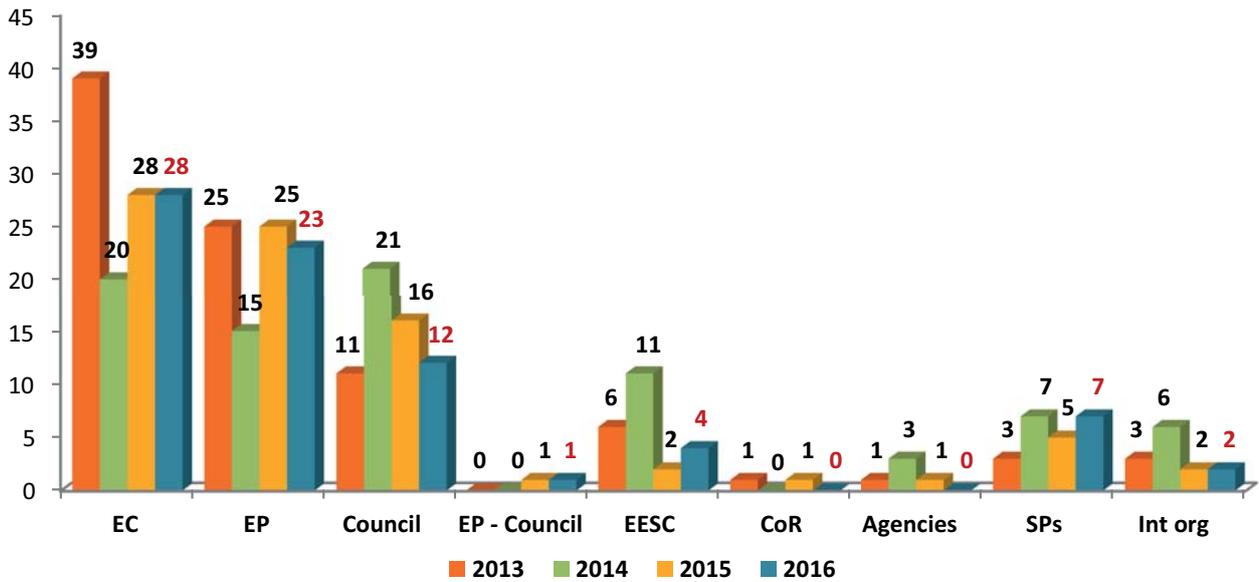
KPI 9 – Use of Eurofound’s expertise in key EU-policy documents

The number of references to Eurofound findings or expertise in key EU-policy documents was 78 (out of 315).

Year	Total number of EU policy documents quoting Eurofound	Number of key EU policy documents (according to agreed document types)	Ratio
2016	315	78	25%
2015	320	81	25%
2014	329	83	25%
2013	231	90	39%

The chart below displays the number of key EU policy documents with references to Eurofound per organisation.

Use of Eurofound’s expertise in key EU policy documents, 2013–2016



The 2016 data show that out of the total of 78 key EU policy documents with references to Eurofound’s findings or expertise, 36% are from the European

Commission (28 documents), 29% from the European Parliament (23 documents) and 15% from the Council (12 documents).

The Table below displays Eurofound publications that are quoted in **more than 5 EU policy documents** in 2016.

No. of EU policy documents referencing Eurofound's work 2013–2016

Title	2016	2015	2014	2013
New forms of employment (2015)	25	3	/	/
NEETs - Young people not in employment, education or training: Characteristics, costs and policy responses in Europe (2012)	21	19	40	37
Fifth European Working Conditions Survey – Overview report (2012)	15	16	26	20
Exploring the diversity of NEETs (2016)	13	/	/	/
Sixth European Working Conditions Survey – Résumé (2015)	11	/	/	/
Working and caring: Reconciliation measures in times of demographic change (2015)	10	/	/	/
Tackling undeclared work in 27 EU Member States and Norway: Approaches and measures since 2008 (2013)	10	1	16	7
Access to social benefits: Reducing non-take-up (2015)	9	/	/	/
Third European Company Survey – Overview report: Workplace practices – Patterns, performance and well-being (2015)	8	4	/	/
Women, men and working conditions in Europe – 5th EWCS secondary analysis report (2013)	8	3	6	1
Working time and work-life balance in a life course perspective – 5th EWCS secondary analysis report (2013)	7	2	5	1
Changes to wage-setting mechanisms in the context of the crisis and the EU's new economic governance regime (EIRO CAR) (2014)	7	8	/	/
Self-Employed Workers: industrial relations and working conditions (EIRO + EWCO CAR) (2009)	6	6	3	5
Posted workers in the European Union (EIRO CAR) (2010)	6	1	1	1
Social partners and gender equality in Europe (EIRO CAR) (2014)	6	3	/	/
Access to healthcare in times of crisis (2014)	6	10	2	/
Social inclusion of young people (2015)	6	8	/	/
Young people and temporary employment in Europe (ERM CAR) (2014)	6	4	1	/

2 Management and external evaluation control system

2A Management control system

2.1 Overview of Governing Board activities

The 90th Governing Board meeting was held in Dublin on Friday 11 November 2016. During that meeting, the Board adopted the Agency's medium-term work programme (2017–2020) including the 2017 programme, elected the Chair and Vice-Chairs, established the Advisory Committees for the next four-year programme, and adopted internal rules of procedure for those committees. On 1 December 2016, the new Board members were appointed until 30 November 2019. In between meetings of the Board, a smaller – equally tripartite – Bureau of 11 members (three representatives of employer and worker organisations, three representatives of Member State governments and two representatives of the European Commission) met six times (once via web conference). Additionally, tripartite Group meetings were held on 30 June and 1 July, and prior to the plenary session of the Board on 10 November.

Throughout the year, members of the Board were involved in the work of the Agency, in formal bodies such as the Advisory Committees, and through their participation in events and seminars: for example, in joint EU Presidency conferences such as the launch of the overview report of the sixth European Working Conditions Survey in Brussels on 17 November; in national-level events such as the country-cluster seminar in Berlin 28–29 November; or in ad hoc bodies such as the steering group set up for the joint fourth European Company Survey with Cedefop.

The Board and Bureau were kept fully updated on progress, potential risks and mitigating measures in the implementation of the work programme.

Regular updates were provided on audit and evaluation activities.

At each meeting, both the Governing Board and Bureau were informed by the representatives of the European Commission about its roadmap for the follow-up to the Common approach on decentralised EU Agencies (adopted by the European Parliament, the Council and the Commission in July 2012) and ongoing progress on the revision of Eurofound's founding regulation.

The table below lists the decisions adopted by the Board and its Bureau in 2016.

Date	Decision	Written procedure/ Board/Bureau meeting	Internal reference number
28/01/2016	Decided with dissenting votes by members representing the European Commission to submit the draft Programming Document 2017–2020 to the Commission, European Parliament and the Council	Written procedure WPR-2016-01	GR-16-1106[v2]
28/01/2016	Appointed Reporting Officers for the Director's appraisal	Written procedure WPR-2016-02	GR-16-923
28/01/2016	Approved Appropriations Carried Over	Written procedure WPR-2016-03	GR-16-925
05/04/2016	Appointed Reporting Officers for the Director's appraisal	Written procedure WPR-2016-04	GR-16-4995
03/06/2016	Adopted revised final minutes of Bureau meeting of 11 December 2015	Bureau meeting	B 255/ 2b see GR-16-259[v3]
03/06/2016	Adopted revised final minutes of Bureau meeting of 15 January 2016	Bureau meeting	B 256/2 see GR-16-2932[v2]
03/06/2016	Adopted revised final minutes of Bureau meeting of 10 March 2016	Bureau meeting	B 257/2 see GR-16-5315[v2]
15/06/2016	Approved Consolidated Annual Activity Report (CAAR) 2015	Written procedure WPR-2016-05	GR-16-8909
24/06/2016	Adopted Final Accounts 2015	Written procedure WPR-2016-06	GR-16-8914
09/09/2016	Adopted rules for application of Financial Regulation 2016	Written procedure WPR-2016-07	GR-16-10009

Date	Decision	Written procedure/ Board/Bureau meeting	Internal reference number
09/09/2016	Adopted Implementing rules to the Staff Regulations	Written procedure WPR-2016-08	GR-16-12966
16/09/2016	Adopted final minutes of Bureau meeting of 3 June 2016	Bureau meeting	B 258/2 - GR-16-9449
11/11/2016	Adopted minutes of Governing Board meeting of 13 November 2015, with minor amendments	Governing Board meeting	GB 90/2 - GR-15-23298 See GR-16-20482[v1]
11/11/2016	Adopted Work programme 2017 subject to amendments	Governing Board meeting	GB 90/5 - GR-16-16749; See GR-16-20482[v1]
11/11/2016	Elected the Chair and Vice-Chairs: Ms Rossi, (Chair, Employers), Ms Bulgarelli (Vice-Chair, Governments), Mr Fonck (Vice-Chair, Workers), Ms Kauffmann (Vice-Chair, Commission). Appointed the Bureau	Governing Board meeting	GB 90/7 See GR-16-20482[v1]
11/11/2016	Adopted the schedule of meetings 2017 of the Governing Board, Bureau and Groups	Governing Board meeting	GR-16-16083 see GR-16-20482[v1]
11/11/2016	Established the Advisory Committees for the duration of the 2017–2020 programme and adopted rules of procedure for the Committees, subject to amendments	Governing Board meeting	GB 90/9.- GR-16-15568 GB 90/9.2 - GR-16-17101[v2]; See GR-16-20482[v1]
9/12/2016	Adopted minutes of the Bureau meeting of 10 November 2016	Bureau meeting	B 261/2 - GR-17-306
23/12/2016	Amended Budget 2016	Written procedure WPR-2016-09	GR-16-20554
23/12/2016	Adopted Final Budget 2017	Written procedure WPR-2016-10	GR-16-20551

2.2 Major activities

Following endorsement by the Governing Board of the final draft work programme 2017–2020 ('Programming Document'), the management focus turned to ensuring the organisational readiness for a new activity-based approach while in parallel ensuring the successful closure of the 2013–2016 work programme.

Stricter monitoring at senior management level helped to achieve the timely delivery of outputs from the 2016 work programme, thus exceeding the target of 80% programme delivery. A programme to strengthen Eurofound's maturity in project management was rolled out at the start of the year. The recommendations from the Internal Audit Service from its 2016 audit on project management are being integrated in this programme for completion in 2017. As always, the opportunities and ambition to contribute to emerging policy developments were many (as highlighted in part 1 of this report). The reduction in resources – both financial and staff – necessitated a review of the priorities in Eurofound's activities. This was a shared exercise with the Bureau of the Governing Board. While it was confirmed that the surveys as well as the Network of European Correspondents are Eurofound's key information sources, adaptations are necessary to ensure financial sustainability. An internal interim evaluation of the network provided useful options to decide on its future delivery model. More discussions are ongoing in relation to survey design and modes, as

well as shared services with other Agencies and Commission services. There was a green light for a joint partnership with Cedefop to carry out the fourth European Company Survey. Changes in working arrangements and business processes – for example, in web governance and in procurement administration – were aimed at mitigating the impact of the reductions in the staff establishment plan.

Much effort was put into the organisational 'fit-for-purpose' exercise in response to the 2015 staff engagement survey results and the new activity-based structure of the 2017–2020 programme. The Director presented a medium-term outlook for the organisational structure. The introduction of new coordination and advisory roles, respectively, a series of new appointments in management roles and the clarification of roles and responsibilities to establish an activity-based approach to all the work and to strengthen the scientific quality of its deliverables all aimed to prepare the organisation to be ready for the new period ahead. Other initiatives aimed at optimising the quality of Eurofound's research were: 1) a change of the quality/price ratio for the award of tender offers for research services to 60/40 (from 50/50); 2) the inclusion of academic experts in the Advisory Committees (from mid-2017 onwards).

In preparation for the new programming period, the communication strategy was revised and presented to all staff. In parallel, the visual identity and branding got

an overhaul based on an external review and internal consultation process.

The 2016 programme of internal knowledge exchange saw a record number of 14 seminars, many of them with guest contributors to facilitate and encourage the collaboration with other organisations.

Collaboration agreements with five Agencies – Cedefop, EIGE, ETF, EU-OSHA and FRA – were implemented through specific bilateral action plans ensuring the early exchanges of draft work programmes to avoid overlaps. The action plans ensured also synergies in activities, covering early access to survey data and peer reviews of draft research reports and the exchange of information on the development of new research topics. An example of such collaboration is the joint preparation of the next European Company Survey.

Work as part of the Agency Network continued following the hand-over of the overall coordination in February to EU IPO, with Eurofound's Director remaining in the Troika of Agencies coordinating the network. This also applied to staff in the various thematic sub-networks. Eurofound staff led a Task Force about the sharing of services and capabilities between Agencies and with the Commission. It had been earmarked as a strategic priority for the Agencies with the intention of achieving higher efficiency gains and promoting shared services. Eurofound contributed to a web-based catalogue listing the various options that Agencies can avail of. A conference on the added value of Agencies for European citizens was held at year-end with support from Eurofound staff. As part of its commitment, Eurofound participated in the selection procedures for other agencies, in particular EU-OSHA, ERA and EASO. Eurofound also provided assistance with administrative enquiries to two agencies.

Eurofound also chaired the Inter-agencies Competencies Framework Working Group and made a major contribution to its work of developing a common competencies framework that could be adopted across the Agencies of the network. It will continue this work in 2017. In addition, Eurofound has volunteered to be Coordinator for the Agencies in regard to the implementation of the Commission's HR Information System, Sysper.

2.3 Budgetary and financial management

General development

In 2016, developments in financial management were guided by the overall objective of increased efficiency, automation and the reduction of potential risks inherent to financial transactions and systems.

The first phase of the project on Business Process Improvement (BPI) was implemented in May. It focused on improvements to the financial workflows, with the aim to reduce the process duration and remove paper copies for processing invoices and provisional commitments. The project will continue and be further developed in the area of processing specific commitments, recovery orders and credit operations electronically in the beginning of 2017 and later on during the year it will focus on e-procurement.

The new guidelines were developed for the implementation of the new activity-based budgeting (ABB) and activity-based management (ABM) approach in preparation for the new multi-annual work programme period 2017–2020. The reporting of Eurofound expenditure will be shown by 14 activities from 2017 onwards and will include data for actual consumption of staff resources. Therefore, it was decided to make time recording with the help of Project Centre mandatory from 2017 onwards. The final version of the guidelines will be made available by summer 2017.

Financial performance

The provisional financial statements for 2015 were submitted to the Commission and the Court of Auditors by the deadline of 1 March 2016.⁵ The audit visit of the external auditors, Mazars, took place from 7 to 11 March. Eurofound achieved a 'clean' audit report. The final financial statements were submitted on 1 July 2016.

The budget outturn account for 2016 was sent to the Commission in early January 2017. The balance of this account for the financial year 2016 shows a budget surplus of €488.92 which will have to be returned to the EU budget in 2017.

The establishment and implementation of the budget of Eurofound must comply with the principles of unity and budget accuracy, annuity, equilibrium, unit of account, universality, specification and sound financial

⁵ The accounts are kept according to the requirements of Eurofound's Financial Regulation, which was adopted on 23 December 2013 by the Governing Board to be applied from 1 January 2014, in accordance with the rules for application and with the Accounting Manual of the Commission. More precisely, they are kept in accordance with Articles 76 to 90 of the Financial Regulation and Articles 185 to 227 of the rules for application. From 1 January 2015 and according to Article 85 of the Financial Regulation, the accounting rules and methods and the harmonised chart of accounts to be applied by Eurofound shall be adopted by the Commission's Accounting Officer (also according to the General Financial Regulation of the Commission – Article 133). Therefore, the accounts for the year 2015 are kept in accordance with the Commission's Accounting Officer's decision dated 28 December 2004, where 17 accounting rules and a harmonised chart of accounts are defined.

management, which require effective and efficient internal control and transparency. The budget implementation was 100%. This represents the commitment rate of the EU subsidy and other general appropriations (so-called C1 appropriations), and the figures are slightly higher compared with the previous year (99.9%). Cancellations of commitment appropriations relating to the Commission subsidy were about €2,000 (€11,000 in 2016).

Carry-forward appropriations of €3,120,000 (€2,603,000 in 2015) related for the most part to multiannual projects, the fourth European Quality of Life Survey (4th EQLS) and Network of European Correspondents (NEC), that were implemented in accordance with the 2016 work programme. The cumulative 'planned carry-overs' of €3,186,000 were established during the first quarter of 2016 in the sense that they were based on initial project, contract and procurement plans. Actual, cumulative carryovers were €66,000 less than planned. However, in respect of Title 2, there were €162,000 'unplanned carryovers' due to the uncompleted installation of the new fire alarm system at the year-end, while there were less than 'planned' carryovers in Title 3 due to timely project delivery and prompt payments to the contractors in combination with budget reductions in Title 3 which were required to balance a shortfall in Title 1.

The cancellation rate of appropriations carried forward from 2015 to 2016 slightly increased from 2015. €94,000 or 3.6% of all appropriations carried forward were cancelled (€65,000 or 1.6% at end of 2016).

Budget 2016

On 22 December 2015, the Governing Board adopted the final budget 2016 by written procedure. The information received from the Commission (Budgetary circular 2014) requested a nominal freeze of the subsidy for 2016 at the level of the 2013–2015 figure of €20,371,000. The total budget was €20,560,000.

Amending budget 2016

The amending budget was approved on 23 December 2016 by written procedure. All revenue and expenditure budget lines were adjusted according to the latest forecast as of end November 2016 to give a clear and transparent view of the forecast budget execution. The changes and transfers of funds between the different budget lines made possible a high budget execution. The total budget was €20,789,500.

Budgetary reporting and result for the financial year 2016

The complete report on budgetary management 2016 is part of Eurofound's financial statements. These will be published on Eurofound's website by 1 July 2017.⁶

It should be noted that Eurofound has applied for many years the principle of activity-based management, which allows the planning, management and monitoring of budget allocation to Eurofound's main activities. As in previous years, more than 80% of all available (financial and human) resources in 2016 were allocated to the core activities Research (63%) and Information and Communication (18%).

The overview of budgetary revenue and expenditure is presented below. It shows the amended budgeted revenue and actual revenue collected, as well as the final budget appropriations entered and implemented in the financial system.

⁶ <http://www.eurofound.europa.eu/financial-information-2016>

(1 000 euro)

Revenue			Expenditure											
Source of revenue	Revenue entered in the final budget for the financial year	Revenue collected	Allocation of expenditure				Final budget appropriations				Appropriations carried forward from previous financial year(s)			
			entered	committed	paid	carried forward	cancelled	entered	committed	paid	to be carried forward	cancelled		
General Community Subsidy (IC1)	20,371	20,371	12,616	12,613	12,529	84	2	213	-	172	-	41		
Other revenue - miscellaneous (IC1)	2	2	1,342	1,342	1,110	232	-	259	-	241	-	18		
Other revenue - services rendered (IC1)	173	79	6,588	6,588	3,784	2,804	-	2,135	49	2,096	-	39		
Internally Assigned revenue (IC4)	9	9	9	3	3	6	-	47	47	42	5	1		
Externally Assigned revenue (IPA IR1)	160	160	160	160	-	160	-	218	-	217	-	-		
Externally Assigned revenue (Other IR1)	74	74	74	73	-	74	-	45	-	-	1	44		
TOTAL	20,789	20,695	20,779	20,779	17,426	3,360	2	2,917	96	2,768	6	143		

C1 = Appropriations for current year

C4 = Appropriations for re-use

R0 = Appropriations arising from assigned revenue

C8= Appropriations Carried over from previous year

C3 =Appropriations Carried over by decision of Board

C5= Carry Over Appropriations for re-use

The budget outturn account is summarised in the following table. The balance of this account for the financial year 2016 shows a budget surplus of €488.92 which will have to be returned to the EU budget in 2017 (in 2016 for 2015 the surplus was €7,126.97).

Waivers/Renunciations

There were no waivers in 2016.

		2016	2015	
Revenue				
	Balancing Commission subsidy	+	20,371,000.00	20,371,000.00
	Other subsidy from Commission (Phare, IPA,...)	+	160,000.00	300,000.00
	Miscellaneous revenue (Assigned C4)	+	9,252.31	51,277.85
	Miscellaneous revenue (General C1 5400 and 5900)	+	1,803.97	78,928.72
	Services rendered (Assigned R0)	+	74,476.71	219,846.12
	Services rendered (General C1)	+	77,690.00	55,389.91
	Other income (Letting of Conference Centre)	+	900.00	8,000.00
	Bank Interest		194.55	1,705.59
			20,695,317.54	21,086,148.19
Expenditure				
	<i>Title I: Staff</i>			
	Payments	-	12,537,840.86	12,091,292.14
	Appropriations carried over	-	91,780.72	219,749.35
	<i>Title II: Administrative expenditure</i>			
	Payments	-	1,110,206.69	1,142,618.89
	Appropriations carried over	-	231,791.43	259,224.30
	<i>Title III: Operating expenditure</i>			
	Payments	-	4,037,878.53	5,669,476.59
	Appropriations carried over	-	3,042,517.11	2,437,789.20
			21,052,015.34	21,820,150.47
			-356,697.80	-734,002.28
	Cancellation of unused payment appropriations carried over from previous year	+	93,802.14	64,601.35
	Adjustment for carryover from the previous year of appropriations available at 31.12 arising from assigned revenue	+	265,372.16	678,363.43
	Exchange differences for the year (gain +/-)	+/-	-1,987.58	-1,835.53
			488.92	7,126.97
	Balance year N-1	+/-	7,126.97	11,078.38
	Positive balance from year N-1 reimbursed in year N to the Commission	-	-7,126.97	-11,078.38
Result used for determining amounts in general accounting			488.92	7,126.97
Commission subsidy – agency registers accrued revenue and Commission accrued expense			20,370,511.08	20,363,873.03
Pre-financing remaining open to be reimbursed by Agency to Commission in year N+1			488.92	7,126.97

2.4 Human resources management

Staff Regulation

In 2016, the Governing Board adopted further Implementing Rules to give effect to the provisions of the 2014 Staff Regulation. These were adopted following a review in a joint working group with representatives from management, the staff committee and trade union and consultation with the staff committee in accordance with Article 110 of the Staff Regulation. In particular, model decisions, developed to take account of the specific needs of the Agencies in general, were adopted for working time, harassment and setting up a staff committee. Consultation is continuing on other model decisions, particularly in relation to middle management, whistleblowing, teleworking, engagement of contract agents and learning and development.

One ongoing issue, where there are discussions at Commission level, is the model decision for engagement of Temporary Agents, Article 2(f). The full provisions have not been implemented and in particular those relating to inter-agency mobility, due to unresolved issues concerning the continuity of service and pension rights. This is hampering mobility between Agencies, since temporary agents may be adversely affected in relation to career and pension rights.

Other implementing rules entered into effect nine months after notification to the Agencies by the Commission, in accordance with the provisions of Article 110 of the Staff Regulations where their provisions were compatible with the needs of the Agencies and a model decision was not necessary.

Flexible working arrangements

Following a general review of the first year of the experience with teleworking, it was decided to maintain the policy since feedback from both management and staff was positive. An increased number of staff availed of the facility during 2016, particularly 'occasional' teleworking. The number of staff entering into agreements for structural teleworking remained relatively low, at the 2015 level. A new decision on teleworking was adopted by the Commission and a model decision has been developed for the Agencies. This is expected to be finalised in 2017.

In addition to teleworking, further flexibility was introduced for staff experiencing certain difficulties in regard to working the 40-hour week introduced in the 2014 Staff Regulation. If they meet the conditions for eligibility, they may work 95% (37.5 hours) without a reduction in salary.

Staff selection and recruitment

In 2016, Eurofound increased further the use of psychometric tests in assessing candidates as part of selection procedures. The first results were positive and the candidate reports are considered useful additional information for the purposes of evaluating the suitability of candidates through the interviewing process.

Learning and development

At the beginning of 2016, Talent Development workshops were organised to support the dialogue during the appraisal (HRDP) process. Researchers were trained in facilitation skills. To support the further implementation of project management, a new training programme for project leaders was introduced. This programme will continue in 2017. Individual staff members attended external training related to, for example, Multilevel Modelling, Social Media, CRM and Cognitive Interviewing methodology.

Staff Engagement

Following the Staff Engagement Survey in late 2015, Eurofound adopted in consultation with the Staff Committee a number of actions to address the issues highlighted by staff. These actions included a deepening of the internal communications initiative that had been launched after the 2013 survey, the roll-out of management and leadership development programmes, and project management training.

Organisation development

In conjunction with the staff engagement actions, there was an extensive communications programme to support the reorganisation that took effect on 1 January 2017. This primarily involved the research function where units were restructured in accordance with the Strategic Areas of Intervention of the Programming Document. This involved a number of initiatives:

- Creation of a new role of Chief Researcher/Coordinator, reporting to the Directorate;
- Creation of a new role of Adviser, Industrial Relations attached to Research Unit A;
- Appointment of two new Heads of Unit after redefining the three research units to adjust to new activities;
- Suppression of the role of Senior Programme Manager;
- Assignment to the role of Activity Coordinator;
- Creation of the new career level of Senior Research Manager for research staff at AD9 level and higher;
- Invitation to staff across the agency to express an interest in mobility;
- Initiation of unit workshops to promote team working.

Ethics and integrity

A number of workshops on ethics, integrity and anti-fraud were delivered in November and December 2016. Attendance at these workshops was mandatory for all staff. Those who were unable to attend were required to follow an online programme covering the same topics. This initiative was part of the commitment to strengthen ‘ethics and organisational values’ as per the annual programme of the Internal control coordinator.

Job screening

The result of the job screening exercise is as set out in the table in Annex 5. The screening exercise was carried out in December 2016. There is a relatively high level of stability over the three years in which the screening exercise took place. The inclusion of a number of temporary and part-time staff relating to catering and security results in a somewhat higher percentage of staff devoted to non-operational activities and this accounts for an apparent discrepancy between the figures for 2014, where these resources were not factored in, and the following years. A summary of the allocation of staff for the years 2014–2016 is shown in the table below.

Social dialogue

In 2016, there was a high level of activity, 14 meetings in all, in regard to consultation with both the staff committee and Union Syndicale. Areas on which staff were consulted include implementing rules and model decisions, teleworking, working time, organisational restructuring to align with the Programming Document, staff engagement, seat agreement, Brexit, cross-cutting evaluation of the four Agencies under DG Employment, and new working arrangements to improve the efficiency of social dialogue.

Seat agreement

There was considerable engagement between Eurofound and the Irish authorities regarding the implementing provisions and procedures for elements of the Seat Agreement relating to the staff of Eurofound. All tax-related provisions have been clarified, communicated to staff and are being implemented. Areas to be followed up in 2017 include schooling and health.

Salaries review

Following reports of the Court of Auditors identifying anomalies in regard to the salaries of some staff, there was an extensive review of the salaries of all staff who were employed in Eurofound before August 2005. This review highlighted a number of cases where staff had been overpaid and others underpaid. This resulted from Eurofound being incorrectly advised on the correct methodology to be applied to the calculation of multiplication factors which underpin the calculation of salaries. Following legal advice on the interpretation of Article 85 of the Staff Regulations, it was decided not to recover monies that had been overpaid to staff. The necessary remedial actions have been undertaken both in relation to serving staff and staff who have resigned or retired in the meantime. An audit of the salaries function will be undertaken in Q2 2017 in order to provide additional assurance that the appropriate processes and controls are in place and operating well.

	Job screening exercise																				
	Administrative support and Coordination										Operational				Neutral						
	DOC	HR	IA	ICT	LOG	RES DIR/HoA	LEGAL	COMM	GEN COORD	POL COORD	TOP COORD	PGM M/IMPL	EVAL	GEN OPER		FIN/CONT	LING				
Totals 2016	0.8	3	0	6.6	11	1.7	0.5	0	1.3	0	24.9	6.2	65	1.2	12.5	84.9	12.2	0	12.2		
as percentage											20.14%					69.59%					10.00%
Totals 2015	0.8	4	0	7	11	1	1	0	2	1	27.8	6	70	1	18.2	95.2	13	0	13		
as percentage											20.44%					70.00%					9.56%
Totals 2014	0.8	3	0	6	3	2	1	0	3	1	19	7	67	1	13	88	14	0	14		
as percentage											15.54%					72.81%					11.65%

2.5 Assessment by management

Ex-post verification

In line with the Procedure Note on Ex-Post Verification, there were three ex-post verification periods, in which the ex-post verification of staff salary and social contribution payments, reimbursements for recruitments, missions and participants' meetings expenses took place. There were no medical expenses to verify ex-post. The results are outlined below:

Ex-post verification of payments 1 January–31 December 2016

	Sample size	No of verifications	Outcome
Salaries and social contributions (Chapter 11)	5%	3	No errors found
Reimbursements for interviewees (BL 1180)	10%	3	7 errors in total with a value of €25.65 refunded to staff and €439.97 to be recovered from staff. Rectification in progress. One error did not have a financial consequence but related to a mission taking place in the absence of a mission order. There is no entry in the exception register for this.
Missions (BL1300)	10%	69	No errors found
Participants' expenses (BL3040 and 3042)	10%	25	No errors found

Recommendations based on the 2016 annual report

The report recommends clarifying how derogation to mission rules are applied. According to the rules, derogations are to be used for situations where the rules allow for justification by the Authorising Officer. A derogation cannot be used if there is a departure from the rules. The recommendation is that these situations should be registered in the exceptions register as they are non-compliance events (departure from the mission rules). Staff will be reminded accordingly.

Follow-up from the recommendations of previous reports:

- Updating the reimbursement rules for interviewees in line with EPSO was finalised in early 2017.
- An assessment of the likely improvement of the quality/price ratio for local taxi services concluded with the decision not to start a procurement procedure. Such an assessment may be reviewed over time.

Recording exceptions

Article 44.2 of the Financial Regulation requires the Authorising Officer to put in place internal management and control systems and procedures suited to the performance of his/her duties. An essential building block of the internal control system is to have appropriate arrangements in place to ensure that all instances of overriding of controls or deviations from established policies and procedures under exceptional circumstances are documented, justified and approved at an appropriate level before action is taken.

Five exceptions were recorded during 2016 of which three related to procurement and two were related to the rules for reimbursement of travel expenses for Governing Board members. Based on the Court of Auditor's review of the register, preventive measure was taken to avoid further exceptions (re admissibility of low value tenders by email).

Advisory committee on procurement and contracts

The Advisory Committee on Procurement and Contracts (ACPC) gives an opinion on contract proposals with a value of €250,000 and over. The committee did not meet during 2016 as there were no dossiers meeting the criteria.

The ACPC also carried out an annual ex-post check on a sample of files, each of a cumulative value of between €60,000 and €250,000. This involved examining three randomly selected files out of a total of eleven contracts awarded during 2016. While specific comments and recommendations were made by the ACPC in relation to individual dossiers, the ACPC was satisfied overall that procedures were adhered to in the dossiers examined as part of this ex-post check. In general, the documentation was considered to be of good quality. The three sample dossiers selected for this ex-post check represent approximately 27% of the total procurement dossiers within the contract value category for 2016. This was considered sufficient for the soundness of the ex-post check.

2.6 Assessment of audit results during the reporting year

Internal Audit Service (European Commission)

The Internal Audit Service (IAS) conducted an audit in Project Management with the objective 'to assess the adequacy of the design and the effectiveness of the management and control systems put in place by Eurofound for its PM activities'. Its final report was received on 23 December where the auditors 'recognise the efforts made by the Foundation to ensure the quality of its project deliverables and to provide horizontal support to the project managers in the use of the P[roject] C[entre]'. The report contains four recommendations:

1. Project management governance: clarification of roles and revision of guidelines (priority: Very Important)
2. Project monitoring and reporting: addition of data on human resources – relates to roll out of full activity-based costing in 2017 (priority: Very Important)
3. Project planning: workload allocation and deadline planning (priority: Important)
4. Project management information system: strengthen data quality check (priority: Important)

The IAS accepted Eurofound's action plan for completion by year-end 2017.

European Court of Auditors

The European Court of Auditors (ECA) acts as external auditor for Eurofound. Although the last revision of the Financial Regulation stipulates the use of a private audit firm for auditing the accounts, this does not change the role of the ECA as having to provide a final opinion on the reliability of the accounts, and on the legality and regularity of the transactions underlying the accounts.

The accounts for the financial year 2015 were audited by Mazars Ireland and their opinion was forwarded to the Court. The Court's report on the annual accounts for the financial year 2015 was published on 1 December 2016 (C 449/188).

As in previous years, the Court issued a statement of assurance that Eurofound's 'annual accounts present fairly, in all material respects, its financial position as at 31 December 2015 and the results of its operations and its cash flow for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer'. Furthermore, the Court confirmed that 'the transactions underlying the annual accounts ... are legal and regular in all material respects'.⁷

In its comments to the statement of assurance, the ECA pointed out that the level of committed appropriations carried over to 2016 was high for Title 3 (operational expenditure) at €2,135,164, i.e. 31.2 % (2014: €3,814,156 euro, i.e. 53.7 %), mainly in relation to multiannual projects implemented according to schedule.

With regard to Eurofound's multi-annual projects, it is important to note that the above analysis was done on the established split between 'planned carryovers', which are communicated to the Court early in the reporting year, and the remaining 'unplanned carryovers'.

At the end of 2015, all previous years' comments of the Court were either closed or no longer applicable.

2.7 Follow-up of audit plans, audits and recommendations

All recommendations addressed by the Internal Audit Service of the European Commission and the European Court of Auditors from earlier audits prior to the reporting year are closed.

The Director presented the Governing Board meeting in November with an update on the 2015 action plan following the external evaluation of the four-year programme 2009–2012. All five actions that were open at the time of the reporting were closed by year-end.

⁷ Report on the annual accounts of the European Foundation for the Improvement of Living and Working Condition for the financial year 2014: http://www.eca.europa.eu/Lists/ECADocuments/EUROFOUND_2014/EUROFOUND_2014_EN.pdf

2.8 Follow-up of observations from the discharge authority

The discharge report for the year 2015 was adopted by the European Parliament on 27 April 2017. It grants the Director discharge in respect of the implementation of

the budget for the financial year 2015 and approves the closure of the accounts for 2015. The specific observations in relation to Eurofound are commented on and addressed in the following table.

Observations for discharge 2015	Comments and actions taken
Follow-up of 2014 discharge	
<ol style="list-style-type: none"> 1. Acknowledges the fact that the Foundation was committed to increasing the number of declarations of interest and CVs available on its website and that it aimed to collect declarations from all board members as the new governing board was to be appointed after the expiration of the mandate of the current board in November 2016; notes, however, that some of the governing board's CVs and declarations of interests are still missing. 2. Notes from the Court's report that the note in the Court's 2013 report regarding a comprehensive headquarters agreement between the Foundation and the Member State hosting the Foundation is marked as 'completed'. 3. Notes from the Court's report that the note in the Court's 2014 report regarding non-compliance of the Foundation with the Staff Regulations is marked as 'completed'. 	<ol style="list-style-type: none"> 1. Eurofound has stepped up its efforts after the new mandate of the Board started in November 2016. While there was a very good response to the request for submission of declarations of interest and CVs, Eurofound cannot legally enforce their submission. A provision in the new Founding Regulation, currently under discussion, would improve this shortcoming. However, Eurofound stipulated some years ago that reimbursement of Board members for attending any meeting of Eurofound is subject to prior submission of the documents in question. This means that whoever does not submit the required papers is de facto not involved and excluded from contributing to Board discussion or any other kind of platform organised by Eurofound.
Budget and financial management	
<ol style="list-style-type: none"> 4. Notes with satisfaction that the budget monitoring efforts during the financial year 2015 resulted in a budget implementation rate of 99.9 % and that the payment appropriations execution rate was 87.35 %, representing an increase of 7.55 % compared to 2014. 	<p>Eurofound is making huge efforts to ensure the full delivery of the work programme which requires full use of the budgetary funds, too.</p>
Commitments and carryovers	
<ol style="list-style-type: none"> 5. Notes from the Court's report that the level of committed appropriations carried forward to 2016 was at €2,135,164 (31.2 %) for Title III (operational expenditure), compared to €3,814,156 (53.7 %) in 2014; acknowledges the fact that the Foundation's committed appropriations are high mainly due to multi-annual projects implemented according to schedule. 6. Points out that carryovers are often partly or fully justified by the multiannual nature of the agencies' operational programmes, do not necessarily indicate weaknesses in budget planning and implementation and are not always at odds with the budgetary principle of annuality, in particular if they are planned in advance and communicated to the Court of Auditors; welcomes the fact that the Foundation, together with the Court, established a procedure which allows a transparent distinction between 'planned' and 'unplanned' carryovers. 	<ol style="list-style-type: none"> 5. Eurofound is pleased with the Parliament's acknowledgement of the situation in relation to appropriations carried over. 6. It should be underlined that the differentiation by the Parliament is perfectly correct. In recent years, the Court accepted and supported the idea of planned and unplanned or justified and unjustified carryovers. This was not limited to Eurofound.
Procurement and recruitment procedures	
<ol style="list-style-type: none"> 7. Notes that the Foundation's advisory committee on procurement and contracts (ACPC), which gives an opinion on contract proposals with a value of at least €250,000, examined five dossiers in 2015 and that all its opinions were favourable; notes, in addition, that the ACPC carried out an annual <i>ex-post</i> verification of two out of five contracts awarded in 2015; notes that although the ACPC issued specific comments and recommendations, it was satisfied that the Foundation adhered to the procurement procedures. 	<p>Eurofound is pleased with the Parliament's recognition of its compliance with procurement procedures.</p>

Observations for discharge 2015	Comments and actions taken
Performance	
<p>8. Notes that the Foundation's target of 80% regarding the number of planned outputs in its work programme was not achieved, even though the Foundation improved its performance in comparison to 2014; acknowledges the fact that the reasons why the Foundation missed the target are principally related to delays by contractors and the scarcity of staff resources; notes, furthermore, that a more realistic number of projects and deliverables was planned and implemented in 2016, in line with the Foundation's reduced resources; is concerned that, with the current resources outlook, the Foundation's pan-European surveys are not secured in the long term, as well as that the Foundation cannot commit to embark on further work, such as on migrants and refugees or undeclared work, despite strongly worded requests by its governing board.</p> <p>9. Is concerned that the overall staff reduction of 10% had an impact on the delay of some of the Foundation's projects and contributed to difficult discussions in relation to negative priorities with the Governing Board's bureau; acknowledges the fact that the Foundation managed to comply with the reductions imposed by the Commission, even though all its establishment plan posts were filled in the previous years; calls on the Commission to look into other cost-saving options when proposing the Foundation's budget and establishment plan in order not to hinder its ability to fulfil its mandate; calls on the budgetary authority to take this into account during the budgetary procedure.</p>	<p>8. Through better planning and increased management attention, the target on programme delivery increased to 97% in 2016. It can be confirmed that the reduction of staff resources (-10 % over 5 years) and the nominal budget freeze over the same period put a massive strain on Eurofound's capacity to maintain its research programme and especially the costly EU-wide surveys which are a flagship product for the organisation. It has to be confirmed that the reduced resources had a detrimental impact on Eurofound's ability to address very relevant stakeholder requests.</p> <p>9. Eurofound is grateful for the Parliament's support to request the Commission's flexibility in the resource allocation and to the Budgetary Authority due consideration to agree on a resource level that actually enables the Agency to fulfil its mandate.</p>
Internal controls	
<p>10. Notes that, in line with the prioritisation made in 2014, the Foundation's internal control coordinator focused on further developing the three internal control standards relating to staff allocation and mobility, processes and procedures, as well as to document management; notes in addition that two members of the internal control committee attended a 'train the trainer' training on anti-fraud organised by the European Anti-fraud Office.</p>	<p>No action required</p>
Internal audit	
<p>11. Notes that the internal audit service (IAS) did not carry out any audit in the Foundation during 2015; notes that the three pending recommendations, stemming from the audit on 'customer relations and stakeholder relations management' conducted by the IAS in 2013, were closed in 2015.</p>	<p>No action required</p>
Prevention and management of conflicts of interests and transparency	
<p>12. Acknowledges the fact that in 2016 the Foundation was raising awareness of its conflicts of interests and anti-fraud policies among its staff by using specific training offered to all staff members; notes, furthermore, that those training sessions are intended to become standard elements of the induction programme for new staff members.</p>	<p>No further action required</p>
Other comments	
<p>Notes that 17 staff members participated in 2015 in two away days for which the cost was EUR 2 136 (EUR 126 per person).</p>	<p>No action required</p>

2B Evaluation

2.9. Implementation of evaluation programme 2016

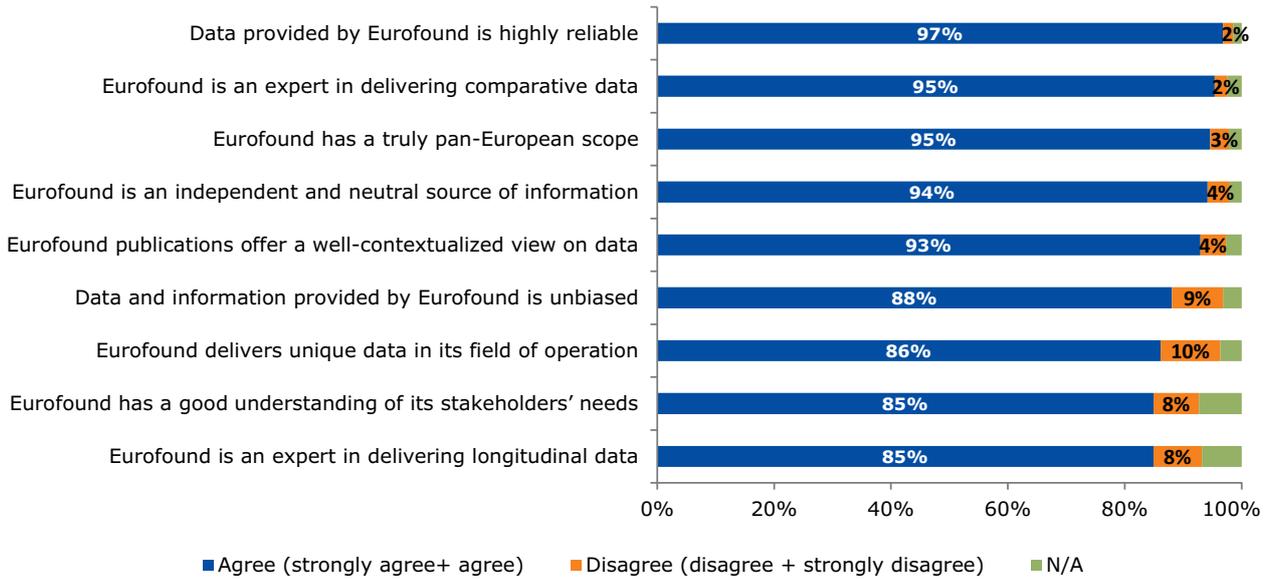
1. As foreseen in the evaluation programme for 2016, an **interim evaluation of the Network of European Correspondents (NEC)** was carried out in 2016 (report available internally in Eurofound and shared with Governing Board). This internally conducted evaluation has accompanied the internal reflection process about the strategy for the next contractual period. It has had the purpose of helping those involved to look back, in order to look forward, and has done so by being embedded in the process about the future requirements. The evaluation questions addressed concerned the scope of the Network of European Correspondents, as well as quality, effectiveness and efficiency and overall cost-effectiveness of operations. The evaluation found that the objectives of the current NEC contract cycle have been largely achieved with the potential to serve Eurofound's needs in the next 2017–2020 programming period in terms of overall structure and processes. The evaluation found it difficult to envisage that parts of the NEC could be easily replaced by other means, or at a lower cost – at least not in the medium-term with a view to the next four-year perspective.
2. An **evaluation meta study / synthesis review** was conducted by external contractors, reviewing the evaluation evidence reported between 2001 and 2016. This review provides insight into the 'distance travelled' by Eurofound as an organisation and the contribution it has made to policymaking over the last 15 years and makes a quality assessment of the available evidence sources over those years for the evaluation criteria of Relevance, Coherence, Efficiency, Effectiveness and Added Value.
3. An originally envisaged **effectiveness study about Eurofound's current capacity to perform policy evaluation tasks** has been implemented through an internal self-assessment exercise, which helped to elicit the future needs for this approach in the 2017–2020 programming period.

4. During 2016, an **updated evaluation policy and programme for the period 2017–2020** has been prepared, making necessary adaptations to reflect recent changes in evaluation requirements deriving from the Financial Framework Regulation among others. These updated documents are available on Eurofound's website.

2.10. Other monitoring and evaluation activities during 2016

5. **EPMS review:** Further building on the comprehensive review of Eurofound's Performance Monitoring and Evaluation System (EPMS) during 2015, the proposed revised EPMS system from 2017 onwards was further refined during 2016. In particular, the approach to applying relevant KPIs systematically to the activity level in addition to the application at corporate level was defined and agreed during 2016. This led to a confirmed and agreed list of KPIs for the 2017–2020 period, and the necessary preparatory work was conducted to be ready for data collection and reporting for the new four-year period.
6. **User satisfaction work:** The annual user satisfaction and feedback programme consisted of two components in 2016:
 - A qualitative focus group met in Brussels in June 2016, bringing together a sample of key stakeholders from the EU policymaking key target audience in Brussels to discuss in-depth questions of user satisfaction and feedback concerning a range of Eurofound products which were produced using inputs from the Network of European Correspondents. The findings from this focus group fed into the review of the quarterly reporting for EurWORK.
 - The annual user satisfaction survey was conducted in October and November 2016. A total of 411 Eurofound users responded to the 2016 online survey. In 2016, 46% of the respondents consist of Eurofound primary target group (EU institutions and bodies, employer organisations, trade union organisations and the national government) and 41% are users active in policymaking.

Satisfaction ratings regarding the quality and utility of Eurofound information



Base: All respondents (n=411). The question was, 'To what extent do you agree or disagree with the following statements:...?'
 Source: Eurofound, Annual user satisfaction survey 2016, Final report, January 2017, GfK Belgium.

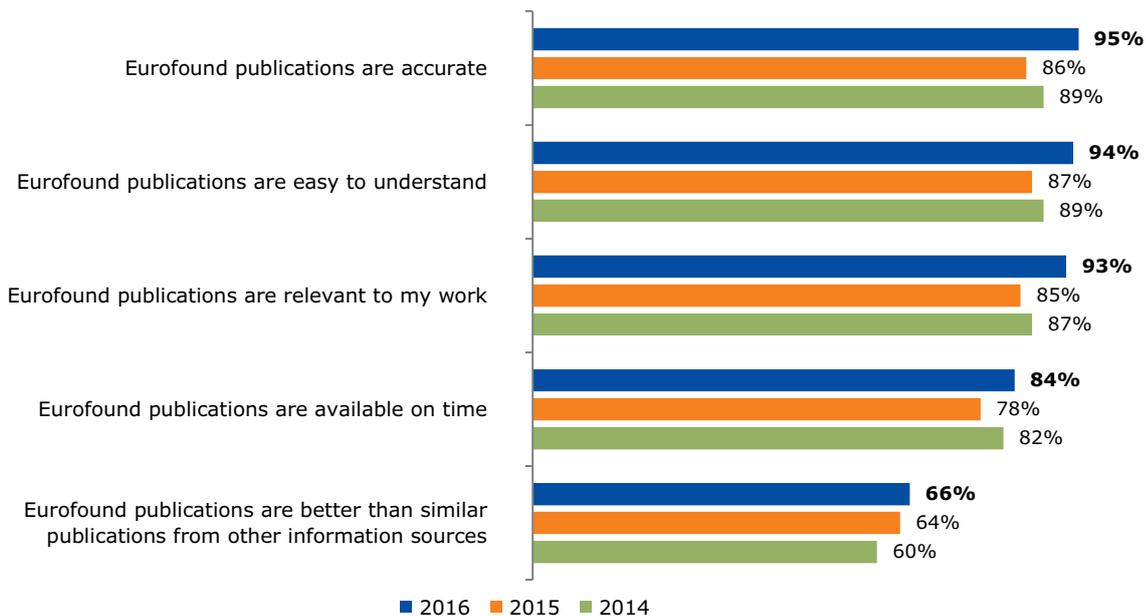
The overall 2016 user satisfaction report analysed the findings in relation to the quality and utility of Eurofound information and its publications programme in particular. Questions were asked in order to assess opinions on Eurofound and the information it provides. These are summarised in the chart above.

Overall, the level of satisfaction with Eurofound and the information it provides is very high. For all statements,

at least 85% of the respondents 'agree' or 'strongly agree' with this.

The survey also asked respondents to indicate their level of agreement regarding several statements about Eurofound publications as a whole. The chart below presents the findings for these statements.

Overall satisfaction ratings for Eurofound's publications over time



Base: All respondents (n=411).
 Source: Eurofound, Annual user satisfaction survey 2016, Final report, January 2017, GfK Belgium.

For all statements, a significant increase can be observed between the results across the three-year period.

The level of agreement with the statement that 'Eurofound publications are accurate' has increased by 9% from 2015 to 2016, followed by 'Eurofound publications are relevant to my work' (8%) and 'Eurofound publications are easy to understand' (7%).

Interestingly, after observing a decline in satisfaction levels in 2015 compared to 2014, the results across the board have increased significantly in 2016. Furthermore, the satisfaction with Eurofound publications being better than similar publications from other information sources has steadily increased over the three-year survey period.

3 Assessment of the effectiveness of the internal control systems

3.1 Risk management

The corporate risk register has a multi-annual perspective. During 2016, not only was the 2013–2016 register monitored and reviewed: the same procedure applied to the new 2017–2020 register as part of the preparations for the 2017 programming document. Following the review process of both at management level, no new risks were identified and the continued relevance of any mitigating actions was confirmed. At project level, the management of risks is part of the project teams' task under the responsibility of the project leader. For projects of strategic relevance, the Directorate holds separate quarterly meetings where risk management is an integral part of issue reporting. The most critical projects were the implementation of the fieldwork for the fourth European Quality of Life Survey (EQLS), and the publication and launch of the sixth European Working Conditions Survey (EWCS). For surveys, the most critical risk is timely delivery of a dataset that meets all the agreed quality criteria. For the fourth European Quality of Life Survey, the requirement to meet the agreed response rate was a very challenging task. Good contractual management on Eurofound's side and an adequate response from the contractor's side ensured delivery of the dataset for the fourth EQLS within the final acceptable extension of the deadline. In the case of the sixth European Working Conditions Survey, some issues around the weighting of country-specific data were identified which required additional checks to be carried out. Its impact could be contained with the re-issuing of the report.

Report from the Data Protection Officer

During the course of 2016, Eurofound continued its objective of reaching high compliance in the area of data protection in line with Regulation (EC) 45/2001 on the protection of individuals with regard to the processing of personal data. The Data Protection team, comprising the Data Protection Officer (DPO), Deputy DPO and a project officer, improved the design, implementation and follow-up of data protection policies and Privacy Statements at Eurofound and

liaised regularly with the European Data Protection Supervisor (EDPS). In June 2016, a new Data Protection Officer, Mr Pierre Faller, was nominated after the two terms, of 5 years each, of Mr Markus Grimmeisen. As of December 2016, the DPO Register recorded 70 notifications.

By the end of 2016, all policies that according to Article 27 of Regulation (EC) 45/2001 were subject to prior checking by the European Data Protection Supervisor (EDPS) had been submitted to the EDPS.⁸ More specifically, between September and October, the DPO team conducted an in-house consultation on retention periods on 10 data processors across several units. Practical suggestions in light of privacy principles were addressed to the relevant data controllers and data processors.⁹

On 27 and 28 April, the DPO team had the privilege to host the 39th DPO network meeting at Eurofound premises where further updates on the General Data Protection Regulation (GDPR) published on 14 April 2016 and on its future counterpart for the EU agencies and institutions were exchanged. Workshops on practical tools, such as the Data Protection Impact Assessment, as provided by the GDPR, were organised and involved 83 participants.

The DPO team forwards any relevant comments, analysis and suggestions shared in the network to Eurofound's Director and Deputy Director, notably on the adoption of a new data protection framework for EU agencies and institutions.

3.2 Compliance and effectiveness of internal control standards

Eurofound's baseline requirements for the 16 internal control standards is adapted from the Commission's communication of 16 October 2007 (Sec (2007)1341) on the revision of the internal control standards and underlying framework, and adopted by Eurofound's Governing Board on 17 October 2008 (GB 79/10(d)).

⁸ <http://www.eurofound.europa.eu/legal-and-data-protection-notice>

⁹ As provided by Article 26 of Regulation 45/2001.

Following an assessment of these standards, the 2016 annual work plan of the Internal Control Coordinator as

presented to the Bureau of Eurofound’s Governing Board in January 2016 focused on the following internal control standards:

Internal Control Standard	ICC Decision for 2016 (December 2016)	State of play at year-end
ICS no.1 ‘Mission’	Promoting a shared understanding of Eurofound’s mission amongst staff	Presentation to general staff meeting on 7 January 2017 of mission and vision, followed by unit-based exchange in Q1
ICS no. 2 ‘Ethics and organisational values’	To implement anti-fraud training	Eurofound launched an annual Ethics Month in November with anti-fraud as the 2016 theme
ICS no. 3 ‘Staff allocation and mobility’	Monitoring the 2015 actions	The skills mapping database was presented to the management and staff in Q4 in advance of the staff development planning for 2017
ICS no. 6 ‘Risk management process’	To examine the risk review process with the involvement of the Management Committee	New reporting introduced for risk review (Q3); further process review moved to 2017
ICS no.15 ‘Assessment of ICS’	To update the requirement description for all ICS standards	Start of an assessment of all of its Internal Control Standards in light of a draft new framework addressed by the European Commission

4 Management assurance

4.1 Review of the elements supporting assurance

The reliability of the information contained in this report is supported by the following building blocks of assurance:

- Eurofound Performance Monitoring System and Project management system (see section 1.2. and Annex 1);
- Eurofound's exception reports and analysis (see section 2.5);
- Results of the ex-post controls (see section 2.5);
- Results of evaluation activities (see section 2B);
- Outcome of the risk management exercise (see section 3.1);
- Annual review of Internal Control Standards;
- Audit work of the Internal Audit Service;
- Follow-up of recommendations from the European Court of Auditors and the IAS, and from other sources of assurance;
- Eurofound's Provisional Accounts drawn up by the Accounting Officer and the certification by the Accounting Officer of Eurofound of the final accounts 2013;
- Assurance received from the Authorising Officers by Delegation;
- Statement of the Internal Control Coordinator (see section 4.3).

The information provided in the various building blocks provides reasonable assurance that the information therein is complete and reliable.

4.2 Reservations

No reservations

4.3 Overall conclusion on assurance

In light of the information and the building blocks of assurance contained in this Report, and the fact that no reservation has been detected, assurance can be given as per the following declarations.

Statement of the Internal Control Coordinator

I hereby declare that in accordance with my responsibilities as Internal Control Coordinator I have reported my assessment, advice and recommendations to the Director on the overall state of internal control in Eurofound based on the 2016 Internal Control Annual Work plan.

Place: **Dublin**

Date: **28 April 2017**



Signed **Erika Mezger**, Deputy Director
Internal Control Coordinator

5 Declaration of the Authorising Officer

I, the undersigned, Director of the European Foundation for the Improvement of Living and Working Conditions in the capacity of Authorising Officer

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

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

This reasonable assurance is based on own judgement and on the information at my disposal, such as the observations of the European Court of Auditors, the Internal Audit Service, the statement of the Internal Control Coordinator, the declarations of the Authorising Officers by Delegation as well as the results of management supervision and the results of evaluations.

Confirm that I am not aware of anything not reported here which could harm the interests of the European Foundation for the Improvement of Living and Working Conditions.

Place: **Dublin**

Date: **28 April 2017**



Signed: **Juan Menéndez-Valdés**, Authorising Officer

Annexes

Annex 1: Core business statistics

See pages 17–23 for an analysis of these Key Performance Indicators.

KPI	Description	Target/ alarm 2016	Total 2016	Total 2015	Total 2014	Total 2013
1. Budget implementation	% of (cumulative) commitments of total budget in euro	Target: 98%	100%	99.9%	99.7%	99.5%
2. Budget management	% of actual commitments/ planned commitments	Alarm: 10% deviation from the planned commitments	93%	98%	107%	101%
3. Staff capacity	% of positions in staff table filled/MASPP	Target: 97% over a 12 month period. Alarm: 5% vacancy over 12-month period	100%	99% ¹	99%	97%
4. Programme delivery	No. of outputs delivered/ annex 2 WP	Target: 80% of the total number of outputs as per annex 1 of the work programme. ²	97%	74%	71%	95% ³
5. Recognition of the scientific quality of Eurofound's research	No. of references in academic journals	Alarm: 5% or more decline in comparison to the number of references yN-1	627	601	562	542
6. Exposure of Eurofound's knowledge through the media	No. of readers exposed to Eurofound's knowledge	Alarm: fewer than 10 references per year in any of the pre- defined media sources ⁴	162,769,413	228,890,736	188,795,916	92,589,884
7. Uptake of Eurofound's knowledge through Eurofound's website	No. of downloads (PDF) and page views (HTML) ⁵	Alarm: fewer than 100 downloads of a priority publication in the first three months of publication, and fewer than 20 downloads of other publications.	155,943 (total downloads)	118,589 (total downloads)	119,809 (total downloads)	111,313 (total downloads)
8. Contributions to policy development through events	No. of on-request contributions at meetings of named organisations out of the total on-request contributions ⁶	Target: Presenting at the following meetings YES/NO	95 out of a total of 232 (40%)	129 out of a total of 206 (63%)	94 out of a total of 267 (35%)	86 out of a total of 202 (43%)
9. Use of Eurofound's expertise in key EU-policy documents	No. of key EU policy documents quoting Eurofound (including sub-totals per organisation) out of a total # of EU policy documents over the year	Target: Eurofound's expertise taken up in the following document types ⁷ YES/NO Alarm 2015: 30 EU key policy documents	78 out of a total of 315 (25%)	81 out of a total of 320 (25%)	83 out of a total of 329 (25%)	89 out of a total of 231 (39%)

1 Based on the approved staff levels for 2016.

2 Alarm: Delay in any of the outputs defined as: Priority list of publication plans, Outputs from strategic activities, Outputs from projects to be followed up by the Research Coordination Board.

3 Figure calculated on the basis of data from a project management information system that was replaced in 2014. Therefore data comparison between 2013 and successive years is not possible.

4 The list of media sources defines newswires, newspapers, magazines, TV and radio, and online news sources that are strategically important in reaching Eurofound's stakeholders, target audiences and information users. It is updated on a regular basis.

5 Eurofound has used Google Analytics to track and measure its web user data since 2007. On 4 November 2014 Eurofound launched its new website with no apparent direct impact on web user activity. On 10 November, there was a sharp decline in visits and page views and download figures were unavailable. Piwik, an alternative analytics provider, showed downloads were taking place; however as it captures and measures data in a slightly different manner from GA, comparable data is not available for the period from November 2014 until August 2015. The GA tracking code was re-installed in January 2015, upgraded to a more current version and re-enabled. It has been working correctly since 20 July 2015.

6 European Commission; European Parliament; European Council; EU Presidencies; EMCO, SPC, EPC; EESC; CoR; EU Social partners.

7 EU documents "Initiating policy processes", EU documents of a "Consultative and advisory nature", "Single EU documents displaying a major/comprehensive use/uptake of Eurofound data or which acknowledge/call for Eurofound expertise within key EU policy processes". These include documents from: European Commission, European Parliament as co-legislator, European Council and Council formations, EU Presidencies, EMCO, SPC, EPC, EESC, CoR and Agreements between EU Social partners.

Annex 2: Statistics on financial management

In accordance with Articles 92 to 106 of the Financial Regulation, the financial statements of Eurofound for the financial year 2016 comprise:

- the balance sheet and the statement of financial performance (previously: economic outturn account)
- the statement of changes in net assets
- the cash-flow statement
- the notes to the financial statements.

Balance sheet

ASSETS	31.12.2016	31.12.2015	Variation
A. NON CURRENT ASSETS			
Intangible assets	156	311	-155
Property, plant and equipment	1,234,031	1,446,515	-212,484
Land and buildings	692,851	920,129	-227,278
Plant and equipment	31,975	39,759	-7,784
Computer hardware	150,803	179,890	-29,087
Furniture and vehicles	140,522	165,542	-25,020
Other fixtures and fittings	217,880	141,195	76,684
TOTAL NON CURRENT ASSETS	1,234,188	1,446,826	-212,638
B. CURRENT ASSETS			
Short-term pre-financing	0	0	0
Short-term pre-financing	0	0	0
Short-term receivables	708,793	412,471	296,322
Current receivables	1,521	1,753	-232
Sundry receivables	18,054	9,725	8,329
Other	689,218	400,993	288,225
Deferred charges	186,985	179,270	7,715
Accrued income with consolidated EU entities	502,233	221,723	280,510
Cash and cash equivalents	4,794,894	4,681,679	113,215
TOTAL CURRENT ASSETS	5,503,687	5,094,150	409,537
			0
TOTAL	6,737,874	6,540,976	196,899

LIABILITIES	31.12.2016	31.12.2015	Variation
Net Assets	3,237,937	3,545,929	-307,992
Accumulated surplus/deficit	3,545,928	5,841,445	-2,295,517
Economic outturn for the year - profit+/loss-	-307,991	-2,295,516	1,987,525
TOTAL	3,237,937	3,545,929	-307,992
CURRENT LIABILITIES	3,499,936	2,995,047	504,889
Provisions for risks and charges	56,493	15,000	41,493
Accounts payable	3,443,443	2,980,047	463,396
Current payables	0	43,581	-43,581
Sundry payables	24,178	3,010	21,168
Other	1,632,044	1,022,487	609,557
Accrued charges	1,632,044	1,022,487	609,557
Accounts payable with consolidated EU entities	1,787,221	1,910,969	-123,748
Pre-financing received from consolidated EU entities	1,787,221	1,910,969	-123,748
TOTAL CURRENT LIABILITIES	3,499,936	2,995,047	504,889
TOTAL	6,737,873	6,540,976	196,897

Statement of financial performance

	2016	2015	Variation
Operating revenue	21,017,855	20,999,996	17,859
European Commission General Subsidy from DG EMPL	20,370,511	20,363,873	6,638
FOME Funds from DG GROW	232,798	41,046	191,752
Accrued Income for FOME Project from DG GROW	170,326	0	170,326
Accrued Income for IPA funds from DG NEAR	111,919	211,599	-99,680
ISFOL Contribution to 4th EQLS	74,477	0	74,477
Norway contribution to NEC	53,690	55,390	-1,700
Realised Exchange Rate Gains	1,105	219	886
Royalties	951	250	701
Hiring out of Conference Centre	900	0	900
Liquidated Damages from IPSOS	819	40,637	-39,818
Bank interest	194	1,706	-1,512
Reimbursement of Hotel Allowance	130	0	130
Refund from contractor	35	342	-307
Switzerland contribution to 6th EWCS	0	219,846	-219,846
Revenue arising from sale of asset	0	20,000	-20,000
Refund of Surplus from Translation Centre	0	41,969	-41,969
Refund of Administrative Charges	0	416	-416
Lecture Fee	0	2,703	-2,703
TOTAL OPERATING REVENUE	21,017,855	20,999,996	17,859

	2016	2015	Variation
Administrative expenses	14,483,718	14,133,159	350,560
All Staff expenses	12,056,902	11,563,444	493,458
Fixed asset related expenses	486,981	542,727	-55,745
Other administrative expenses	1,939,835	2,026,988	-87,153
Rent of Land & Buildings	21,492	21,175	317
Maintenance & Security	363,422	506,940	-143,518
Insurance - Building	28,727	25,047	3,680
Taxes	20,539	20,325	214
Office Supplies	11,086	11,872	-786
Communications	83,792	60,870	22,922
Insurance - Others	1,642	3,692	-2,050
Car & Transport expenses	1,981	4,507	-2,526
Recruitment Costs	38,358	30,244	8,114
Training costs	91,926	100,165	-8,239
Missions	309,170	347,099	-37,929
IT Costs	551,841	551,397	444
Other external service provider (non-IT)	414,030	341,673	72,357
Expenses with other Consolidated Entities	1,829	1,810	19
Losses on realisation of trade debtors	0	172	-172

Operational expenses	6,840,567	9,160,648	-2,320,080
Documentation System	417,886	369,448	48,438
Publications	165,458	193,212	-27,754
Marketing & Promotion	252,627	242,675	9,952
Studies	5,053,023	7,472,351	-2,419,328
Meetings	404,529	495,708	-91,179
Interpretation	13,977	16,770	-2,793
Governing Board	137,416	148,728	-11,312
Translations	392,559	353,436	39,123
Provisions	0	-133,735	133,735
Realised Exchange Rate Losses	3,092	2,055	1,038
Other Financial Expenses	1,561	1,705	-144
TOTAL OPERATING EXPENSES	21,325,846	23,295,512	-1,969,664
ECONOMIC OUTTURN FOR THE YEAR	-307,991	-2,295,516	1,987,525

Statement of changes in net assets

Net assets 2016	Reserves		Accumulated Surplus / Deficit	Economic result of the year	Net assets (total)
	Fair value reserve	Other reserves			
Balance as of 31 December 2015			5,841,445.05	-2,295,516.13	3,545,928.92
Changes in accounting policies 1)					0.00
Balance as of 1 January 2016	0.00	0.00	5,841,445.05	-2,295,516.13	3,545,928.92
Other 2)					0.00
Fair value movements					0.00
Movement in Guarantee Fund reserve					0.00
Allocation of the economic result of previous year			-2,295,516.13	2,295,516.13	0.00
Amounts credited to Member States					0.00
Economic result of the year				-349,263.66	-349,263.66
Balance as of 31 December 2016	0.00	0.00	3,545,928.92	-349,263.66	3,196,665.26

Cash-flow statement (indirect method)

Cash Flows from ordinary activities	2016	2015	Variation
Surplus/(deficit) from ordinary activities	-307,991	-2,295,516	1,987,525
Operating activities			0
Adjustments			0
Amortization (intangible fixed assets) +	155	155	0
Depreciation (tangible fixed assets) +	486,836	543,065	-56,229
Increase/(decrease) in Provisions for risks and liabilities	41,493	-118,735	160,228
			0
(Increase)/decrease in Short term Pre-financing	0	0	0
(Increase)/decrease in Short term Receivables	-296,321	281,514	-577,835
			0
Increase/(decrease) in Accounts payable	587,144	-112,555	699,699
Increase/(decrease) in Liabilities related to consolidated EU entities	-123,748	1,508,888	-1,632,636
			0
Other non-cash movements	-10	20,000	-20,010
			0
Net cash Flow from operating activities	387,558	-173,184	560,742
Cash Flows from investing activities			0
			0
Increase of tangible and intangible fixed assets (-)	-274,343	-156,431	-117,912
Proceeds from tangible and intangible fixed assets (+)	0	20,000	-20,000
			0
Net cash flow from investing activities	-274,343	-136,431	-137,912
			0
Net increase/(decrease) in cash and cash equivalents	113,215	-309,615	422,830
Cash and cash equivalents at the beginning of the period	4,681,679	4,991,294	-309,615
Cash and cash equivalents at the end of the period	4,794,894	4,681,679	113,215

In accordance with Article 106 of Eurofound's Financial Regulation, all assets entered in Eurofound's balance sheet are those with a purchase value equal to or higher than the accounting threshold and with a utilisation value higher than one year.

The depreciation of assets is calculated *pro rata temporis* from the time the asset enters into service, whereas its inclusion in the inventory takes place on the basis of its date of delivery.

The accounting threshold for assets is €420. Depreciation is calculated on a straight line basis. The depreciation rates applied are those applied at the Commission, namely:

- Software and intangible assets: 4 years
- Land and buildings: 25 years
- Plant and equipment: 4 or 8 years
- Furniture and vehicles: 4, 8 or 10 years
- Computer hardware: 4 years
- Other fixtures and fittings: 4, 8 or 10 years.

Intangible fixed assets

2016		Internally generated Computer Software	Other Computer Software	Total Computer Software
Gross carrying amounts 01.01.2016	+		24,444.47	24,444.47
Additions	+		0.00	0.00
Disposals	-		-18,918.00	-18,918.00
Transfer between headings	+/-		0.00	0.00
Other changes (2)	+/-		0.00	0.00
Gross carrying amounts 31.12.2016		0.00	5,526.47	5,526.47
Accumulated amortization and impairment 01.01.2016	-		-24,133.47	-24,133.47
Amortization	-		-155.00	-155.00
Write-back of amortization	+		0.00	0.00
Disposals	+		18,918.00	18,918.00
Impairment (2)	-		0.00	0.00
Write-back of impairment	+		0.00	0.00
Transfer between headings	+/-		0.00	0.00
Other changes (2)	+/-		0.00	0.00
Accumulated amortization and impairment 31.12.2016		0.00	-5,370.47	-5,370.47
Net carrying amounts 31.12.2016		0.00	156.00	156.00

Tangible fixed assets

2016		Land	Buildings	Plant and Equipment	Computer hardware	Furniture and vehicles	Other Fixtures and Fittings	Total
Gross carrying amounts 01.01.2016	+		7,980,957.04	64,336.33	1,173,766.92	737,636.80	763,849.59	10,720,546.68
Additions	+		68,832.75	0.00	80,555.18	4,429.18	8,838.00	162,655.11
Disposals	-				-361,023.50	-10,655.68	-65,637.10	-437,316.28
Transfer between headings	+/-							0.00
Other changes (1)	+/-						111,687.75	111,687.75
Gross carrying amounts 31.12.2016		0.00	8,049,789.79	64,336.33	893,298.60	731,410.30	818,738.24	10,557,573.26
Accumulated amortization and impairment 01.01.2016	-		-7,060,828.06	-24,577.66	-993,877.14	-572,094.34	-622,654.93	-9,274,032.13
Depreciation	-		-296,110.75	-7,784.00	-109,641.48	-29,459.18	-43,841.00	-486,836.41
Write-back of depreciation	+							0.00
Disposals	+				361,023.50	10,665.68	65,637.10	437,326.28
Impairment (1)	-							0.00
Write-back of impairment	+							0.00
Transfer between headings	+/-							0.00
Other changes (1)	+/-							0.00
Accumulated amortization and impairment 31.12.2016		0.00	-7,356,938.81	-32,361.66	-742,495.12	-590,887.84	-600,858.83	-9,323,542.26
Net carrying amounts 31.12.2016		0.00	692,850.98	31,974.67	150,803.48	140,522.46	217,879.41	1,234,031.00

(1) Please, give details on Other changes and Impairment	Gross amount	Amortization & Impairment	Net amount
Capitalisation of Fire Alarm Installation - 90% Completed in 2016	111,687.75	0.00	111,687.75
Total	111,687.75	0.00	111,687.75

Current assets

CURRENT ASSETS	31.12.2016	31.12.2015	Variation
Current receivables	1,521	1,753	-232
Short-term pre-financing	0	0	0
Amounts receivable from customers	1,021	453	568
Amounts receivable from Public Bodies	0	387	-387
Amounts receivable from Consolidated Entities	0	0	0
Amounts receivable from Member States	500	913	-413
Sundry Receivables	18,054	9,725	8,329
Receivables from Staff	18,085	9,615	8,470
Bank Charges to be allocated	-31	110	-141
Other Short-term receivables	689,218	400,993	288,225
Deferred Charges	186,985	179,270	7,715
Accrued Income	502,233	221,723	280,510
Cash and cash equivalents	4,794,894	4,681,679	113,215
Allied Irish Bank (AIB) Dublin - Cheque Account	19,212	17,161	2,051
ING Main Account - Brussels	4,535,670	4,364,518	171,152
ING IPA Funds Account - Brussels	240,012	300,000	-59,988
TOTAL CURRENT ASSETS	5,503,687	5,094,150	409,537

Current liabilities

CURRENT LIABILITIES	31.12.2016	31.12.2015	Variation
Current and sundry payables	80,671	61,592	19,079
Short-term provision	56,493	15,000	41,493
Amounts payable to vendors	24,178	37,021	-12,843
Receipts to be allocated	0	9,571	-9,571
Accrued charges	1,632,045	1,022,487	609,558
Amounts accrued for goods and services	1,468,541	840,981	627,560
Provision for untaken holidays by staff	163,504	181,506	-18,002
Accounts payable with consolidated entities	1,787,221	1,910,968	-123,747
Positive balance to be reimbursed to the Commission	489	7,126	-6,637
Open Pre-financing from DG NEAR	460,000	344,367	115,633
Open Pre-financing from DG GROW	1,326,732	1,559,475	-232,743
TOTAL CURRENT LIABILITIES	3,499,937	2,995,047	504,890

Accounts payable

These consist of:

1. Current and sundry payables, relating chiefly to invoices received from suppliers at the end of 2016 to be processed in 2017.
2. Accrued charges, expenses relating to 2016. The figure is derived from an analysis of invoices to be received in 2017, combined with an estimate of the value of works performed by suppliers provided by Eurofound's project managers.
3. Amounts payable to consolidated entities, being chiefly pre-financing received from the Commission. The total to be paid decreased from €7,126.97 in 2015 to €488.92 in 2016. This figure represents the surplus on the budget account.
4. Open pre-financing from DG NEAR: this consists of the IPA funds received and will be moved to revenue upon recognition by DG NEAR of submitted cost claims.
5. Open pre-financing from DG GROW for the 'Future of Manufacturing in Europe' project.

Notes to the financial statements

A. Revenue

Revenue and corresponding receivables are measured at fair value and are accounted for in the period to which they relate. Eurofound's main source of revenue is the annual subsidy from the European Commission. Calculation of this revenue is based on the results of the budget outturn. A positive result is shown as a liability and returned to the Commission the following year. The amount received from the Commission is thus reduced by €488.92 when calculating the revenue.

B. Expenditure

Expenditure and corresponding payables are measured at their fair value and accounted for in the period to which they relate.

Eurofound's statements follow the format used by the Commission and divide expenses into three categories: Administrative, Operational and Financial.

a) Administrative expenses

These are subdivided into three sub-categories:

- i) Staff expenses – these costs essentially correspond to Title 1 budget lines.
- ii) Fixed asset expenses, relating to depreciation costs.
- iii) Other administrative expenses, essentially following the Title 2 budget costs. These include such items as utilities, telecommunications, IT and building upkeep.

b) Operational expenses corresponding to Title 3 costs.

A large part of these costs relate to commissioning research and surveys, organising meetings, website development and maintenance and interpretation and publication costs for the dissemination of Eurofound's research and policy work.

c) Financial expenses relating to bank charges.

C. Economic result for the year

The economic result is calculated by deducting expenses incurred in the year from the revenue received in the year and shows a deficit of €307,991.10 for the financial year 2016. This deficit is mainly due to the difference in Carry Forward appropriations from 2015 to 2016 and Carry Forward appropriations from 2016 to 2017.

Reconciliation between the budgetary result and the economic result

Eurofound's financial statements are prepared on an accruals basis, where transactions are recorded in the period to which they relate. The result for the year using this basis is indicated in the economic outturn account. However, the agency uses ABAC, which follows a cash accounting system for its budgetary reporting. In this system, only the payments made and revenues received in the period are recorded, together with payment appropriations that are carried forward.

The difference between the budgetary result and the economic result is shown in the following table:

Reconciliation between the budgetary result and the economic result

	sign +/-	amount
Economic result (+ for surplus and - for deficit) of the consolidation reporting package	+/-	-307,991.10
Ajustment for accrual items (items not in the budgetary result but included in the economic result)		
<i>A</i> Adjustments for Accrual Cut-off (reversal 31.12.N-1)	-	-833,831.84
<i>B</i> Adjustments for Accrual Cut-off (cut- off 31.12.N)	+	1,237,840.29
<i>C</i> Amount from liaison account with Commission booked in the economic revenue	-	
<i>D</i> Unpaid invoices at year end but booked in charges (class 6)	+	
<i>E</i> Depreciation of intangible and tangible assets (1)	+	486,991.41
<i>F</i> Provisions (1)	+	41,493.13
<i>G</i> Value reductions (1)	+	
<i>H</i> Recovery Orders issued in 2016 in class 7 and not yet cashed	-	
<i>la</i> Prefinancing given in previous year and cleared in the year	+	
<i>lb</i> Prefinancing received in previous year and cleared in the year	-	-7,126.97
<i>J</i> Payments made from carry over of payment appropriations	+	2,772,632.60
<i>K</i> Other *)	+/-	-312,810.32
Ajustment for budgetary items (item included in the budgetary result but not in the economic result)		
<i>M</i> Asset acquisitions (less unpaid amounts)	-	-139,975.23
<i>N</i> New pre-financing paid in the year 2016 and remaining open as at 31.12.2016	-	
<i>O</i> New pre-financing received in the year 2016 and remaining open as at. 31.12.2016	+	160,488.92
<i>P</i> Budgetary recovery orders issued before 2016 and cashed in the year	+	1,555.67
<i>Q</i> Budgetary recovery orders issued in 2016 on balance sheet accounts (not 7 or 6 accounts) and cashed	+	5,131.59
<i>R</i> Capital payments on financial leasing (they are budgetary payments but not in the economic result)	-	
<i>S</i> Payment appropriations carried over to 2017	-	-3,366,089.26
<i>T</i> Cancellation of unused carried over payment appropriations from previous year	+	93,802.14
<i>U</i> Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	265,372.16
<i>V</i> Payments for pensions (they are budgetary payments but booked against provisions)	-	
<i>W</i> Payments for stocks of leave and supplementary hours (they are budgetary payments but booked against provisions)	-	
<i>X</i> Other **)	+/-	-97,417.42
total		65.77
Budgetary result (+ for surplus) (2) including amount of exchange rate differences		488.92
Amount of exchange rate differences (3) included in the budgetary result		-1,987.58
Delta not explained		-423.15

*) Please specify K 'Other':

Adjustment for FOME Recognised Income = -232,797.74
Adjustment for Accrued Income IPA Contract 360-343 = -80,012.58

***) Please specify X 'Other':

Adjustment for Reimbursement to DG NEAR = 14,270.33
Adjustment for Capitalisation of Fire Alarm System - 90% = -111,687.75

List of exceptional negotiated procedures 2016 ¹⁰

The negotiated procedure is one of the procurement procedures provided by the EU Financial Regulation. According to Article 66.9 of the same Regulation and Article 53 of its Rule of application, Eurofound is obliged to report on the negotiated procedures conducted

during the year, in this case 2016. An exceptional negotiated procedure is referred to in Articles 134 and 135 of the same Rules, that is, a procedure without prior publication of a contract notice (Art.134) or a procedure after prior publication of a contract notice (Art.135).

There has been one procedure of the sort in 2016 as listed below:

Contract number	Contract title	Contractor's name	Contract start date	Type of contract	Procurement procedure, article used	Contract value (cumulative)
16-1175-01	LinkedIn for Recruitment	LinkedIn Ireland Unlimited Company	03/09/2016	Service	Art. 104.1(d) Negotiated	€58,200.00

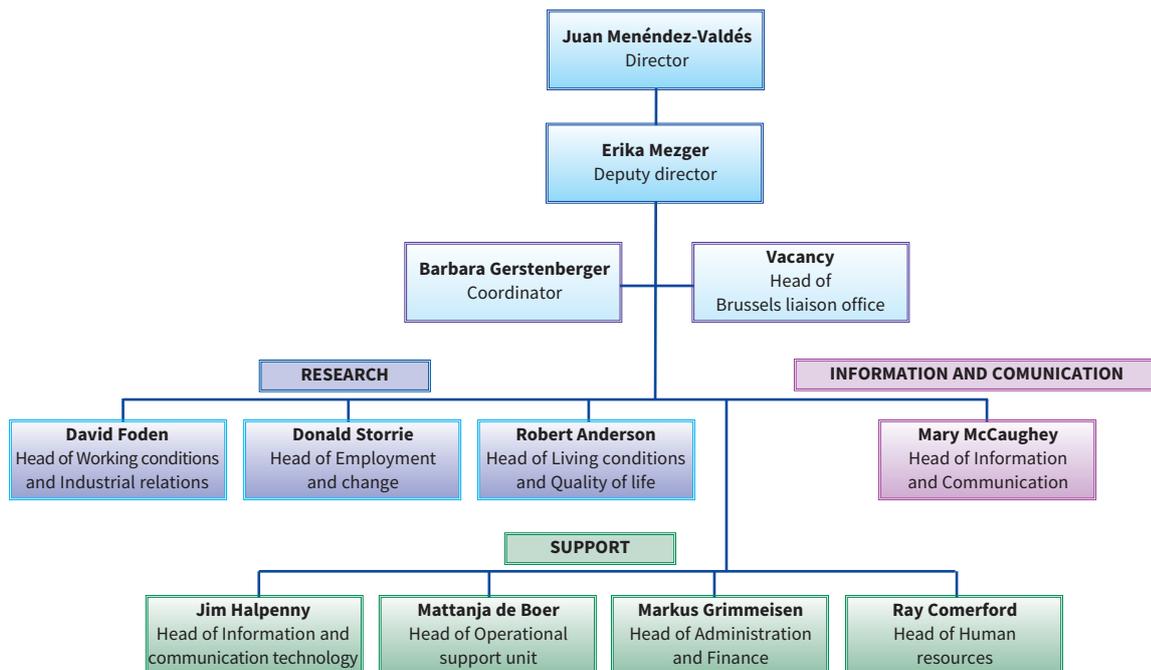
¹⁰ Article 104.1(d) of the Financial Regulations – as provided by Article 66.9 of the Financial Regulations and Article 53 of its Rules of Application

Annex 3: Eurofound staff list and organisational chart as of December 2016

Director and Deputy Director's office		Information and Communication Unit	
Director	MENÉNDEZ-VALDÉS Juan	Head of Unit	McCAUGHEY Mary
Deputy Director	MEZGER Erika		ARIGHO Cristina
Head of BLO			BURKE Helen
Coordinator/Directorate	GERSTENBERGER-SZTANA Barbara		DEASLEY Clare
	PATRIARKA Marina		FERMANELLI Michela
	RECORBET Sylvaine		FLYNN Martin
	ROBINSON Janka		HIGGINS James
	TORRES REVENGA Yolanda		IRELAND Philip
			LEESON Catherine
			KELLY Mary
			MÅRTENSSON Måns
			McKEOWN Aidan
			MONTES KINSELLA Inma
			O'DONOGHUE Hilary
			Ó MARCAIGH Fiachra
			SAUVEGRAIN Nathalie
			SEIGNÉ-MONKS Sylvie
			TURNER Bernice
			VAN DE VYVER Stijn
Administration and Finance Unit		Information and Communication Technologies Unit	
Head of Unit	GRIMMEISEN Markus	Head of Unit	HALPENNY Jim
	BRUDENELL-BRUCE Sandra		BYRNE Linda
	BURKE Eileen		EL AROUSSI Said
	CLARKE Darren		GORMAN Brian
	FALLER Pierre		PEREZ BARRAL Pepa
	HAYES Sarah		PRITCHARD David
	MADDOCKS David		ZAVALIADIS Dimitrios
	MARINO GARCIA Ramona		
	O'BRIEN Colm		
	SUBEA Iuliana		
	SVENSK Pauliina		
	TYNER Simon		
Employment and Change Unit		Living Conditions and Quality of Life Unit	
Head of Unit	STORRIE Donald	Head of Unit	ANDERSON Robert
	BISELLO Martina		AHRENDT Daphne
	BOTOS Chantal		BERNIER Javier
	DENEYS Cécile		DUBOIS Hans
	FERNÁNDEZ-MACÍAS Enrique		FARRELL Sarah
	HURLEY John		FOTI Klara
	LEDERMAIER Stefanie		JUNGBLUT Jean-Marie
	MANDL Irene		LEONCIKAS Tadas
	MASCHERINI Massimiliano		LUDWINEK Anna
	METZ-RUFFER Claudia		MOLINUEVO Daniel
	PATRINI Valentina		SANDOR Eszter
	PERUFFO Eleonora		
	RISO Sara		
	VACAS Carlos		
Human Resources Unit			
Head of Unit	COMERFORD Raymond		
	BANGACHEVA Nevena		
	CAOMHANACH Aoife		
	GUIDO Bruno		
	VAN BOVEN Frank		

Operational Support Unit		Working Conditions and Industrial Relations Unit	
Head of Unit	DE BOER Mattanja	Head of Unit	FODEN David
	JANKOWSKA Lidia		AUMAYR-PINTAR Christine
	KOSTKA Wojciech		BILETTA Isabella
	MALACALZA Pietro		CABRITA Jorge
	MASTENBROEK Leontine		CERF Catherine
	McNEICE Mary		DEMETRIADES Stavroula
	PEARCEY Sarah		EIFFE Franz
	SCHMIDT Barbara		FRIC Karel
	VANDAMME Jan		FROMM Andrea
			GALLI DA BINO Camilla
			GOMÉZ MARTIN Manuel
			KERCKHOFS Peter
			MACGORIS Sophia
			PARENT-THIRION Agnes
			RAHM Victoria
			RODRIGUEZ Ricardo
			SZOSTAK Edyta
			VARGAS Oscar
			VERMEYLEN Greet
			WELZ Christian
			WILKENS Mathijn

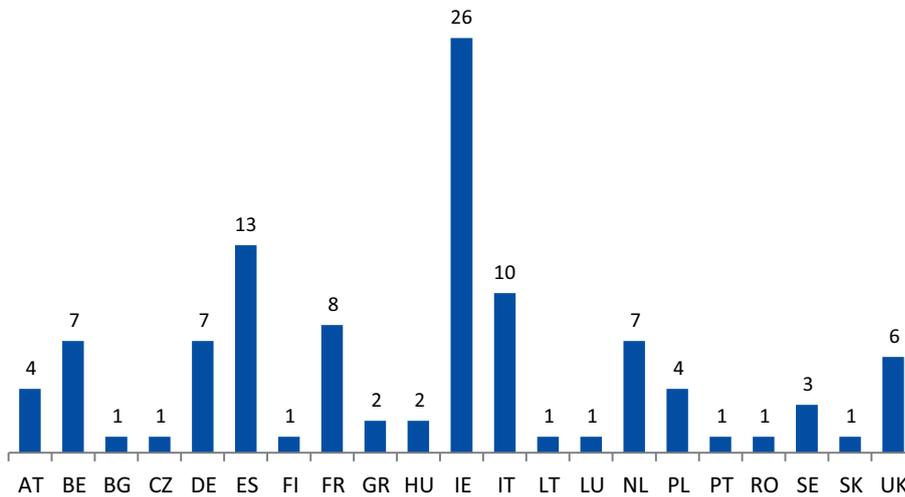
MANAGEMENT LEVEL



Annex 4: Establishment plan and staff breakdown as of December 2016

Staff by nationality (including contract agents, temporary agency staff and stagiaires)

Full time staff (TA, Officials, CA):

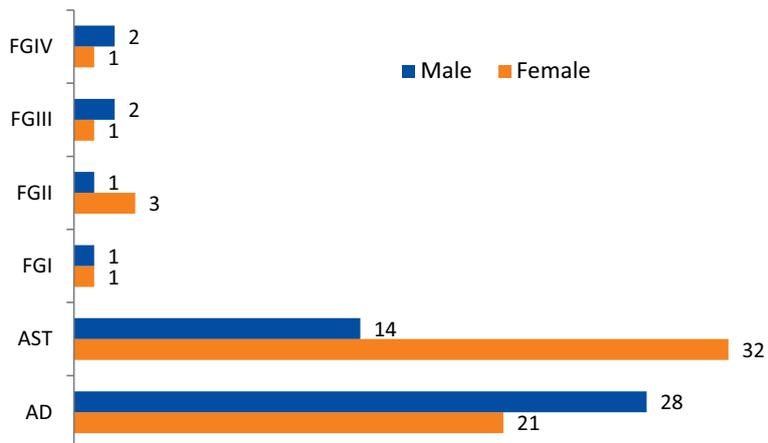


Nationality	Number
AT	4
BE	7
BG	1
CZ	1
DE	7
ES	13
FI	1
FR	8
GR	2
HU	2
IE	26
IT	10
LT	1
LU	1
NL	7
PL	4
PT	1
RO	1
SE	3
SK	1
UK	6
Total	107

Interim staff

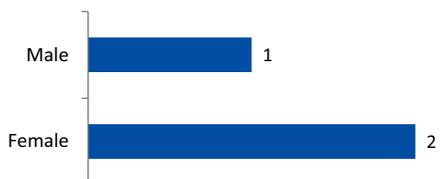
Nationality	Number
FI	1
IT	1
NL	1
Total	3

Gender balance: Full time staff



Gender	Number
Female	59
AD	21
AST	32
FGI	1
FGII	3
FGIII	1
FGIV	1
Male	48
AD	28
AST	14
FGI	1
FGII	1
FGIII	2
FGIV	2
Total	107

Gender balance: Interim staff



Annex 5: Human and financial resources by activity, including results from the benchmarking exercise¹¹

Actual consumption of human and financial resources by the year end, broken down by activity

Directorate and BLO

Grade	AD	AST	CA	SNEs	Total staff	Budget
	4	4	0	0	8	Costs allocated to main activities below ¹²

Working Conditions and Industrial Relations (incl Network of Correspondents)

Grade	AD	AST	CA	SNEs	Total staff	Budget
	15	7	3	0	25	5,441,000 (26 %)

Employment and Change

Grade	AD	AST	CA	SNEs	Total staff	Budget
	9	2	2	0	13	1,895,000 (9 %)

Living Conditions and Quality of Life

Grade	AD	AST	CA	SNEs	Total staff	Budget
	9	2	0	0	11	5,578,000 (27%)

Information and Communication

Grade	AD	AST	CA	SNEs	Total staff	Budget
	6	12	1	0	19	3,865,000 (19%)

Administration and Support

Grade	AD	AST	CA	SNEs	Total staff	Budget
	8	20	5	0	33	4,000,000 (19%)

Total

Grade	AD	AST	CA	SNEs	Total staff	Budget
	51	47	11	0	109	20,779,000 (100 %)

¹¹ Budget includes actual commitments of C1, C4 and R0 fund sources registered in the financial system ABAC in 2016.

¹² Directorate and BLO staff: 50% of staff costs in Directorate and BLO are allocated evenly to Research activities and 50% to Administration and Support activities; Operational Support Unit (OSU) staff: 50% of staff costs in OSU are allocated evenly to Research activities and 50% to Administration and Support activities.

Benchmarking against the previous year's results

The job screening exercise was carried out for the first time in December 2014, using the common methodology adopted for the Agencies. The second screening exercise was carried out in December 2015. There is a difference between the results for both years

since in 2015 external contractors working on-site, particularly for catering, security and cleaning are also included. This resulted in a somewhat higher percentage of jobs devoted to Administrative support. The result for 2016 shows very little change in relation to 2015. The table below shows the results for 2014–2016.

Job Type (sub)category	2014 (%)	2015 (%)	2016 (%)
Administrative support and coordination	15.54%	20.44%	20.41%
Administrative support	12.23%	18.23%	19.34%
Coordination	3.31%	2.21%	1.07%
Operational	72.81%	70.00%	69.59%
General operational	10.74%	13.38%	10.25%
Programme management	55.37%	51.47%	53.28%
Top-level operational coordination	5.79%	4.41%	5.08%
Evaluation and impact assessment	0.83%	0.74%	0.98%
Neutral	11.65%	9.56%	10%
Finance	11.65%	9.56%	10%
Control	0%	0%	0%

Annex 6: List of Governing Board members, events and publications

6a: List of Governing Board members

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	Harald Fugger Federal Ministry Of Labour, Social Affairs and Consumer Protection	Petra Pencs Federal Ministry Of Labour, Social Affairs and Consumer Protection	Katharina Lindner Federation of Austrian Industry (IV)	Heidrun Maier-de Kruijf Austrian Association for Public and Social Economy (VÖWG)	Dinah Djalinous-Glatz Austrian Federation of Trade Unions (ÖGB)	Adi Buxbaum Austrian Federal Chamber of Labour
Belgium	Michel De Gols Federal Public Service Ministry of Employment, Labour and Social Dialogue	Alain Piette Federal Public Service Ministry of Employment, Labour and Social Dialogue	Kris De Meester Federation of Enterprises in Belgium (FEB-VBO)	Roland Waeyaert Organisation for the Self-employed and SMEs (UNIZO)	Herman Fonck Confederation of Christian Trade Unions (ACV/CSC)	Caroline Verdoot Belgian General Federation of Labour (FGTB/ABVV)
Bulgaria	Teodora Todorova Ministry of Labour and Social Policy	Iskren Angelov Ministry of Labour and Social Policy	Dimitar Brankov Bulgarian Industrial Capital Association (BICA)	Theodor Dechev Bulgarian Industrial Capital Association (BICA)	Ivan Kokalov Confederation of Independent Trade Unions in Bulgaria (CITUB)	Vesselin Mitov Confederation of Labour (Podkrepa)
Croatia	Vatroslav Subotić Ministry of Labour and Pension System	Narcisa Manojlović Ministry of Social Policy and Youth	Bernard Jakelić Croatian Employers' Association (CEA)	Nenad Seifert Croatian Employers' Association HUP	Marija Hanževački Independent Trade Unions of Croatia NHS	Djana Sobota Union of Autonomous Trade Unions of Croatia
Cyprus	Marina Ioannou-Hasapi Ministry of Labour, Welfare and Social Insurance	Orestis Messios Ministry of Labour, Welfare and Social Insurance	Michael Antoniou Cyprus Employers and Industrialists Federation (OEB)	Polyvios Polyviou Cyprus Employers and Industrialists Federation (OEB)	Panikos Argyrides Cyprus Workers' Confederation (SEK)	Christos Karydis Cyprus Workers Confederation - SEK
Czech Republic	Vlastimil Vana Ministry of Labour and Social Affairs	Matěj Gregárek Ministry of Labour and Social Affairs	Vladimíra Drbalová Confederation of Industry of the Czech Republic (SPCR)	Pavla Brecková Association of Small and Medium-Sized Enterprises and Crafts of the Czech Republic	Lucie Studničná Czech-Moravian Confederation of Trade Unions (CMKOS)	Tomas Pavelka Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	Lone Henriksen Ministry of Employment	Andreas Sommer Moller Ministry of Employment	Dorthe Andersen Confederation of Danish Employers (DA)	Steen Muntzberg Danish Confederation of Employers	Simone Heinecke Confederation of Professionals in Denmark (FTF)	Maria Bjerre Danish Confederation of Trade Unions (LO)
Estonia	Liina Kaldmäe Ministry of Social Affairs	Ester Rünkla Ministry of Social Affairs	Eve Päärendson Estonian Employers' Confederation (ETTK)	Raul Eamets Estonian Traders Association	Kalle Kalda Estonian Trade Union Confederation (EAKL)	Hedi-Liis Toome Estonian Broadcasting Professionals' Union (ERR)
Finland	Antti Närhinen Ministry of Employment and Economy	Erno Mähönen Ministry of Employment and Economy	Jenni Ruokonen Confederation of Finnish Industries (EK)	Minna Etu-Seppälä Confederation of Finnish Industries (EK)	Juha Antila Central Organisation of Finnish Trade Unions (SAK)	Leila Kurki Finnish Confederation of Salaried Employees (STTK)
France	Régis Bac Ministry of Labour, Employment, Professional Training and Social Dialogue	Marie Soline Chomel Ministry of Labour, Labour Relations, Family, Solidarity and Urban Affairs	Emmanuel Jahan European Centre of Employers and Enterprises (CEEP) Air France Group	vacant	Pierre-Gaël Loreal Federation - FNCCB CFDT French Democratic Confederation of Labour	vacant
Germany	Andreas Horst Federal Ministry of Labour and Social Affairs (BMAS)	Thomas Kovács Federal Ministry of Labour and Social Affairs (BMAS)	Lutz Mühl German Federation of Chemical Employers' Associations (BAVC)	Renate Hornung-Draus Confederation of German Employers' Associations (BDA)	Thomas Fischer Confederation of German Trade Unions (DGB)	Stefan Gran Confederation of German Trade Unions (DGB)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Greece	Despoina Michailidou Ministry of Employment and Social Protection	Ioannis Konstantakopoulos Ministry of Employment and Social Protection	Irini Bardani Hellenic Federation of Enterprises (SEV)	Katerina Daskalaki Hellenic Federation of Enterprises (SEV)	Panagiotis Syriopoulos Greek General Confederation of Labour, GSEE	Panagiotis Kordatos Greek General Confederation of Labour, GSEE
Hungary	Katalin Kissné Bencze Ministry of National Economy	Agnes Csicsely Ministry of Human Resources	Antal Csuport National Association of Strategic and Public Utility Companies (STRATOS)	Adrienn Balint Confederation of Hungarian Employers and Industrialists (MSZOSZ)	Melinda Kelemen Democratic League of Independent Trade Unions (LIGA)	András Pásztóy National Confederation of Hungarian Trade Unions (MSZOSZ)
Ireland	Fiona Ward Department of Enterprise, Trade and Innovation	Mary O'Sullivan Department of Social Protection	Maeve McElwee Irish Business and Employers Confederation (IBEC)	Roisin Bradley Irish Business and Employers Confederation (IBEC)	Jack O'Connor Irish Congress of Trade Unions (ICTU)	Peter Rigney Irish Congress of Trade Unions (ICTU)
Italy	Aviana Bulgarelli National Institute for the Analysis of Public Policy (INAPP)	Carmen Ferraiolo Ministry of Labour, Health and Social Policy	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Paola Astorri General Confederation of Italian Industry (Confindustria)	Rossella Benedetti Union of Italian Workers (UIL)	Andrea Mone Italian Confederation of Workers' Trade Unions (CISL)
Latvia	Ineta Tāre Ministry of Welfare	Ineta Vjakse Ministry of Welfare	Ilona Kiukucane Employers' Confederation of Latvia (LDDK)	Anita Līce Employers' Confederation of Latvia (LDDK)	Ruta Porniece Free Trade Union Confederation of Latvia (LBAS)	Liene Liekna Free Trade Union Confederation of Latvia (LBAS)
Lithuania	Rita Skrebiškiene Ministry of Social Security and Labour	Evaldas Bacevičius Ministry of Social Security and Labour	Danukas Arlauskas Lithuanian Business Employers' Federation	Ruta Didike Lithuanian Business Employers' Federation	Kristina Krupaviciene Lithuanian Trade Union 'Solidarumas' (LPS)	Danute Slionskiene Lithuanian Trade Union Confederation (LPSK)
Luxembourg	Nadine Welter Ministry of Labour and Employment	Gary Tunsch Ministry of Labour and Employment	Patricia Hemmen Business Federation Luxembourg (FEDIL)	Magalie Lysiak Business Federation Luxembourg (FEDIL)	Vincent Jacquet Christian Trade Union Confederation (LCGB)	Veronique Eischen Christian Trade Union Confederation (LCGB)
Malta	Kaeren Theuma Department of Industrial and Employment Relations	Mark Grech Department of Industrial and Employment Relations	Joe Farrugia Malta Employers Association	Joan Haber Malta Chamber of Small and Medium Enterprise	Joseph Bugeja General Workers' Union (UGT)	Colin Galea Forum of Maltese Employers
Netherlands	Roel Gans Ministry of Social Affairs and Employment	Dirk Scheele Ministry of Social Affairs and Employment	Mario Van Mierlo Confederation of Netherlands Industry and Employers (VNO-NCW)	vacant	Jan Kouwenberg Federation Dutch Labour Movement (FNV)	vacant
Poland	Jerzy Ciechański Ministry of Labour and Social Policy	Urszula Karpiński Ministry of Labour and Social Policy	Anna Kwiatkiewicz Polish Confederation of Private Employers Lewiatan	Lukasz Kozlowski Employers of Poland	Bogdan Olszewski Independent and Self-Governing Trade Union Solidarnosc (NSZZ)	Piotr Ostrowski All-Poland Alliance of Trade Unions (OPZZ)
	Manuel Roxo Ministry of Labour and Solidarity	Fernando Catarino José Ministry of Labour and Solidarity	Marcelino Pena Costa Confederation of Trade and Services of Portugal (CCP)	Luis Henrique Confederation of Portuguese Industry (CIP)	Carlos Alves General Workers' Union (UGT)	Augusto Coelho Praça General Workers' Union (UGT)
Romania	Ioan Cristinel Raileanu Ministry of Labour, Family and Social Protection and Elderly	Ioana Dumitresu Ministry of Labour, Family and Social Protection and Elderly	Stefan Varfalvi General Union of Romanian Industrialists	Stefan Rădeanu General Union of Romanian Industrialists	Adrian Marin Democratic Trade Union Confederation of Romania	Cecilia Gostin National Trade Union Confederation - Cartel ALFA

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Slovakia	Silvia Gregorcová Ministry of Labour, Social Affairs and Family	Jan Gabura Ministry of Labour, Social Affairs and Family	Radovan Maxin Association of Employment Services (APSZ SR)	Martin Hošťák National Union of Employers (RUZ)	Miroslav Hajnos Confederation of Trade Unions of the Slovak Republic (KOZ SR)	vacant
Slovenia	Vladka Komel Ministry of Labour, Family and Social Affairs	Andraž Bobovnik Ministry of Labour, Family and Social Affairs	Maja Skorupan Association of Employers of Slovenia (ZDS)	Igor Antauer Association of Employers of Craft Activities of Slovenia (ZDOPS)	Maja Konjar Association of Free Trade Unions of Slovenia (ZSSS)	Katja Gorisek Association of Free Trade Unions of Slovenia (ZSSS)
Spain	Rosalía Serrano Velasco Ministry of Employment and Social Security	Monica Mochales Cuesta Ministry of Employment and Social Security	Miguel Canales Gutiérrez Spanish Association of the Electrical Industry (UNESA)	Javier Blasco de Luna Asociación Grandes Empresas Trabajo Temporal (AGETT)	Antonia Ramos Yuste General Union of Workers (UGT)	Fernando Rocha Federation of Workers' Commissions (CCOO)
Sweden	Hedvig Forsselius Ministry of Employment	Håkan Nyman Ministry of Health and Social Affairs	Patrik Karlsson Confederation of Swedish Enterprises	Niklas Beckman Confederation of Swedish Enterprises	Mats Essemymr Swedish Confederation for Professional Employees (TCO)	Malin Wreder Swedish Trade Union Confederation (LO-S)
United Kingdom	Ciara Lenoach Department for Business Innovation and Skills	Mansi Konar Department for Business Innovation and Skills	Matthew Percival Confederation of British Industry (CBI)	Fionnuala Horrocks-Burns Confederation of British Industry (CBI)	Paul Sellers Trades Union Congress (TUC)	Elena Crasta Trades Union Congress (TUC)

EFTA-EEA Observers

	Thorfrid Hansen Ministry of Labour and Inclusion, Norway	Anna Skarberg Ministry of Labour and Inclusion, Norway	Rasmus Eiternes Guldvik Confederation of Norwegian Enterprise (NHO, Norway)		Stein Reegard Norwegian Confederation of Trade Unions, (LO Norway)	
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Representatives of the Commission

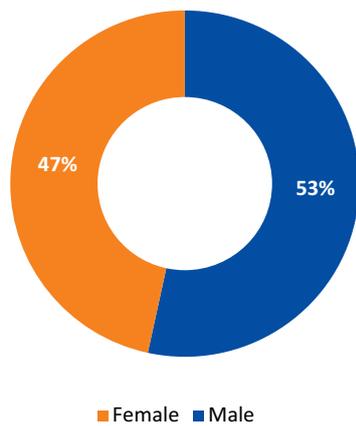
	Barbara Kauffmann DG Employment, Social Affairs and Inclusion	Raymond Maes DG Employment, Social Affairs and Inclusion	Wojciech Kalamarz DG Health and Food Safety	Juergen Scheftlein DG Health and Food Safety	Elisabeth Lipiatou DG Research and Innovation	Philippe Keraudren DG Research and Innovation
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Members of the Bureau

	Member	Alternate
Government group	Vice-Chairperson of the Governing Board Aviana BULGARELLI National Institute for the Analysis of Public Policy (INAPP) - Italy	
	Antti NÄRHINEN Ministry of Economic Affairs and Employment - Finland	
	Coordinator Nadine WELTER Ministry of Employment- Luxembourg	Rita SKREBIŠKIENE Ministry of Social Security and Labour - Lithuania
Employers group	Chairperson of the Governing Board Stefania ROSSI General Confederation of Italian Industry (Confindustria) - Italy	
	Lutz MÜHL German Federation of Chemical Employers' Associations (BAVC) - Germany	Dorthe ANDERSEN Confederation of Danish Employers - Denmark
	Coordinator Magdalena BOBER BusinessEurope	

Members of the Bureau		
	Member	Alternate
Trade union group	Vice-Chairperson of the Governing Board Herman FONCK Christian Confederation of Trade Unions (ACV-CSC) - Belgium	Mats ESSEMYR Swedish Confederation for Professional Employees (TCO) – Sweden
	Ivan KOKALOV Confederation of Independent Trade Unions in Bulgaria (CITUB) - Bulgaria	Melinda KELEMEN Democratic League of Independent Trade Unions (LIGA) - Hungary
	Coordinator Peter SCHERRER European Trade Union Confederation, ETUC	Deputy Coordinator Aline HOFFMANN European Trade Union Institute, ETUI
European Commission	Vice Chairperson of the Governing Board Barbara KAUFFMANN DG Employment, Social Affairs and Inclusion	
	Raymond MAES DG Employment, Social Affairs and Inclusion	

Governing Board (full members, alternate members and observers) by gender



Advisory Committees 2016

Advisory Committee for Working Conditions and Sustainable Work

Project 0240

Coordinator: David Foden

Representation

Governments: Andreas Horst (DE)
Dirk Scheele (NL)
Petra Pencs (AT)
Vladka Komel (SI)

Employers: Lutz Mühl (DE)
Mario Van Mierlo (NL)
Kris De Meester (BE)
Vacancy

Employees: Herman Fonck (BE)
Juha Antila (FI)
Fabienne Scandella, ETUI
Jack O'Connor (IE)

Commission: Maria Hadjiantoni, DG Employment, Social Affairs & Inclusion (Substitute member, Bertrand Muller-Schleiden)
Tim van Rie, DG Employment, Social Affairs & Inclusion

Experts: Colette Fagan, University of Manchester
Jouko Natti, University of Jyväskylä

Advisory Committee for Quality of Life and Public Services

Project 0238

Coordinator: Robert Anderson

Representation

Governments: Silvia Gregorcová (SK)
Vlastimil Váňa (CZ)
Dirk Scheele (NL)
Jerzy Ciechański (PL)

Employers: Marcelino Pena Costa (PT)
Hector Torres Laguna (ES)
Antal Csuport (HU)
Vacancy

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

Commission: Stefano Martinelli, DG Employment, Social Affairs & Inclusion (Substitute member, Filip Tanay)
Jurgen Scheftlein, DG Health and Food Safety (Substitute member, Fritz Von Nordheim)

Advisory Committee for Industrial Relations

Project 0241

Coordinator: David Foden

Representation

Governments: Orestis Messios (CY)
Michel De Gols (BE)
Gary Tunsch (LU)
Ineta Tare (LV)

Employers: Lutz Mühl (DE)
Mario Van Mierlo (NL)
Kris De Meester (BE)
Jože Smole (SI)

Employees: Andrea Mone (IT)
Mats Essemeyr (SE)
Philippe Pochet (BE)
Antonia Ramos Yuste (ES)

Commission: Evi Roelen, DG Employment, Social Affairs & Social Inclusion
Bertrand Muller-Schleiden, DG Employment, Social Affairs & Inclusion (Substitute member, Sigfried Caspar)

Experts: Bernd Brandl, University of York
Jeremy Waddington, University of Manchester

Advisory Committee for Employment and Change

Project: 0280

Coordinator: Donald Storrie

Representation

Governments: Erno Mahonen (FI)
Harald Fugger (AT)
Theodora Todorova (BG)
Aviana Bulgarelli (IT)

Employers: Katharina Lindner (AT)
Roland Waeyaert (BE)
Liliane Volozinskis, UEAPME
Martin Hošťák (SK)

Employees: Melinda Kelemen (HU)
Rossella Benedetti (IT)
Béla Galgóczi, ETUI
Paul Sellers (UK)

Commission: Sigfried Caspar, DG Employment, Social Affairs & Inclusion (Substitute member, Carola Bouton)
Francisco Caballero Sanz, DG GROW

Annex 6b: Highlights of events as reported chronologically to Eurofound's Bureau by December 2016

2016 Governance and Advisory Committees (Board/Bureau/Advisory)			
Date	Event	City	Country
15 January	255th Bureau meeting	Brussels	Belgium
03 March	Advisory Committee: Employment and Change	Dublin	Ireland
10 March	256th Bureau meeting	Dublin	Ireland
14 April	Advisory Committee: Living Conditions and Quality of Life	Brussels	Belgium
03 June	257th Bureau meeting	Brussels	Belgium
30 June	Summer Group meetings of the Governing Board	Dublin	Ireland
16 September	258th Bureau meeting	Brussels	Belgium
28 September	Advisory Committee: Employment and Change	Brussels	Belgium
29 September	Advisory Committee: Living Conditions and Quality of Life	Dublin	Ireland
04 October	Advisory Committee: Working Conditions & Industrial Relations	Dublin	Ireland
26 October	Advisory Committee: Industrial Relations	Brussels	Belgium
09 November	90th Governing Board (11 November) and Group meetings (9–10 November)	Dublin	Ireland
10 November	259th Bureau meeting	Dublin	Ireland
09 December	260th Bureau meeting	Brussels	Belgium

EU Presidency events 2016

Date	Event	City	Country
08 February	EU Presidency conference: Promoting Decent Work on the European Labour Market: towards better compliance and enforcement	Amsterdam	The Netherlands
29 March	EU Presidency: Informal meeting of the Social Protection Committee (SPC)	Amsterdam	The Netherlands
29 March	EU Presidency: Informal meeting of the Employment Committee (EMCO)	Amsterdam	The Netherlands
19 April	EU Presidency: Informal meeting of the Employment and Social Affairs Committee (EPSCO)	Amsterdam	The Netherlands
19 May	EU Presidency: Meeting of the National Contact Points on Integration (NCPI)	Amsterdam	The Netherlands
30 May	EU Presidency conference: Decent Work (in conjunction with Netherlands Social and Economic Council and Instituut Gak)	The Hague	The Netherlands
06 June	EU Presidency: Meeting of the Mutual Information System on Social Protection Committee (MISSOC)	Amsterdam	The Netherlands
14 July	EU Presidency: Informal meeting of the Employment and Social Affairs Committee (EPSCO)	Bratislava	Slovakia
19 September	EU Presidency: Informal meeting of the Social Protection Committee (SPC)	Bratislava	Slovakia
20 September	EU Presidency conference: Work–life balance in a changing society	Bratislava	Slovakia
22 September	EU Presidency: Informal meeting of the Employment Committee (EMCO)	Bratislava	Slovakia
13 December	EU Presidency conference: Competitiveness and Strong Vocational Qualifications (in conjunction with the European Centre for the Development of Vocational training – Cedefop)	Brussels	Belgium

Highlights of internal visits 2016

Date	Event	City	Country
02 March	Montserrat Mir, Confederal Secretary, European Trade Union Confederation (ETUC)	Dublin	Ireland
11 April	Marie Keirle, Social Affairs Counsellor, French Embassy UK (London)	Dublin	Ireland
15 April	Confederation of Swedish Enterprises	Dublin	Ireland
18 April	Confederation of Danish Employers	Dublin	Ireland

Highlights of internal visits 2016

Date	Event	City	Country
04 May	Deputy Ambassador of the Netherlands to Ireland	Dublin	Ireland
11 May	Estonian EU Presidency delegation	Dublin	Ireland
12 May	Federation of Finnish Enterprises	Dublin	Ireland
27 May	Michael O'Flaherty, Director, EU Agency for Fundamental Rights (FRA), Vienna	Dublin	Ireland
08 Jun	Executive Committee of Families Europe (COFACE)	Dublin	Ireland
23 Jun	Máire Killoran, Director, Translation Centre for the Bodies of the European Union, Luxembourg	Dublin	Ireland
11 Aug	Romanian Government Delegation	Dublin	Ireland
29 Aug	Mary Mitchell O'Connor, Irish Minister for Jobs, Enterprise and Innovation	Dublin	Ireland
29 Aug	Ambassador of Portugal to Ireland	Dublin	Ireland
07 September	Norwegian Society of Engineers (trade union)	Dublin	Ireland
07 September	Leo Varadkar, Irish Minister for Social Protection	Dublin	Ireland
29 September	HK/Privat Denmark (trade union)	Dublin	Ireland
30 September	Ekonomit (Finnish Association for Organisational Development)	Dublin	Ireland
13 October	Lars Walter, CEO, Consortium of the Swedish job security councils	Dublin	Ireland
29 November	Confederation of Danish Industry	Dublin	Ireland

Highlights of own events 2016

Date	Event	City	Country
07 January	5th Meeting of the Inter-Agency Competency Framework	Brussels	Belgium
16 February	Spring lunch debate with EU-level social partners	Brussels	Belgium
17 February	Meeting of Heads of Administration and Heads of Agencies of the Network of EU Agencies	Brussels	Belgium
08 April	Eurofound workshop: Extending working lives through flexible retirement schemes	Brussels	Belgium
21 April	Annual meeting of Eurofound's Network of European correspondents	Dublin	Ireland
27 April	Working lunch debate with MEPs: Discussion of report <i>Regulation of labour market intermediaries and the role of social partners in preventing the trafficking of labour</i>	Brussels	Belgium
26 May	Foundation Seminar Series 2016 (session 1): The impact of digitalisation on work	Dublin	Ireland
04 October	Workshop: Social mobility in the Baltic countries (with the participation of national experts from Baltic countries)	Vilnius	Lithuania
13 October	Foundation Seminar Series 2016 (session 2): The impact of digitalisation on work	Berlin	Germany

Highlights of joint events 2016

Date	Event	City	Country
18 January	Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW): Human factor in innovation – A brainstorming exercise (Session I)	Brussels	Belgium
03 March	Eurofound National Cluster Seminar and joint Network of European correspondents–Governing Board meeting: Low wage to innovation economy	Warsaw	Poland
03 March	Network of EU Agencies: Handover of coordination to the Office for Harmonization in the Internal Market (OHIM)	Alicante	Spain
27 April	39th EU Data Protection Officers (DPO) network meeting	Dublin	Ireland
04 May	Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW): Human factor in innovation – A brainstorming exercise (Session II)	Brussels	Belgium
15 September	Information session for staff from the Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL): What can Eurofound do for you?	Brussels	Belgium

Highlights of joint events 2016

Date	Event	City	Country
29 September	Eurofound and the European Economic and Social Committee (EESC): Workplace Innovation - Sustainable work seminar ?	Brussels	Belgium
17 November	Joint conference to launch Eurofound's sixth European Working Conditions Survey report in cooperation with the European Parliament: Changing working conditions in Europe: Moving towards better work	Brussels	Belgium
28 November	Eurofound National Cluster Seminar and joint Network of European correspondents-Governing Board meeting: EU labour market integration of asylum-seekers and refugees	Berlin	Germany
06 December	EU Agencies Forum	Brussels	Belgium

Highlights of contributions to external events 2016

Date	Event	City	Country
21 January	Launch conference: Employment and Social Developments in Europe (European Commission) review	Brussels	Belgium
27 January	European Public Service Union seminar: The global challenge of migration for local and regional public administrations – Impact on the workforce, the organisation of services and the provision of public services	Berlin	Germany
27 January	S&D group European Parliament conference workshop: Fighting poverty and social exclusion – perceptions and challenges ahead	Brussels	Belgium
04 February	EU Agency for Fundamental Rights (FRA): Expert meeting on the use of mixed modes for the FRA Survey	Vienna	Austria
11 February	77th European Migration Network (EMN) National Contact Points meeting and workshop: Improving the quality of EMN Studies	Brussels	Belgium
18 February	European Commission Stakeholder group on debt advice	Brussels	Belgium
18 February	Joint European Commission-European Parliament workshop: Evolution of collective bargaining in Troika programme and post-programme Member States	Brussels	Belgium
18 February	Expert Round Table Meeting with Věra Jourová, European Commissioner for Justice, Consumers and Gender Equality: New start for working parents	Brussels	Belgium
22 February	Eurofound and the European Economic and Social Committee (EESC): Brainstorming workshop project on the labour market integration of refugees	Brussels	Belgium
23 February	Eurofound presentation of Work Programme 2016 at European Parliament's Employment Committee	Brussels	Belgium
24 February	Eurofound presentation of Work Programme 2016 at EESC SOC section	Brussels	Belgium
24 February	The Future of Care - A European roundtable discussion	Brussels	Belgium
01 March	Model Council of the European Union	Dublin	Ireland
02 March	European Globalisation Adjustment Fund (EGF) seminar	Brussels	Belgium
02 March	Meeting of the European Commission, European Parliament and Department of the Taoiseach (Irish Prime Minister)	Dublin	Ireland
03 March	International Women's Day event	Dublin	Ireland
03 March	GUE group of the European Parliament conference: Social dumping in the transport sector	Brussels	Belgium
22 March	European Parliament Committees for Women's Rights and Gender Equality (FEMM) and Employment (EMCO) European Economic and Social Committee (EESC) hearing: Creating labour market conditions favourable for work-life balance	Brussels	Belgium
31 March	European Economic and Social Committee (EESC) hearing on the changing forms of employment relationship and the living wage	Brussels	Belgium
13 April	Improving measurement of public support to personal and household services (IMPact)	Brussels	Belgium
15 April	European Commission expert seminar: Reforms driving recoveries – learning from the experiences of Portugal, Ireland, Latvia and Spain	Lisbon	Portugal

Highlights of contributions to external events 2016

Date	Event	City	Country
19 April	European Trade Union Confederation (ETUC) workshop: Digitalisation and its impact on information, consultation and participation	Brussels	Belgium
19 April	European Parliament Employment Committee meeting: Presentation of Eurofound's report <i>Job Creation in SMEs</i>	Brussels	Belgium
21 April	Employment Committee (EMCO) Indicators Group meeting	Brussels	Belgium
22 April	European Trade Union Confederation (ETUC) Women's Committee meeting	Brussels	Belgium
03 May	European Industry Federation (IindustriAll) white-collar workers working party meeting: Presentation of Eurofound's report <i>New forms of employment</i>	Brussels	Belgium
19 May	Sixth meeting of the Working Group on the Gender Equality Index	Vilnius	Lithuania
23 May	Peer Review on 'Labour market inclusion of international protection applicants and beneficiaries'	Madrid	Spain
23 May	Conference: Transatlantic Social Dialogue	Brussels	Belgium
24 May	Network of EU Agencies: Heads of Administration/Heads of Agencies meetings	Brussels	Belgium
24 May	Policy research forum on the social dimension of the economic and monetary union	Brussels	Belgium
01 June	European Economic and Social Committee (EESC) meeting: Steering Committee on EU 2020	Brussels	Belgium
01 June	National Statistical Institute of Spain (INE) and Eurostat conference: Quality in official statistics	Madrid	Spain
02 June	European network of Public Employment Services (PES) conference: Integration of the long-term unemployed	Brussels	Belgium
08 June	DG EMPL/JRC technical workshop on job creation in enterprises	Brussels	Belgium
14 June	Labour market integration of refugees – the role of entrepreneurs and trade unions	Brussels	Belgium
27 June	European Trade Union Institute conference: Shaping the new world of work	Brussels	Belgium
11 July	European Centre of Employers and Enterprises (CEEP) final conference on the project 'Social services in European cross industry social dialogue : towards a strong and deeper involvement'	Brussels	Belgium
13 July	Eurofound and Warsaw Institute: Expert workshop on Social Mobility	Warsaw	Poland
01 September	EP EMPL committee Public hearing on Employee financial participation in the age of digitalisation	Brussels	Belgium
14 September	Joint Committee on Equal Opportunities: Presentation of the findings from the sixth European Working Conditions Survey	Brussels	Belgium
15 September	Presentation of the findings on gender equality from the sixth European Working Conditions Survey	Brussels	Belgium
20 September	European Trade Union Institute workshop on platforms	Brussels	Belgium
21 September	3rd ACSH Workshop on national OSH strategies	Luxembourg	Luxembourg
27 September	Urban public transport working group	Brussels	Belgium
28 September	European Economic and Social Committee (EESC) conference: Towards a fairer labour mobility	Brussels	Belgium
05 October	Network of EU Agencies: Internal Communication Community of Practice	Alicante	Spain
06 October	Network of EU Agencies : Heads of Information and Communication meeting	Alicante	Spain
07 October	Network of EU Agencies: Web managers meeting	Alicante	Spain
10 October	European Workplace Innovation Network final conference: Innovation starts in the workplace	Brussels	Belgium
11 October	Presentation on ' The gender employment gap: Challenges and solutions' at the European Parliament Committee for Women's Rights and Gender Equality (FEMM)	Brussels	Belgium
14 October	Conference: Impact of digitalisation on the work of professionals and managers	Paris	France

Highlights of contributions to external events 2016

Date	Event	City	Country
18 October	Network of EU Agencies: Heads of Administration and Heads of Agencies meetings	Alicante	Spain
20 October	Sixth Meeting of the Expert Group on the Active Ageing Index	Brussels	Belgium
20 October	S&D group of the European Parliament conference: The Pillar of Social Rights - Shaping the social heart of Europe	Brussels	Belgium
24 October	Meeting of the Expert Group on Social Determinants and Health Inequalities	Luxembourg	Luxembourg
24 October	Chinese Academy of Social Sciences and European Commission conference: Supply-side structural reform, employment upgrading and skills improvement	Zhengzhou	China
27 October	Nordic IN Digitalisation conference	Stockholm	Sweden
27 October	Meeting of the Social Protection Committee (SPC) indicators subgroup	Brussels	Belgium
09 November	Expert meeting: Further analysis of the European Company Survey – reported changes in European companies	Brussels	Belgium
24 November	Conference organised jointly by the Alliance Manchester Business School and the European Commission: Reducing Precarious Work through Social Dialogue	Brussels	Belgium
29 November	ILO/Eurofound workshop: Working Conditions in an International Perspective	Washington	USA
30 November	27th Advisory Committee on Safety and Health at Work	Luxembourg	Luxembourg
08 December	Occasional seminar: Sixth European Working Conditions Survey	Brussels	Belgium

Annex 6c: Publications as reported chronologically to Eurofound's Bureau by December 2016

Completed publications 2016

Area 1: Increasing labour market participation and combating unemployment by creating jobs, improving labour markets and promoting integration	
ERM Quarterly – Quarter 4 of 2015, quarter 1, quarter 2, quarter 3	Web report
Job creation in SMEs: ERM annual report 2015	Print report/ Executive summary
Engaging the 'missing middle' (written evidence to UK House of Lords)	Web report
Start-up support for young people in the EU: From implementation to evaluation	Web report/ Executive summary
Exploring the diversity of NEETs	Print report/ Executive summary
Exploring the diversity of NEETs: Country profiles	Web report
What do Europeans do at work? A task-based analysis: European Jobs Monitor 2016	Print report/ Executive summary
The gender employment gap: Challenges and solutions	Web report/ Executive summary
New forms of employment: Developing the potential of strategic employee sharing	Web report/ Executive summary
Area 2: Improving working conditions and making work sustainable throughout the life course*	
Working time developments in the 21st century: Work duration and its regulation in the EU	Web report/ Executive summary
Regulation of LMIs and the role of social partners in preventing trafficking of labour	Web report/ Executive summary
Working life profile: EU level	Web report
Sustainable work throughout the life course: National policies and strategies	Web report/ Executive summary
Developments in working life 2015 (EurWORK annual review)	Web report
Exploring the fraudulent contracting of work in the European Union	Web report/ Executive summary

Completed publications 2016

Area 3: Developing industrial relations to ensure equitable and productive solutions in a changing policy context*	
Representativeness of the European social partner organisations: Graphical industry	Web report/ Executive summary
Representativeness of the European social partner organisations: Temporary agency work	Web report/ Executive summary
Role of the social partners in the European Semester	Web report/ Executive summary
Representativeness of the European social partner organisations: Ports	Web report/ Executive summary
Representativeness of the European social partner organisations: Furniture	Web report/ Executive summary
Representativeness of the European social partner organisations: Agriculture	Web report/ Executive summary
Representativeness of the European social partner organisations: Maritime transport	Web report/ Executive summary
New topics, new tools and innovative approaches by the social partners	Web report/ Executive summary
Changes in remuneration and reward systems	Web report/ Executive summary
Win-win arrangements: Innovative measures through social dialogue at company level	Web report/ Executive summary
Mapping key dimensions of industrial relations in Europe	Web report/ Executive summary
Representativeness of the European social partner organisations: Extractive industries	Web report/ Executive summary
Representativeness of the European social partner organisations: Personal services – hair and beauty	Web report/ Executive summary
The concept of representativeness at national, international and European level	Web report/ Executive summary
Area 4: Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities	
Families in the economic crisis: Changes in policy measures in the EU	Print report/ Executive summary
Inadequate housing in Europe: Costs and consequences	Print report/ Executive summary
Extending working lives through flexible retirement schemes	Web report/ Executive summary
Approaches to the labour market integration of refugees and asylum seekers	Web report/ Executive summary
Surveys and observatories	
Sixth European Working Conditions Survey – Overview report	Print report/ Executive summary
Establishment characteristics and work practices: Commerce and hospitality (third ECS)	Info sheet
Establishment characteristics and work practices: Health (third ECS)	Info sheet
Establishment characteristics and work practices: Public administration and defence (third ECS)	Info sheet
Establishment characteristics and work practices: Business, administration and other services (third ECS)	Info sheet
Establishment characteristics and work practices: Construction (third ECS)	Info sheet
Establishment characteristics and work practices: Education (third ECS)	Info sheet
Establishment characteristics and work practices: Financial services (third ECS)	Info sheet
Establishment characteristics and work practices: Industry (third ECS)	Info sheet
Establishment characteristics and work practices: Transport (third ECS)	Info sheet

Completed publications 2016

General		
IC	Eurofound yearbook 2015: Living and working in Europe	Print report
IC	Consolidated annual activity report of the Authorising Officer for the year 2015	Web report
IC	Programming document 2017–2020	Web report
IC	Foundation Seminar Series 2016: The impact of digitalisation on work	Web report
IC	Foundation Focus: Work–life balance – Creating solutions for everyone	Journal
IC	Eurofound News – issues 1–10	Newsletter

Note: * In addition to the publications listed here, as reported to the Bureau over the course of the year, 246 EurWORK articles were published, including 13 topical updates. The latter extended articles of up to 11,000 words were replacements in some cases for publications in previous years such as the annual update on pay.

Annex 7: Report on access to documents, historical archiving and requests for copyright

Access to documents

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

The minutes of the Governing Board and Bureau, as well as financial information and formal evaluation reports, are published on the website¹³. Internal documents are routinely made available in response to requests in relation to the results of tender procedures or recruitment.

In 2016, there were two requests under regulation (EC) 1049/2001, both requests for copies of Eurofound's memorandum of understanding and seat agreement with the Irish government. Documents were provided without delay.

Historical Archiving

Council Regulation (EU) 2015/496 of 17 March 2015 amending Regulation (EEC, Euratom) No 354/83 as regards the deposit of the historical archives of the institutions at the European University Institute in Florence introduced an obligation for the decentralised EU Agencies to deposit their historical archives (historical archives of the Union, preserved and made available to the public wherever possible after the expiry of a period of 30 years) at the central archives of the EU (HAEU) in accordance with a framework agreement, on a per annum cost basis linked to the size of the depositing body.

In 2016, the document management officer liaised with colleagues in the HAEU with a view to depositing Eurofound's historical archives there in 2017.

Requests for using Eurofound research by third parties

During the course of 2016, Eurofound received ten requests from external publishers for re-use of Eurofound research. Nine requests were aimed at the European market and one was for translation into Chinese for further dissemination.

In addition, there were in total 419 requests to use Eurofound's survey dataset as shown below. Most requests were for educational purposes. The data are held in the archive of the University of Essex, a member of the EU data archives.

Requests for Eurofound survey data	Quantity
European Company Survey	78
European Working Conditions Survey	149
European Quality of Life Survey	192

¹³ <https://www.eurofound.europa.eu/access-to-internal-eurofound-documents>

Annex 8: Delegated powers to Authorising Officers by Delegation (AOD)

Finance activities	Delegated to	
Authorisation for:		
Provisional budgetary commitment of appropriations of less than €60,000	Heads of Units (AODs)	Only for own area of responsibility; no cross-delegation, no sub-delegation
Individual budgetary commitment of appropriations of less than €60,000	Heads of Units (AODs)	
Legal commitments (as well as the preliminaries) of less than €60,000	Heads of Units (AODs)	
Payment orders (with individual payment requests less than €60,000)	Heads of Units (AODs)	
Estimates of amounts receivable	Heads of Units (AODs)	
Recovery orders	Heads of Units (AODs)	
Waivers of recovery of amounts receivable of less than €5,000	Heads of Units (AODs)	
Cancellations of amounts receivable of less than €5,000	Heads of Units (AODs)	
HR activities		
Delegated to		
Authorisation for:		
Annual leave and Flexitime recuperation	Line managers, Heads of Units (AODs)	
Special leave	Head of HR unit (AOD)	
Sick leave	Line managers, Heads of Units (AODs)	
Carry forward or leave in excess of 12 days	Head of HR unit (AOD)	
Compensatory leave	Line managers, Heads of Units (AODs)	
Advance of salaries	Head of HR unit (AOD)	
Training requests	Line managers, Heads of Units (AODs)	
Determination of entitlements	Line managers, Heads of Units (AODs)	
Determination of grade and step	Head of HR unit (AOD)	
Determination of place of origin	Head of HR unit (AOD)	

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency, whose role is to provide knowledge in the area of social, employment and work-related policies. Eurofound was established in 1975 by Council Regulation (EEC) No. 1365/75, to contribute to the planning and design of better living and working conditions in Europe.

