



# Annual work programme 2016



# Contents

|   |    |
|---|----|
| Introduction  | 1  |
| Policy context  | 3  |
| Communicating knowledge, organising debate, facilitating exchange | 11 |
| Operating framework   | 13 |
| Resources   | 17 |
| Monitoring and evaluation   | 21 |
| Annex 1: Project descriptions                                     | 23 |
| Annex 2: Risk register 2016                                       | 53 |
| Annex 3: Pilot project on the future of European manufacturing    | 55 |

When citing this report, please use the following wording:

Eurofound (2015), *Annual work programme 2016*, Publications Office of the European Union, Luxembourg

Luxembourg: Publications Office of the European Union, 2015

doi:10.2806/781795

ISBN 978-92-897-1444-0

ISSN 2363-3166

© European Foundation for the Improvement of Living and Working Conditions, 2015

For rights of translation or reproduction, applications should be made to the Director, European Foundation for the Improvement of Living and Working Conditions, Wyattville Road, Loughlinstown, Dublin D18 KP65, Ireland.

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 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.

European Foundation for the Improvement of Living and Working Conditions

Telephone: +353 1 204 31 00

Email: [information@eurofound.europa.eu](mailto:information@eurofound.europa.eu)

Web: [www.eurofound.europa.eu](http://www.eurofound.europa.eu)

Europe Direct is a service to help you find answers to your questions about the European Union. Freephone number (\*): 00 800 6 7 8 9 10 11 (\*) Certain mobile telephone operators do not allow access to 00 800 numbers or these calls may be billed.

# Introduction

The year 2016 marks 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*. The multiannual strategy laid down in the four-year programme provides Eurofound with a clear framework for the development of its annual programmes. The programme describes the policy context in which the Agency operates and defines the mission of the organisation and its core areas of expertise. It identifies four policy priority areas where Eurofound will provide high-quality, timely and policy-relevant knowledge as input to better informed policies.<sup>1</sup> This is the Agency's strategic objective for the 2013–2016 period.

The activities proposed in the annual programme for 2016 are designed to contribute to achieving this strategic objective. They are in line with the commitments made in the four-year programme while also taking into account the organisational and policy context specific to 2016. A few activities launched in 2015 were designed to be continued or complemented by follow-up projects during 2016. The 2016 work programme also takes into account the sequence and work processes of Eurofound's flagship activities, the European surveys and the observatories, which require the allocation of resources in each annual programme.

---

<sup>1</sup> The four policy priority areas are: 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.



# Policy context

The dual challenge for the European Union and the Member States outlined in Eurofound's 2013–2016 work programme – finding a way out of the crisis while achieving progress towards a competitive and fair Europe – has to date only been partially realised: economic growth in the EU has resumed but recovery remains weak. The mid-term ambition of achieving progress towards a competitive and fair Europe is not yet accomplished. The main parameters of the policy context, as outlined in the four-year programme, therefore, remain a valid framework, updated with recent developments.

A new European Commission took office in November 2014. Commission President Jean-Claude Juncker proposed a new start for Europe with the *Agenda for jobs, growth, fairness and democratic change*. After being engaged in crisis management for several years, the new European Commission announced it would focus on the key global challenges for Europe's economies and societies and on preparing Europe for them. This includes the global race for innovation and skills, the ageing of the population and the challenges associated with the digitalisation of our labour markets and societies, as also highlighted in the Commission's Digital Single Market initiative.

The overarching objective is to win back the trust of citizens. The toll the crisis has taken in terms of increased unemployment, poverty and exclusion, together with the perceived lack of social fairness in fiscal consolidation measures, has reduced support for the European project among its citizens to an unprecedented low. Delivering on the promise to boost growth, substantially reduce unemployment and give a perspective to young people is a prerequisite to winning back citizens' trust.

Recovery continues to be subdued. Even if the latest growth forecasts for 2015 have been revised upward, uncertainty remains high. The European Central Bank's quantitative easing programme started in May 2015 and aims to boost economic growth through injecting €60 billion every month into the European economy up to September 2016. The necessity to improve the growth-friendliness of public finances is acknowledged in the Commission's proposal for a Council Recommendation on broad economic policy guidelines, signalling a more balanced approach between reducing fiscal deficits and reflecting the economic conditions in the Member States.

One reason behind the modest growth is weak investment, reducing the chances of creating sufficient jobs in Europe. In their 2015 joint in-depth employment analysis, the cross-sectoral European social partners highlight the need to use public funds to leverage public and private investment in order to restore economic growth and more and better jobs and call for a strengthening of European financial instruments. The €315 billion investment plan proposed by the European Commission is seen as a necessary step to kick-start a self-reinforcing growth process.

With only modest growth in employment since mid-2013, the European labour markets have not yet recovered from the crisis. Almost 25 million Europeans are still registered as unemployed, more than five million of them being young people aged between 15 and 24. According to the review of the Council's Employment Committee (EMCO) on the Youth Guarantee, implementation is making progress in all Member States. Measures have been put in place to pre-finance programmes, and young people in regions with very high unemployment are benefiting from support through the Youth Employment Initiative. Balancing the costs of intervention with the requirements of fiscal discipline remains a challenge – as is ensuring that the measures reach those in need, particularly the most disadvantaged.

Over half of the unemployed population has been out of work for over a year. According to the joint in-depth employment analysis of the European social partners, long-term unemployment increased by 2.5 percentage points between 2008 and 2013 – an increase from 6 million to more than 12.4 million people. Getting the long-term and very long-term unemployed back into work and preventing long-term exclusion from the labour

market for increasing numbers of people in vulnerable situations is a major challenge. For this reason, the Commission put forward a proposal for a Council Recommendation on the integration of the long-term unemployed in September 2015. The Integrated Guidelines highlight the need to involve those furthest from the labour market and to remove barriers to employment – especially for women, young people, older workers, people with disabilities and migrants.

Paradoxically, despite the very high levels of unemployment in a number of Member States, many employers struggle to find skilled workers to fill labour shortages, for example, in areas such as IT which has a projected deficit of 700,000 skilled workers. Ensuring that workers have the skills that industry and the service sector need remains a challenge. Many Member States are taking action and the European social partners will take up the issue in the framework of their joint work programme 2015–2017, with its specific focus on digital skills. Labour shortages also call for measures that improve labour market matching and the facilitation of labour mobility. Labour mobility can foster jobs and growth, but social rights need to be safeguarded and social dumping prevented. The Commission's forthcoming Labour Mobility Package aims to support labour mobility while tackling abuse.

Conflict and poverty in other parts of the world have led to a steep rise in the number of refugees seeking safety and a secure future in Europe. Political agreement and societal support for the integration of refugees and migrants need to be achieved if Europe is to fulfil its humanitarian responsibility to protect. The swift integration of refugees into the labour market would not only pave the way for their full inclusion in society but could help to tackle some of the labour market imbalances caused by ageing and shrinking working age populations.

The EU is still not making sufficient progress towards achieving the Europe 2020 poverty and social exclusion targets. More than 122 million people – one in four Europeans – are at risk of poverty and social exclusion. Trends in the Member States vary, however, with some Member States registering a fall in poverty levels. The Integrated Guidelines call for labour market and social system reforms, while ensuring access to high quality, affordable and sustainable social services and benefits for all. Differences in standards of living and the social situation between Member States persist: in fact, the convergence process has reversed, with greater inequalities observed within and between Member States.

The Council's Social Protection Committee, in its 2014 *Annual report on the social situation in Europe*, reiterates that rising in-work poverty contributes to growing overall poverty levels. This puts the spotlight on working conditions and the link between job quality and the willingness and ability of workers to find a job and stay in employment. The link between working conditions and company performance is equally important, highlighting the need to monitor their development and to aim for improvement.

Europe has relied on dialogue and cooperation among key labour market players to find fair and productive solutions through partnership. Social dialogue and industrial relations have been under pressure during the crisis, in some cases as a result of measures introduced to fight the crisis. Effective social dialogue at all levels is a prerequisite for the functioning of Europe's social market economy, which aims to marry economic and social progress. The European Commission reaffirmed its commitment to engaging with the social partners in shaping European policies as part of a 'new start for social dialogue' in March 2015. The aim is to strengthen and deepen dialogue with social partners in order to better address the economic and social challenges Europe is facing. Specific attention will be paid to a better involvement of the social partners in the European Semester and to the functioning of industrial relations in the Member States. This has been expressed in the guidelines for the employment policies of the Member States, specifically guideline 7. The cross-sectoral European social partners for their part have committed themselves in their joint work programme 2015–2017 to promoting capacity building to ensure a positive impact at the various levels of social dialogue.

Eurofound appreciates the close cooperation with the social partners and will continue to be responsive and to invest in cooperation with the Member States, especially in the context of the EU Presidencies.

## Eurofound activities in 2016

2016 is the final year of implementation of the current four-year programme, *From crisis to recovery: Better informed policies for a competitive and fair Europe*.

The Europe-wide surveys and the observatories remain the backbone of Eurofound's activities. Given the need to complete the multiannual programme and fulfil all commitments made by the end of 2016, an optimal combination of research topics and full exploitation of data provided through the surveys and observatories has been sought.

Taking the current policy context as a starting point, 2016 projects are based on their potential to feed into expected policy developments and relevant debates, to anticipate longer-term challenges, and to provide evidence from policy evaluations that can support decision makers to develop better solutions.

As stated in the multiannual programme, the Agency seeks to provide high-quality, timely and policy-relevant knowledge to inform policies in the four priority areas documented in the next section.

### 1. Increasing labour market participation and combating unemployment by creating jobs, improving labour market functioning and promoting integration

The European Union has seen a small growth in employment during 2014 but is still far away from reaching the employment targets of the Europe 2020 strategy.

Where are jobs created in Europe? Where are jobs lost? Eurofound's European Monitoring Centre on Change (EMCC) has at its disposal two monitoring tools that help to provide up-to-date information on labour market dynamics and on the effects of structural change on employment in companies. The European Jobs Monitor (EJM) identifies the sectors and occupations that contribute most to employment growth and can show what kind of jobs are lost and gained in terms of wages, educational attainment, job quality and task content. In 2016, EJM data will also be used to provide evidence to inform another important policy debate: the issue of inequalities. Trends in occupational change observed between 1995 and 2015 will be examined for their impact on wage distribution. Has wage inequality decreased or increased as a result of these structural shifts? In addition to its analysis of the kind of jobs created and destroyed, Eurofound will investigate trends in unemployment and how these are linked to changes in the structure of the labour market.

Developments at company level are monitored by Eurofound's European Restructuring Monitor (ERM). The ERM provides data on restructuring events and their employment consequences, as well as maintaining databases on restructuring-related regulation and measures supporting the anticipation and management of restructuring. In 2016, Eurofound will also support the European Commission in its assessment of the Quality framework for anticipation of change and restructuring through contributing to the quality control of interim and final reports as well as the contracted case studies. A number of these case studies will be made available through the ERM case study database.

Whether, and how, the long-term decline of industrial sectors in Europe and the associated loss of jobs in manufacturing and related sectors – as recorded in the ERM – can be reversed is the subject of the European Parliament's pilot project on the future of European manufacturing. This project was entrusted to Eurofound by the European Commission and is, therefore, not part of the work programme. Eurofound will explore the key drivers which can support a positive development in manufacturing and the employment effects under various scenarios.

While the economy has improved since the depths of the recession and unemployment has stabilised, and even declined marginally, growth is sluggish and the forecasts for 2015 and beyond are modest. Income inequalities are a particular concern in this regard and a specific project will examine how the evolution of employment, unemployment and inactivity has affected the distribution of income across different social groups.

Also as a consequence of muted growth, the long-term unemployment rate which has already doubled since 2008 is still on the increase. Urgent action is required to prevent the long-term unemployed from being permanently excluded from the labour market, in order to mitigate the grave social consequences and a permanent decline of the labour supply and potential output growth.

Long-term unemployment, defined as a strict statistical concept, may not give an appropriate measure of the number of people excluded due to depressed labour markets, particularly when such unemployment is protracted. A project looking at long-term unemployment will therefore estimate the extent of the increase in long-term exclusion (either unemployed or inactive) and include other dimensions of the labour reserve, such as part-time unemployment. This work will be complemented by a project in research area 4 that examines the return to work of the long-term excluded and the strategies and support measures in place in the Member States leading to successful reinsertion into the labour market. If the long-term unemployed are young, the long-term consequences may have more lasting effects. Hence, a specific project will focus on this group and examine the social impact and effective policies for labour market integration.

Labour mobility can play an important role in improving labour market functioning and the European Commission has announced a labour mobility package aimed at supporting the mobility of workers while also tackling abuse. The debate about 'fair' mobility is hampered by the lack of relevant and harmonised European data. Eurofound will analyse new data from a European Labour Force Survey module on the labour market situation of migrant workers, including EU mobile workers, conducted in 2014. The aim is to provide a more detailed, accurate and comparable picture of migration and geographical mobility, including first and second generation third-country migrants as well as EU mobile workers. One focus will be the extent of job mismatch and the main obstacles for achieving a better match.

Following on from its work on new forms of employment relationships, Eurofound will examine in detail the job creation potential of employee sharing and the conditions which need to be met in order to realise the potential benefits of this employment form for employers and employees.

## **2. Improving working conditions and making work sustainable throughout the life course**

The sixth wave of the European Working Conditions Survey (EWCS), conducted in 2015, will provide fresh, coherent and comparable data on working conditions for the 28 Member States and will show how job quality in Europe is evolving and whether current working conditions are conducive to integrating and retaining people in the labour market. The link between good job quality and high employment rates is widely recognised. In order to achieve higher employment rates as envisaged in the Europe 2020 strategy, it is therefore important for policymakers to have a clear picture of the direction in which working conditions are developing. In 2016, the results of a first, in-depth analysis of the EWCS dataset will be available in an overview report documenting aspects such as changes over time, job quality and work organisation practices.

Cooperation with the International Labour Organization (ILO) and partners in South Korea and the USA has facilitated the expansion of the geographical scope of monitoring working conditions, through using key modules of the EWCS questionnaire outside Europe. In a situation where a large proportion of European companies compete in global markets, comparative information about working conditions in competitor countries like the USA, South Korea and China is highly relevant for decision makers. Eurofound plans to provide an analysis of data collected through surveys modelled on the EWCS in these countries in a 'global' working conditions report, which will be jointly elaborated with the ILO during 2016.

As concerns about diversity in working conditions are increasing, Eurofound will also analyse the situation of specific groups of workers covered by the EWCS. The heterogeneous group of self-employed persons will be studied in 2016, with the aim of differentiating better the various forms of self-employment, in order to establish whether or not diversity has increased and what level of job quality is associated with different forms of self-employment.

Concern about the fraudulent use of the status of self-employment is addressed in a research project which started in 2015. The project looks at the wider issue of fraudulent forms of contracting work or services, for example in connection with cross-border mobility. It aims to identify these fraudulent forms and to describe policy measures and actions developed to prevent and combat the phenomenon. The research will be completed in 2016 and the actions identified will be integrated into Eurofound's database on measures to combat undeclared work. Pending the results of a feasibility study conducted by Eurofound in 2015, this database could be developed into a knowledge bank to support the European Platform against undeclared work, suggested in the Commission's proposal for a Decision of the European Parliament and the Council.

For the analysis of the situation of older workers based on data from the sixth EWCS, Eurofound will continue cooperation with its sister Agency EU-OSHA, contributing a chapter on sustainable working lives to a multi-Agency report. This would achieve synergies with EU-OSHA's topical focus on health and safety issues related to older workers and constitute a contribution to EU-OSHA's campaign on that subject. Data from the sixth EWCS will also be used to continue the project 'Working time patterns and sustainable work' (project 13), which started in 2015 and will now be completed with the addition of recent findings on working time from the latest survey.

The European Observatory of Working Life (EurWORK) is the second monitoring tool, alongside the EWCS, through which Eurofound provides up-to-date knowledge on working conditions. EurWORK illustrates how legislation, negotiation and workplace practices shape Europeans' working lives. The information is continuously updated. Recent developments and research results, in areas such as working time, pay and work organisation, are reported by national and European-level correspondents and integrated with Eurofound findings in these areas.

Achieving higher employment rates in Europe requires successful companies with the capacity to innovate and grow. Eurofound's European Company Survey (ECS) collected data on company practices in the area of work organisation, human resources management, employee participation and social dialogue in 2013. In-depth analysis of the data, published in 2015, showed the link between these practices and company performance and workforce well-being. In 2016, analysis will be conducted for different sectors to show the profiles of establishments in each sector with regard to the practices examined. A second study will use ECS data to examine to what extent new products and services, processes and marketing strategies were introduced and how these changes and innovations are linked to practices in other areas and to company performance. Eurofound will also advance preparation of the next round of the ECS for which new avenues will be explored and a joint survey with sister Agency Cedefop is envisaged.

### **3. Developing industrial relations to ensure equitable and productive solutions in a changing policy context**

The economic crisis has had an impact on industrial relations in many Member States and influenced developments in social dialogue at the European level. General monitoring of these developments will continue through EurWORK. National and European-level correspondents will provide regular updates on actors, institutions and the development of individual and collective employment relations. The review of the European Industrial Relations Dictionary, an important EurWORK reference tool, which commenced in 2015, will be completed and proposed improvements integrated. EurWORK also provides access to the industrial relations country profiles – revised in 2015 – which are regularly reviewed and updated. A mapping of key dimensions of industrial relations started in 2014. The conceptual framework will now be used to describe social dialogue and industrial relations systems at different levels in terms of the dimensions identified. This will, among other things, enhance the comparative information available in EurWORK.

The new European Commission has called for a strengthening of European and national social dialogue, proposing a 'fresh start' after the crisis. Eurofound has provided support to European social dialogue for many years, including through the studies on the representativeness of the social partners since 2006. This work will continue, with four studies expected to be launched in 2016. Given the vast amount of information collected

through the representativeness studies conducted by Eurofound, ways on how to consolidate and exploit this data further will be explored in 2016 with the aim of moving towards compiling a European social dialogue database. The database will also include information related to the basis of the mandate that allows the EU-level social partners to negotiate and enter into contractual relations including agreements, as foreseen in Article 155 of the Treaty on the Functioning of the European Union.

#### **4. Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities**

The European Union is not making progress towards achieving the Europe 2020 poverty and social exclusion target. Close to one in four Europeans is at risk of poverty or social exclusion. Poverty has declined in 2013 in some Member States, but others have seen a rise, also in the number of people experiencing in-work poverty. The crisis has deepened existing divides and has created new ones. This underlines the increasing divergence within and between Member States. Eurofound will conduct its European Quality of Life Survey (EQLS) for the fourth time in 2016, mapping not only living conditions and deprivation but also social exclusion, family and social life, individual well-being and the general quality of society, as perceived by European citizens. This will provide decision makers with policy-relevant, comparative data, including information about trends since the first survey was conducted in 2003. This knowledge should help to identify a range of challenges and to point to emerging issues that need to be addressed if Europe is to move towards achieving more inclusive societies.

The fourth EQLS will collect detailed information on the perceived accessibility and quality of public services. Analysis of data from previous waves shows that the quality of public services is linked to the trust citizens put in their governments and to their overall satisfaction with life. Ensuring good-quality public services has become more difficult in times of tight public funds. What role can private and non-profit providers play in the delivery of public services and what are the consequences for the quality, accessibility and effectiveness of services? In a 2015 project, Eurofound looked at the provision of services in hospitals through private and non-profit organisations. In 2016, the residential care sector will be investigated and the nature of recent changes documented. Evaluation exercises that have analysed the impact of changes in the provision of services will be identified and their results included in the study.

Having a job is considered to offer the best protection against poverty and social exclusion. A project in policy area 1 will provide more accurate data on Europe's labour reserve, the long-term unemployed and the inactive working age population. A complementary study will map the strategies implemented in Member States to promote the inclusion and reinsertion into the labour market of people who have been long-term excluded. While having a job certainly matters, getting people back into work is sometimes not a sufficient safeguard against poverty. An increasing number of Europeans who are employed have an income that is below 60% of the median, in large part because of low work-intensity at household level. Policy measures introduced in Member States to provide support to the working poor and to reduce their number will be mapped in a 2016 project.

Many citizens and governments are concerned that for the first time in decades the younger generation will have fewer opportunities and more disadvantages than the current generation of adults. Social mobility is a product of societies that promote equal opportunities. Eurofound will complete the project on social mobility in Europe started in 2015. An assessment is being made of patterns of social mobility in Europe and differences between the Member States. In particular, policy responses that foster social mobility will be examined.

Since 2013, the number of people seeking refuge from conflict and poverty in neighbouring regions in the EU has steadily increased with a dramatic rise during 2015. How to integrate the newcomers into society is a key challenge for policymakers and is closely linked to successful integration into the labour market. Current rules and practices regarding the access to employment of asylum seekers in the Member States still vary greatly. Eurofound will provide evidence on how the labour market integration of refugees is approached and what supportive measures are offered. This will help to identify areas for improvement as well as good practice.

As part of its topical focus on age management and extending working life, Eurofound started a project in 2015 mapping rules in the Member States that regulate the possibility to combine part-time work with receiving a pension. The challenge to extend working lives and making work sustainable over the life course is ongoing. Complementing the mapping exercise, Eurofound will in 2016 conduct a number of case studies showing in more detail how flexible retirement schemes that combine part-time work with a partial/early pension or that enable the postponement of pensions have contributed to extended working lives.



# Communicating knowledge, organising debate, facilitating exchange

2016 marks the final year of Eurofound's four-year work programme and a concerted focus will be placed on targeting promotion and dissemination to showcase and capitalise on much of the Agency's work during this period.

All communication efforts will continue to be shaped by the priority issues on the employment and social policy agendas of the EU institutions, EU social partners and EU Presidencies. The Dutch Presidency, which will commence in January 2016 (followed by Slovakia in the latter part of the year), will again be a primary vehicle for Eurofound to ensure that its information and analysis reach the key policymakers at EU and national level. In this context, and as part of its efforts to support national actors participating in the EU debate, Eurofound will continue to nurture its close collaboration with the Council advisory committees such as the Employment Committee (EMCO) and the Social Protection Committee (SPC), providing support in terms of information and expertise in priority areas for these committees, as well as contributing to the work of the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO). At the same time, contact and collaboration with the newly reorganised European Commission will progress, with joint cooperation on events and communication activities playing an increasingly important role. Eurofound will continue to adapt its communication and outputs to feed into the European Semester. Eurofound will also further exploit opportunities with the European Parliament (in particular, following visits to Eurofound by delegations from the EP EMPL and FEMM committees during 2015), the European Economic and Social Committee (EESC) and the Committee of the Regions, as well as representatives of regions linking with the pilot project on the Future of Manufacturing. Eurofound's communication efforts vis à vis the EU-level social partners will take the form of the proactive dissemination of research and expertise relevant for their policy priorities.

The promotion and dissemination priorities will build on the series of themes developed during the first three years of the four-year programme, namely: 'Youth in Europe', 'Quality of life and public services', 'Employment and job creation', 'Older people', 'Win-win practices', 'Mobility and migration', and 'Sustainable work'. Additional spotlights in 2016 will focus on 'Social dialogue' and 'Social cohesion'. In light of the proposal to designate 2016 as the European Year to fight violence against women, Eurofound would contribute, where relevant, to the communication campaigns that will accompany this.

Eurofound's national-level communication programme will build on the input provided by the Network of European Correspondents, updating core contacts at national level and highlighting relevant communication opportunities in the various Member States. The country cluster seminars established to reach out to the key tripartite stakeholders at national level with relevant Eurofound research and expertise will continue, following those in Spain in 2013 and Romania and Lithuania in 2014. These meetings will also serve to enhance collaboration with the Governing Board members and further harness the potential of the new Network of European Correspondents.

The overview report of the sixth European Working Conditions Survey will be available in the second part of 2016 and a high-level event in conjunction with the European Parliament is planned. Preparations will also get under way for the next quadrennial Foundation Forum which is scheduled for 2017. The Foundation Seminar Series will be revisited in 2016 following a year of reflection on its future development in 2015. Other events are planned to capitalise on existing communication priority areas.

Following on from the results of Eurofound's Performance Monitoring System report, which includes feedback from the user satisfaction survey and communication performance indicators, further exploration of the optimal

approaches and channels to reach policymakers will be undertaken in preparation for the next four-year work programme. This will include adapting the publications programme formats, expanding online publication options, building on the impact of the social media approach and implementing the revised language policy. Work will continue on the customer relations management system to ensure a relevant and up-to-date contact database, further expanding on the new organisation-wide approach to efficient customer relationship management, aimed at improving how Eurofound interacts, responds to and serves the interests of stakeholders, target audiences and information users.

Further development and improvements to the new website will be introduced, including the possible upgrade of the Collective wage bargaining database and the introduction of the Undeclared work knowledge database, among the developments which are aimed at making the website and its content easier to use and more useful to Eurofound's stakeholders. Finally, the Agency will introduce a revised design profile following on from its work in this area during 2015 which will be rolled out in 2016 across all platforms to make design central to its range of communication efforts.

# Operating framework

## Strategic action and development

The strategic focus during 2013–2016 on the monitoring instruments and on Eurofound's web-based management of its rich information flow will continue to be of importance – beyond this programming cycle. The ambition is for EurWORK to be the main source for all Eurofound's resources on working conditions and industrial relations. It requires highly efficient processes and workflows to maintain high quality in terms of relevance and timeliness. This is not only the case for EurWORK. User expectations of Eurofound's work are high: users value Eurofound's independent and neutral position and the high reliability of Eurofound data. For this reason, effective quality management measures will be a priority during 2016.

During 2015, the Survey Methodology Working Group contributed to the reflection on the surveys in the context of the next programming period (2017–2020) and beyond. It will continue to pursue the aim of continuous improvement in survey design and methodology for survey data collection, analysis, storage and dissemination of Eurofound's three Europe-wide surveys.

In the strategic area of web management, the interactive nature of Eurofound's online multi-lingual communication, and improved navigation and search facilities, will support user expectations to learn from other countries' experiences.

## Cooperation with decentralised EU Agencies

Long-standing cooperation agreements with a number of EU Agencies form the basis for the exchange of data sources and for joint initiatives in the area of research, events and operation systems. These agencies are the European Institute for Gender Equality (EIGE), the Fundamental Rights Agency (FRA), the European Centre for the Development of Vocational Training (Cedefop), the European Agency for Safety and Health at Work (EU-OSHA), and the European Training Foundation (ETF). The collaboration agreements are implemented through annual action plans. Eurofound is actively involved in many of the EU Agency networks, such as those on scientific quality, performance development, communication and procurement.

Eurofound will hand over its 2015 coordination of the Network of EU Agencies in February 2016 to the Office for Harmonisation of the Internal Market (OHIM). Although there is wide variation among Agencies in terms of size and tasks, many of the institutional and administrative requirements are the same for all Agencies. The implementation of actions designed to ensure better streamlining and greater coherence in various aspects of the governance and administration of the EU Agencies, as set out in the *Common Approach on EU decentralised agencies*, will reach the final stages of implementation. New development paths for Agencies will be drawn up by the recently created Interinstitutional Working Group (IIWG) on resources of decentralised agencies.<sup>2</sup> The IIWG will consider recommendations for Agencies under the areas of staffing, efficiencies, new tasks and the specific needs of fee-financed Agencies.

## Organisational development

Developments to optimise the work organisation are ongoing with a view to reinforcing thematic expertise, simplifying the structure and strengthening internal coordination and communication. In early 2016, Eurofound will submit the first programming document based on guidelines for all decentralised agencies. The multi-annual perspective has been a key element in the development of the activities. A tighter integration of planning components is also under development, ranging from workforce planning and activity-based budgeting to objective and indicator setting based on reliable performance data and evaluation results.

---

<sup>2</sup> The European Parliament, the Council and the European Commission agreed in a joint statement in November 2013 to set up a new Interinstitutional Working Group on resources of decentralised Agencies.

Efficient business processes and relevant information and communications technology (ICT) will underpin many of these developments. Good progress has been made in terms of project delivery against the 2013–2016 ICT Strategy, particularly in relation to the areas of supporting better project management and improving Customer Relations Management. The Annual Review of the Strategic ICT plan identifies a number of key strategic business areas for focus in 2016. These include the adoption of emerging cloud-based technologies and the increasing support for a mobile-based workforce. Investment in leaner business processes and simplified workflows remains a priority in order to maximise the resource availability for Eurofound's main tasks.

Eurofound will continue to improve its activity-based management (ABM), notably in its reporting on costings.

Recruitment and management of staff should ensure that Eurofound has the resources and skills that are necessary for delivery of its mandate and work programme. Eurofound will support organisational effectiveness and career development through a learning strategy that is integrated with and driven by the objectives of the work programmes.

### Internal control

Internal control is broadly defined as a process aimed at ensuring that:

- operational activities are effective and efficient;
- legal and regulatory requirements are met;
- financial and other management reporting is reliable;
- assets and information are safeguarded.

In line with the European Commission, Eurofound's internal control process is based on 16 control standards. Eurofound's Internal Control Coordinator, together with the Internal Control Committee, will gear its efforts towards the effective implementation of the internal control standards in close cooperation with the Internal Audit Service (IAS). For this, an annual work plan is devised around three areas:

- actions following audit recommendations from the IAS, Court of Auditors and evaluations;
- activities based on an internal assessment of the internal control weaknesses;
- recurring activities, including reporting.

It is expected that the IAS will conduct an audit during the course of 2016 on one of the three processes identified in the 2014 risk analysis: project management, prioritisation of activities and allocation of resources, and quality management. The Internal Control Coordinator also monitors the implementation of various action plans following the recent programme evaluation 2009–2012, and from annual ex-post control exercises.

### Data protection

In 2015, a follow-up on actions taken as a result of a series of internal consultations carried out in 2014 was performed. This will be continued in 2016 to confirm the reliability and integrity of data-processing operations in line with Regulation (EC) 45/2001 on the protection of personal data. More regular internal 'Privacy Impact Assessments' are also planned for 2016.

Eurofound will strive to keep track of and contribute to the best of its abilities to the latest developments of the European Parliament and Council in relation to the new General Data Protection Regulation due to be adopted in late 2015 or early 2016. The same applies for the revision of Regulation (EC) 45/2001 which should be undertaken between 2016 and 2018. Both texts will be implemented in early 2018 and will have a significant impact on the way personal data is processed within the organisation. The potential consequences on processes such as tendering and procurement will have to be monitored and relevant changes prepared.

In addition, Eurofound's DPO team will strive to further develop awareness of data protection issues among staff members and continue to offer short topical training and information sessions. Coming to the end of his second mandate, the current DPO will have to be replaced by another staff member to be appointed by the Director in June 2016. Eurofound has also offered to host the DPO network meeting either in Spring or Autumn, an event that usually involves around 55 participants.



# Resources

## Human resources

Eurofound's staff resources and their competencies put the Agency in a strong position to deliver the 2016 programme. The relatively young workforce and the budget requirements for a reduction in staff of 5% highlight the need for more detailed workforce planning in conjunction with learning and development, knowledge-exchange initiatives and recruitment. Proposals for reducing staff numbers are set out in the Multiannual Staff Policy Plan: the posts selected will be on the basis of least impact on the functioning of the Agency. As an EU Agency, Eurofound will continue to devote considerable energy to the implementation of the rules and regulations relating to the employment conditions of staff. This is an overhead that the Agency must absorb. To focus better on strategic organisation and programme development, there will be a stronger concentration on the development of a new and more professional delivery model that will involve more devolution of HR decision-making to the line manager and the creation of HR business partners that will understand the specific local operational and staff needs.

## Budget

2016 will be another year of budget freeze. This means the 2016 work programme will have to be implemented with, by and large, the same financial resources as in the years since 2012. Since then, the EU contribution in the form of a general subsidy has remained unchanged at €20,371,000. Significant savings were made in the past to offset inflation costs, salary increases, the inclusion of Croatia as the 28th Member State of the Union and other cost increases. These savings were based on efficiencies in the operation of the Agency as well as through reduction of staff numbers.

It is important to realise that the budget available in title 3 (the operating expenditure) continues to be increasingly under pressure, as balancing the reduction through restrictions in title 1 (staff expenditure) and title 2 (buildings and infrastructure) is reaching its limits.

Including other revenue from the Union budget and from third parties, the total budget for 2016 amounts to €20,560,000, which is €300,000 below the 2015 figures due to the absence of IPA funding in 2016. This represents a 6% reduction compared to the forecast amount for 2016 in the four-year work programme (€21,810,000).

Table 1: Revenue and expenditure, 2014–2016

| Revenue   | 2014 Executed budget* | 2015 Budget       | 2016 Budget       |
|---|-----------------------|-------------------|-------------------|
| Title   | €                     | €                 | €                 |
| 1. General subsidy  | 20,562,089            | 20,371,000        | 20,371,000        |
| 3. Other contributions (e.g. IPA – Instrument for pre-accession assistance) |                       | 300,000           | pm                |
| 5. Miscellaneous revenue  | 55,871                | 17,000            | 17,000            |
| 6. Revenue from services rendered   | 695,446               | 172,000           | 172,000           |
| <b>Total</b>  | <b>21,313,406</b>     | <b>20,860,000</b> | <b>20,560,000</b> |

\* Based on revenue actually received. 'pm' is a placeholder for amounts that potentially might become available in the future.

| Expenditure   | 2014 Executed budget* | 2015 Budget       | 2016 Budget       |
|---|-----------------------|-------------------|-------------------|
| Title   | €                     | €                 | €                 |
| 1. Staff  | 12,124,486            | 12,032,000        | 12,080,000        |
| 2. Buildings, equipment and miscellaneous operating expenditure | 1,509, 848            | 1,460,000         | 1,400,000         |
| 3. Operating expenditure  | 7,159,646             | 7,368,000         | 7,080,000         |
| <b>Total</b>  | <b>20,793, 980</b>    | <b>20,860,000</b> | <b>20,560,000</b> |

\* Commitments made from C1, C4 and new R0 appropriations in 2014 (includes C1: €20,703,860, C4: €3,311, R0: €1,809).

Title 1 covers all salaries and salary-related costs, as well as recruitment, training and mission costs and allows for career development of staff and minor increases to the salary levels and the country coefficient for Ireland. For 2016, the estimated appropriations for Title 1 are €12,080,000 compared to the budget of €12,032,000 in 2015 (+ 0.4 %). A further cut of one post is reflected in the required budget. The total number of posts in the establishment plan will then be 96 – five posts less than the 101 posts that were available for many years up to 2013. This 5% reduction of posts reflects Eurofound's full commitment to adhere to the objective set out by the inter-institutional agreement of 2012 which foresees staff reductions of 5% in all EU institutions and bodies between 2013 and 2017.

Title 2 covers expenditure for Eurofound's infrastructure, such as buildings and IT equipment. The appropriations will have to be further reduced compared to 2014 and 2015 despite the inflation experienced in most budget lines. The estimated appropriations for Title 2 in 2016 are €1,400,000, about 4% less than in the 2015 budget and more than 7% less than was spent in 2014.

The estimated appropriations for Title 3 are €7,080,000, which represents a stable budget share of the general subsidy (the 2015 funds for title 3 included specifically assigned €300,000 for assistance to pre-accession countries). Details on the planned costs for operational projects and activities (grouped under Title 3) can be found in the table at the end of annex 1. In the table, all projects are budgeted with full activity-based costs which means that on top of the actual monies spent (a total of €7,080,000 for Title 3), a share of personnel and infrastructure cost is allocated to them according to the staff resources planned to be absorbed by these projects.

The funding for a pilot project on 'The future of manufacturing' was adopted in 2014 by the European Parliament. The Commission's DG Grow made the decision to delegate the project tasks to Eurofound and the Delegation agreement was signed in the second quarter of 2015. Eurofound expects total revenue of €2 million for this project. The Delegation agreement and the two Transfer of funds agreements with the Commission will run over the next 4 years. The funding covers the recruitment of up to two contract agents.

Planning, monitoring, implementation and reporting with regard to this project and its budget and resources are based on the Delegation agreement and will be kept completely separate from the regular projects and activities of the work programme (see art. 8 of the Financial Regulation).

The budget breakdown of the pilot project over four years is shown in table 2.

Table 2: *Budget breakdown of pilot project ‘The future of manufacturing’ (in thousand €)*

| Revenue  | 2015–2018 |
|--|-----------|
| EU funding stemming from Delegation agreement via two Transfer of funds agreements (total) | 2,000     |
| Expenditure  | 2015–2018 |
| Title 1 – esp. salaries and allowances, missions   | 370       |
| Title 2 – esp. infrastructure  | 80        |
| Title 3 – esp. procurement, meetings, communication  | 1,550     |
| Total  | 2,000     |

Note: These figures are for information only. They are not subject to approval by the Governing Board.

In 2016, revenue of €800,000 is expected to be received from the second Transfer of funds agreement. €120,000 is estimated to be allocated in 2016 to title 1, €20,000 to title 2 and €450,000 will be committed in title 3. All revenue received in the context of the Delegation agreement is specifically assigned to the pilot project and all appropriations not committed in the year of receipt are available for the duration of the pilot project.

In the four-year programme 2013–2016, Eurofound groups its projects under three top-level activities: Research, Information and Communication, and Administration and Support. This activity-based budgeting (see table 3) helps to better administer the areas to which Eurofound allocates its financial and human resources. The budget as broken down into different budget titles does not allow for this understanding. The top-level activities can, according to management needs, be sub-divided further into the four policy priority areas, the three organisational research units or any specific project (see also the detailed view at project level in Annex 1).

Table 3: *Budget breakdown by top-level activities in 2015 and 2016 (in thousand €)*

| Activities (in thousand €)    | 2015      | % of total | 2016   | % of total |
|-------------------------------|-----------|------------|--------|------------|
| Research                      | 12,725    | 61         | 12,500 | 61         |
| Information and communication | 4,172     | 20         | 4,010  | 19         |
| Administration and support    | 3,963     | 19         | 4,050  | 20         |
| Total budget                  | 20,860,00 | 100        | 20,560 | 100        |

In times of budgetary constraints, both in relation to funds and staff resources, it remains a key challenge for Eurofound to maintain the high proportion of resources dedicated to its core activities as defined by the Founding Regulation: Research and Information & Communication. About 80% of all resources (financial and human) will be spent on core activities while upholding Eurofound’s full compliance with all relevant EU regulations. To keep up the high share allocated for operational activities despite all the budget cuts in recent years is a prerequisite for delivering the timely, relevant and high-quality knowledge to its stakeholders that Eurofound is well known for.



# Monitoring and evaluation

Performance monitoring and evaluation are an integral part of the Agency's management approach that takes the following steps:

- *Planning:* Objective setting and programme development in a multi-annual perspective.
- *Implementation:* carrying out the programme in order to reach the objectives.
- *Monitoring:* collecting data on the progress and achievement of the programme objective(s) using a set of agreed metrics and key performance indicators (KPI).
- *Evaluation:* together with qualitative analysis, providing input to further improve the next cycle of planning and implementation.

Eurofound uses various instruments to monitor, analyse and report on its performance and results. Together these make up the Eurofound Performance Monitoring System (EPMS). The EPMS is aligned with the 2013–2016 work programme and its strategic objectives.

Gathering performance data and analysis will continue to be a strong feature of the Agency's reporting. Eurofound continues to be committed to systematic interaction with its stakeholders and target groups through the annual user satisfaction and feedback programme.

Under the evaluation programme, an interim evaluation of the Network of European Correspondents will be carried out in 2016. The findings will feed into timely decisions on how the operations and processes can be further strengthened. Furthermore, an effectiveness study about Eurofound's current capacity to perform policy evaluation tasks will be conducted. This will draw on the experiences gathered so far in some past and present projects and the external methodological support provided. During 2016, work will be carried out that should result in an updated evaluation policy and a new framework contract to support the 2017–2020 evaluation programme.

The key performance indicators for the 2013–2016 programme will also apply to the 2016 work programme, including the agreed targets and alarms.

Table 4: *Key performance indicators*

| KPI item   | Description  | Target/alarm 2016  |
|--|--|--|
| <b>1. Budget implementation.</b>   | % of (cumulative) commitments of total budget in euro.     | Target: 98%.   |
| <b>2. Budget management.</b>   | % of actual commitments/planned commitments.               | Alarm: 10% deviation from the planned commitments.   |
| <b>3. Staff capacity.</b>  | % of positions in staff table filled/MASPP.                | Target: 97% over a 12-month period. Alarm: 5% vacancy over 12-month period.  |
| <b>4. Programme delivery.</b>  | No. of outputs delivered/table at the end of annex 1       | Target: 80% of the total number of outputs as per annex 1 of the work programme. <sup>3</sup>  |
| <b>5. Recognition of the scientific quality of Eurofound's research.</b> | No. of references in academic journals.                    | Alarm: 5% or more decline in comparison to the number of references yN-1.  |
| <b>6. Exposure of Eurofound's knowledge through the media.</b>           | No. of readers exposed to Eurofound's knowledge via media. | Alarm: fewer than 10 references per year in any of the pre-defined media sources.  |
| <b>7. Uptake of Eurofound's knowledge through Eurofound's website.</b>   | No. of downloads (PDF) and page views (HTML).              | Alarm: fewer than 100 downloads of a priority publication in the first three months of publication, and fewer than 20 downloads of other publications. |

<sup>3</sup> Alarm: Delay in any of the outputs defined as: Priority publications, Outputs from strategic activities, Outputs from projects to be followed up by the Research Coordination Board.

| KPI item   | Description   | Target/alarm 2016  |
|--|---|--|
| <b>8. Contributions to policy development through events.</b>      | No. of on-request contributions at meetings of named organisations. <sup>4</sup>  | Target: Presenting at the following meetings YES/NO.<br>Alarm: No contributions to events of named organisations on a quarterly basis.   |
| <b>9. Use of Eurofound's expertise in key EU-policy documents.</b> | 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. <sup>5</sup> YES/NO.<br><br>Alarm 2016: 30 key policy documents. |

<sup>4</sup> European Commission, European Parliament, European Council, EU Presidencies, EMCO, SPC, EPC, EESC, CoR, EU Social partners.

<sup>5</sup> EU documents 'initiating policy processes', EU documents of a 'consultative and advising nature', single EU documents displaying a major/comprehensive use/uptake of Eurofound data or which acknowledged/call for Eurofound expertise within key EU policy processes. They cover 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.

## Annex 1: Project descriptions

Three categories of projects are presented: on-going activities (such as surveys and observatories), new projects starting in 2016 and projects from previous work programmes continuing in 2016.

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

#### 1. European Restructuring Monitor - events database (ongoing)

##### Research question/Reason for project

What are the employment effects of announced large-scale restructuring events in Europe?

##### Justification

Monitoring activities of the EMCC provide unique information on restructuring and its impact on employment in Europe. Data from the European Restructuring Monitor (ERM) is used extensively by stakeholders, notably the European Commission and the European Parliament. There continues to be a need to provide data and develop further the ERM as a one-stop-shop for information on restructuring.

##### Objectives

- To monitor and report on restructuring events and related employment impacts.
- To continue to develop digital sources to improve this monitoring

##### Outline of content

Announced restructuring events are collected on a continuous basis by national correspondents. Contributions are supported by media monitoring services, editing and quality control processes. Digital monitoring of restructuring events will continue to be developed. The information collected is analysed, together with other data, in order to produce quarterly reports that include the impact on employment and an annual report that provides an overview of annual developments in terms of large-scale restructuring events.

##### Methodology

This will consist of contributions from Eurofound's Network of European Correspondents and digital monitoring of restructuring events, as well as in-house research for analysis and reporting.

##### Outputs

- ERM quarterly report x 4.
- ERM annual report.
- ERM restructuring factsheets (1,200–1,600 per annum).

#### 2. ERM qualitative databases (ongoing)

##### Research question/Reason for project

What measures are implemented to anticipate and manage restructuring? What are the key restructuring-related regulations in Member States? How do companies plan and manage restructuring?

##### Justification

Developing the European Restructuring Monitor (ERM) into a one-stop-shop for restructuring, as indicated in Eurofound's four-year work programme, entails the provision of information on support instruments, legislation and case studies related to restructuring. This complements and extends other restructuring-related activities,

such as the Restructuring Toolbox and Checklist on Restructuring Processes as developed by the European Commission and will include involvement in monitoring the application of the EU Quality Framework for Anticipation of Change and Restructuring (QFR). The information will be kept continually up to date and made easily accessible.

#### **Objectives**

- To update the database on restructuring support instruments.
- To further develop the searchable database on restructuring case studies.

#### **Outline of content**

The databases will be validated and updated to improve the quality of the existing content.

#### **Methodology**

National correspondents will validate and update the current information in the support instruments database and provide additional information if necessary. Eurofound staff will conduct a literature/database review to provide additional information on restructuring-related legislation. The recently established restructuring case studies database might be further improved in terms of presentation of cases and implementation of filters or inclusion of additional cases, for example from the forthcoming monitoring of the application of the EU Quality Framework for Anticipation of Change and Restructuring (QFR) by the European Commission.

#### **Outputs**

- Validated and updated ERM database on restructuring support instruments.
- Preparation of the ERM database on restructuring-related legislation for validation/update in 2017.
- Further developed ERM database on restructuring case studies.

### **3. European Jobs Monitor (ongoing): Occupational change, inequality and employment status in Europe, 1995–2015**

#### **Research question/Reason for project**

To what extent is the job polarisation and upgrading of the last 20 years as observed in the European Jobs Monitor (EJM) related to developments in wage inequality? Are the patterns of occupational change, particularly at the bottom of the wage distribution, related to the evolution of unemployment?

#### **Justification**

The EJM has previously focused exclusively on changes in the employment structure with no explicit reference to unemployment or wage inequality. Understanding of the structural shifts in the labour market, and their probable future development, will be greatly improved by analysing explicitly their link to unemployment and wage inequality.

The EJM annual report proposes to discuss the wider implications of its main findings with respect to developments in wage inequality and by linking these findings with broader patterns and trends in the supply of labour in the different countries, particularly trends in unemployment and economic activity. This expansion of the focus of the EJM should allow for a much better understanding of the wider implications of the patterns of occupational change that have been discussed within the context of the EJM over the last decade.

#### **Objectives**

- To update the EJM standard analysis on patterns of structural change in employment in the previous year, contextualising it with historical trends.
- To discuss the wider implications of the EJM findings to date with respect to developments in wage inequality.
- To link the patterns of change in the employment structure identified in the EJM in recent years with broader patterns and trends in the supply of labour in different countries.

### Outline of content

This project will continue to monitor employment shifts in the EU and will add data up to 2016. Eurofound will examine wage inequality and structural change in employment in Europe for the period 1995–2015, assessing whether job polarisation and upgrading are linked to increasing or decreasing levels of wage inequality. The factors that explain the relationship between the expansion of different types of jobs and the level of wage dispersion within and across them will also be discussed. Thirdly, labour supply and structural change in Europe for the period 1995–2015 will be examined. The research will assess whether the evolution of unemployment in the different European countries is related to the patterns of job polarisation and upgrading, discussing the role of unemployment in explaining the development of the employment structure over time.

### Methodology

The basic methodology to be followed is the well-established ‘jobs approach’ that the EJM has been applying for a number of years. In this case, data from EU-SILC and SES will be used to analyse the levels and trends of wage dispersion within and across jobs over time, and data from the EU-LFS to examine the non-employed working-age population alongside the standard quintile jobs approach.

### Outputs

- EJM annual report 2017.

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

### Research question/Reason for project

Which economic and labour market conditions, legal frameworks and institutional settings favour and hinder the implementation of strategic employee sharing models? What needs to be put in place to increase their spread and effective working? Is it possible to transfer this employment model to countries/regions where it is not yet used?

### Justification

Recent Eurofound research (New forms of employment, 2015) highlighted the wide variety of flexible employment forms. There are important differences among them regarding their implications for working conditions and the labour market which need to be explored more systematically. Eurofound will focus on strategic employee sharing, an employment form in which a group of employers hires workers jointly and is jointly responsible for them. This form was identified as having a good potential to result in beneficial outcomes for employees, employers and the regional economy. Eurofound plans to investigate other new forms of employment during the next four-year programme period.

### Objectives

- To investigate in more detail the potential benefits and risks of strategic employee sharing for employers and employees.
- To investigate the characteristics of favourable and hindering framework conditions for the effective implementation of strategic employee sharing.
- To derive policy pointers related to a win-win situation for employers and employees in the application of strategic employee sharing.
- To discuss the transferability of the strategic employee sharing model to a national/regional context where this employment form is not yet operational.

### Outline of content

The project focuses on strategic employee sharing which was identified in recent Eurofound research (New forms of employment, 2015) as a new employment form having good potential to align employers' needs for flexibility with workers' needs for security and stability. Currently, this employment form is not widely used across Europe due to lack of awareness of the concept and unfavourable framework conditions, while other – for workers less favourable – flexible employment forms are more widespread. The project will explore in more detail the potential benefits and risks of strategic employee sharing for employers and employees, and the

preconditions for an implementation that brings advantages for both companies and workers. Furthermore, it will be explored whether or under what preconditions the model can be transferred to an economic area/labour market where it is not yet used.

### **Methodology**

Mapping of the spread of strategic employee sharing in the countries in which this employment form is already applied (France, Belgium, Germany, Austria, Hungary) by investigating the number of employer groups, employers and employees involved through desk research.

Semi-standardised qualitative in-depth expert interviews with representatives of governments, social partners and academic experts in those countries where strategic employee sharing is already applied – in most cases, only on a small scale (France, Belgium, Germany, Austria, Hungary) – to investigate the main benefits (for example, job and employment security, efficient HR management) and risks (for example, administrative efforts related to combining the HR needs of different employers, stress levels of workers who have to adjust to different work organisations, income variations and limited representation caused by the multi-organisation relationship) for employers and employees as well as the fostering and hindering factors for implementing strategic employee sharing. The latter would include, for example, the characteristics of the regional economic and labour market structure, legal frameworks, collective agreements, labour market institutions and cultural aspects. Semi-standardised qualitative in-depth expert interviews with representatives of governments, social partners and academic experts in a country in which strategic employee sharing is not yet used (for example, Ireland) to test the transferability of the model based on the experiences of the countries already implementing it.

A workshop to discuss the preliminary project findings (about 15 representatives of national and EU-level governments, social partners, academic experts and Eurofound staff) will be organised.

### **Outputs**

- Research report.

## **5. New evidence on migrants and mobile workers in Europe (new)**

### **Research question/Reason for project**

Using numerical measures and with compatible data between the Member States, the following questions are relevant:

- Why do people move to a Member State? For work? For political or family reasons?
- How do they find work in another Member State? Does the extent of their job mismatch vary by individual and job characteristics? And what are the main obstacles to obtaining a better match?
- How many and which groups of current residents (nationals and non-nationals) have worked abroad in the last decade?
- Does a comparison of the labour market situation of first and second generation immigrants indicate some intergenerational progress?

### **Justification**

President Juncker's Political Guidelines for the current Commission state that: 'Free movement of workers has always been one of the key pillars of the internal market. ... while accepting the right of national authorities to fight abuse or fraudulent claims. ... We should therefore promote labour mobility, especially in fields with persistent vacancies and skills mismatches.' The upcoming Labour Mobility Package is expected to highlight the importance of these issues. The pros and cons of labour mobility are increasingly, and often heatedly, debated in many Member States. Constructive and informed debate, however, has always been hampered by the lack of relevant and harmonised European data. Publication of the Labour Force Survey (EU-LFS) ad hoc module 2014 on the labour market situation of migrants and their immediate descendants in 2016, upon which this project depends, will yield more relevant, accurate and fully compatible statistics.

The data will allow for a more nuanced definition of migration and mobility, including the identification of first and second generation immigrants, their reasons for migrating, and some information on the particular labour

market problems of particular relevance to them, such as over-qualification, mismatch and lack of language skills. This information can be broken down by all the other variables in the usual LFS such as age, sex, education, labour market status, working time, sector, occupation, etc. and comparisons can be made with native residents. All this will be available in a single survey with large sample sizes.

### Objectives

- To provide a more detailed, accurate and comparable picture of migration and geographical mobility, the reasons for mobility and labour market integration than has ever previously been available in Europe.

### Outline of content

The analysis will identify the groups of interest, in terms of their nationality, country of birth and category of first or second generation migrants. Migration outside the EU will be distinguished from mobility within the EU.

The immigration perspective will differentiate between those who entered a Member State for work-related reasons and those who came for other reasons. Job match quality will be analysed with reference to self-reported perceptions of over-qualification, reason for immigrating, means of finding the job and main obstacles in getting a more suitable job – with a particular focus on language skills.

Analysis of recent working experience outside the current country of residence (the emigration perspective) will compare its incidence in the Member States and by various individual and current job characteristics.

Further examination of the immigrant population will examine the differences in the labour market situation of first and second generation immigrants.

### Methodology

In-house statistical analysis of the EU-LFS data and the ad hoc module 2014 on the labour market situation of migrants and their immediate descendants. The survey includes 24 Member States plus Norway and Switzerland.

### Outputs

- Various short reports.

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

### Research question/Reason for project

How can data on inactivity, long-term unemployment and under-employment contribute to a more nuanced assessment of labour market slack, helping to enrich and improve employment policy/active labour market policies?

### Justification

Unemployment has started to decline in the EU but remains at high levels both historically and in comparison with other major economies. The share of long-term unemployed (being unemployed for over one year) has increased since 2008 and represents a particular challenge to activation policy. However, inactivity amongst the working age population is significantly higher than unemployment in nearly all Member States. As a result, unemployment data give only a very partial account of overall labour market slack. This is especially the case as frictional unemployment – the expected period of transitional unemployment that occurs during the search for a new job or better match – accounts for a significant share of the overall unemployment rate.

The focus on addressing unemployment ought not to distract from the potentially equally important task of strengthening the labour market attachment of various categories of inactive citizens. According to recent Eurostat analysis, 5% of the working population, classified as inactive, are either seeking a job but not immediately available for work or available for work but not seeking it (discouraged workers). At the same

time, there is evidence of an increasing share of workers working fewer hours than they wish (for example those in 'involuntary part-time' work).

### Objectives

- To provide a descriptive taxonomy of non-employment and under-employment in the EU, helping to identify particular labour market categories where employment outcomes can be improved.

### Outline of content

This project will develop a taxonomy of the non- and marginally labour market-attached – identifying sub-categories of the unemployed, inactive and under-employed. It will then use EU-LFS data to describe recent developments at EU and national level in terms of this taxonomy, offering a more nuanced estimate of labour market reserve/slack.

The project will extend the type of analysis done in a small number of EU Member States in the World Bank's recent publication *Portraits of labour market exclusion* to all Member States (data permitting). By relying on the EU-LFS, it will take advantage of that survey's larger sample size and more detailed coverage of employment status than the EU-SILC (the primary source for the World Bank report).

### Methodology

In-house analysis of the EU-LFS

### Outputs

- Report.
- Key messages from this project, as well as from projects 7 and 25, will be highlighted in a Foundation Findings.

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

### Research question/Reason for project

What are the characteristics of long-term unemployed young people? What are the consequences of being long-term unemployed when young? What are the most effective targeted policies for re-integrating long-term unemployed young people into the labour market?

### Justification

Despite limited signs of improvements, youth unemployment rates remain high in some Member States while long-term youth unemployment is still rising. The long-term exclusion of young people from the labour market is of particular concern, as it significantly increases the risk of social exclusion and disengagement of this group. There have been several calls for action by the European Commission to mobilise Member States against long-term youth unemployment. In order to tackle the issue, a better understanding of the characteristics of long-term youth unemployment and how they have changed over time is necessary. An awareness of the kind of policy initiatives recently implemented to re-integrate long-term unemployed young people in the labour market and their effectiveness is also required. In this context, it is also important to recognise the importance of initiatives to empower young people so that they, too, can contribute to a solution.

### Objectives

- To investigate the characteristics of the long-term unemployed youth over time.
- To investigate the immediate and long-term consequences and costs of youth long-term unemployment.
- To investigate recent policy measures implemented to re-integrate long-term unemployed youth in employment and to discuss their effectiveness.

### Outline of content

Building on the 2015 project *Understanding the diversity of NEETs*, this project will focus on the population of the long-term unemployed young people and will investigate their socio-demographic characteristics in terms of gender, educational level etc. The project will explore the consequences of being long-term unemployed at a young age at the individual and at the societal level. Finally, the project will present an overview – and discuss

the effectiveness – of targeted policies recently implemented to support the re-integration into employment of the long-term unemployed young people which may be part of the Youth Guarantee scheme.

### Methodology

The project will involve a mix of desk research, quantitative and qualitative analysis. The investigation of the characteristics and consequences of long-term unemployment will be performed through desk research and the application of statistical multivariate methods on several statistical databases. The overview of the policies and the discussion of their effectiveness will be performed through desk research and expert interviews. Policy measures will be compared and best practices, if feasible, identified.

### Outputs

- Report.
- Key messages from this project, as well as from projects 6 and 25, will be highlighted in a Foundation Findings.

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

### Research question/Reason for project

How have labour market developments impacted on income inequality across Europe in the last decade? How have the different impacts of the crisis on national labour markets affected socio-economic convergence at the EU level?

### Justification

The last decade has been quite turbulent for European labour markets: from relatively robust employment growth and high participation rates in the early 2000s to large increases in unemployment and decreasing participation after the financial crisis. The impact of these developments has differed considerably across countries, leading to an increasing divergence in employment figures across the EU. In many European countries, the dramatic shift in employment figures after the crisis coincided with the need to reduce public spending, potentially undermining the alleviating role played by state redistribution in the worst possible moment. Although there is some evidence at the country level on the impact of such developments on overall income inequality, there is still no study with a pan-European and comparative perspective that can evaluate the implications of such developments in terms of socio-economic convergence within the EU. This study will try to fill this gap.

### Objectives

- To gain a better understanding of the impact of short-term labour market dynamics on income inequality.
- To evaluate the implications of recent developments in employment and unemployment in Europe for income inequality in the context of the crisis.
- To discuss the role played by taxes and transfers in minimising the impact of structural shocks on income inequality.

### Outline of content

The main output will be a report, which will cover the following aspects: a discussion of the existing literature and the policy framework at national and EU level; a detailed analysis of recent developments in employment, unemployment and inactivity in Europe; an empirical analysis of the distribution of earnings in terms of the different income sources (employment, capital, taxes and transfers, household redistribution); a discussion of what factors are associated with a more resilient distribution of income in the face of a crisis (by comparing the countries where inequality grew more and less in recent years, and the factors differentiating them); and finally, a detailed analysis of the impact of the crisis in terms of socio-economic convergence in Europe.

### **Methodology**

Drawing on EU-SILC data for the period 2005–2013, the research will investigate the link between developments in terms of employment (differential expansion of unemployment across Europe, youth unemployment and NEETS, decreasing labour force participation in some countries, etc.) and income inequalities. Income inequality will be studied in a comprehensive way, decomposing it by source, and evaluating the type of impact of different employment trends.

### **Outputs**

- Report.

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

### 9. Sixth European Working Conditions Survey (continuation) – reporting and analysis

#### Research question/Reason for project

What does the new data from the sixth European Working Conditions Survey (EWCS) tell us about the working conditions and job quality of workers in 2015? What do we know about working conditions and job quality in the world?

#### Justification

The EWCS is a flagship activity of Eurofound. The reports and analysis drawing on the successive waves of the survey are consistently among those achieving high impact with policymakers, and the data is widely used in the research community. In 2015, fieldwork for the sixth wave was completed and the first results presented in a joint event with the Luxembourg Presidency. Cooperation with the ILO and research organisations in a number of non-European countries allowed parallel surveys to be conducted beyond Europe. The reporting and analysis of the data from both the EWCS and the parallel surveys outside Europe will provide unique evidence on developments in the world of work and their implications.

#### Objectives

- To report on developments in working conditions and job quality on the basis of the new, comparable data in the sixth EWCS.
- To plan, prepare and begin implementation of in-depth analysis of specific topics where the survey data is of particular relevance.
- To prepare a joint report with the ILO on working conditions in a global perspective (publication date to be confirmed).

#### Outline of content

The overview report will be published and launched at a high-profile event. First findings from IPA countries will be published at that time. Work on the joint report with the ILO on working conditions in a global perspective will continue, drawing on contributions from the institutes involved in parallel surveys. Analysis of EWCS data will be undertaken and reported in the projects on ‘Working time patterns and sustainable work’ (project 13), and ‘Exploring self-employment in Europe’ (project 14). In the framework of cooperation with EU-OSHA, the EWCS will contribute a chapter on sustainable working lives and age management to the EU-OSHA joint report with EU Agencies on ageing.

A programme of further analyses will be launched and pursued during the next programming period. This will be a combination of in-house and procured work and the format will vary according to the scope of the work and stakeholder demands. A combination of shorter topical reports and more in-depth analyses is envisaged. The first wave of topics could include secondary analysis on older workers and sustainable work; work–life balance; developing workers’ knowledge and skills; and forms of employment and associated risks and opportunities. Some short contributions could be envisaged already in 2016.

The assessment of data quality for the sixth wave will be completed and the EWCS dataset made available to the community of researchers.

In addition to the flagship event to launch the overview report, dissemination opportunities at national level will be investigated, especially for countries with an increased sample.

#### Methodology

The methodology will involve a combination of in-house and externally contracted activities, preparation of statistical guidelines for analysis, external and internal peer reviews, and a literature review and statistical analysis.

### Outputs

- Overview report.
- Survey Mapping Tool.
- Data quality assessment report.
- First findings for candidate countries – funded through the Instrument for Pre-Accession II (IPA).
- Eurofound contribution to joint Agencies report on ageing coordinated by EU-OSHA.

## 10. European Observatory of Working Life – EurWORK (ongoing)

### Research question/Reason for project

What are the key trends and developments in working conditions and industrial relations in Europe? How do legislation, negotiation and workplace practices shape working conditions in Europe?

### Justification

In line with Eurofound's four-year work programme, which stipulated its creation, the observatory will continue to be the main platform and access point to Eurofound's material on working life, based on surveys, input from the Network of European Correspondents and other research. The observatory will be a key resource for data on working conditions and how these can be shaped by legislation, negotiation and workplace practices.

### Objectives

- To monitor trends and developments in working life through EurWORK.
- To present Eurofound's material on working life in an accessible way.
- To review and improve long-standing outputs of the observatory.
- To continue the engagement with Eurofound's Network of Correspondents.

### Outline of content

In 2016, Eurofound will continue to present all findings and activities related to working life in the EurWORK observatory on its webpage. Lessons learned in particular in relation to the new products and tools for information gathering will be taken into consideration to further develop the observatory. A particular focus will be put on the review of the products related to the quarterly reporting (EurWORK topical updates, articles). A database on industrial relations devised in 2015, combining information on structures, processes and outcomes will be finalised and continuously maintained throughout 2016.

As a pilot exercise, an expert meeting with national statistical service providers collecting data on collective agreements and other industrial relations data will be organised, so as to scope the potential for providing a more harmonised/comparative set of basic data on collective bargaining and industrial relations issues across countries in the future.

### Methodology

EurWORK's outputs are based on surveys, input from the Network of Correspondents and other research. Eurofound's Network of European Correspondents will continue to be a major source of input for EurWORK through monitoring and reporting on relevant developments and latest research results in the fields of observation of the observatory. It will be consulted during the design of comparative work and actively contribute to the observatory through specific articles and national contributions to the comparative work. Apart from an annual meeting with all the correspondents, Eurofound will promote their participation in other Eurofound activities such as experts' meetings, workshops or conferences in order to promote and maintain their engagement. The cooperation and interaction of Eurofound with and among the network will continue to be complemented by other means such as online collaboration tools.

### Outputs

- Quarterly reporting (3–5 EurWORK topical updates per quarter, including specific EU coverage, in-house).
- Articles (up to 250 articles of different types).
- Annual review of working life (one report).

- Annual update on pay (article-based outputs).
- Working Life Country profiles: update (28 Member States plus Norway) – eventually covering candidate or acceding countries.
- European Industrial Relations Dictionary: update (minimum 20 updates and 20 new entries)
- Pilot: Expert meeting with national statistical service providers collecting data on collective agreements and other industrial relation data.
- Ad hoc reports which will include an update on the involvement of social partners in the European Semester (quarter 2).

## 11. Foundation Seminar Series 2016 (ongoing)

### Research question/Reason for project

Tripartite discussion, with a focus on the following aspects: trends in Europe, European and national measures, respective roles of the social partners, collective bargaining impacts, and company-level actions.

### Justification

Since its inception, the Foundation Seminar Series (FSS) has been a forum for discussion among tripartite teams of representatives of unions, employers' organisations and governments. It has been an opportunity for the representatives to exchange ideas and practices beyond the formal frame of negotiations. Furthermore, it relates the European level of action to the work of national experts involved in implementing policies and developing actions in the field. Finally, examples from companies are key for the discussion, in combination with contributions from the academic and policy worlds.

### Objectives

- To promote tripartite exchange and networking at European and national level.
- To facilitate knowledge sharing and mutual learning among governments and social partners on a specific topic of importance for the European policy debate.
- To deepen knowledge of European and national policies and actions in this field amongst participating practitioners and organisations.
- To increase awareness of relevant Eurofound work.

### Outline of content

The FSS consists of two rounds of seminars with tripartite national participants. In a first meeting, relevant findings from Eurofound research and other sources (e.g. Commission, OECD, ILO, academic experts) are presented, followed by the identification of common concerns and divergences between national situations and the relevance of the European level. Open discussion of the topic is encouraged: identifying challenges, opportunities, policy actions, company responses, what works and why, etc. Participants will complete an assignment between the first and second rounds, requiring cooperation among the national tripartite representatives. The results of this work will be presented and discussed in the second meeting.

The topic for the FSS 2016 is the impact of digitalisation on work. This will include the implications for changing work organisation and the development and use of skills at work in both public and private sectors of activity.

### Methodology

One seminar comprising two sessions: the first session to be in Dublin, the second at a location in Europe to be confirmed later.

### Outputs

- Two sessions of the FSS.
- Summary of contributions and proceedings published on the web.

## 12. Inequalities of working conditions: Exploring fraudulent forms of contracting work and self-employment in Europe (continuation)

### Research question/Reason for project

Which fraudulent forms of contracting work (or services) in the European Union can be identified, including in the context of cross-border mobility of workers? What measures are national authorities, including labour inspectorates and other competent agencies, and the social partners developing in order to identify, prevent and fight fraudulent forms of contracting work?

### Justification

The development of certain forms of contracting work which intentionally circumvent existing regulation is of concern to employers, trade unions and governments. Such fraudulent practices are concentrated in specific sectors and could also occur in the context of cross-border mobility. They include, for example, abuse of the status of self-employment through bogus practices (subordinate employment relations which are disguised as autonomous work, usually for fiscal reasons, or in order to avoid the payment of social security contributions, or to circumvent labour legislation and protections) or fraudulent use of the posting of workers.

These practices create unfair competition which could harm law-abiding companies. They constitute a violation of the rights and dignity of workers, could lead to exploitation and may promote social dumping, with negative implications for working conditions generally. These issues are present in the discussions around undeclared work and the Commission's proposal to establish a European Platform which would promote cross-border cooperation. It is anticipated that Eurofound will be requested to contribute to the work of the platform.

The research begun in 2015 should be completed and built on by developing sectoral work. It is known that fraudulent forms of contracting work are of particular concern in specific sectors, including some which are exposed to international competition and domestic ones, as well as sectors with widely varying workforce profiles in terms of skills and qualifications.

### Objectives

- To finalise the work begun in 2015 to map the European situation regarding the use of fraudulent forms of contracting work and self-employment, and the measures developed to tackle this phenomenon.
- To examine in more depth the situation in sectors where fraudulent forms of contracting work are of particular concern and to investigate the link between the specific practices and the nature of the sectors.
- To implement the knowledge bank on undeclared work as a contribution to the European Platform against Undeclared Work, subject to the details of the agreement eventually reached.

### Outline of content

On the basis of the comparative study conducted in 2015, the legal definitions and measures to address fraudulent forms of work and social partners' actions will be mapped and analysed. The situation across Europe of fraudulent forms of contracting work will be presented in terms of: definition/forms identified; characteristics of the measures to combat them; and development trends in Europe. A sectoral approach will report on the nature and characteristics of fraudulent forms of work depending on sectors; the key issues and challenges, motives and consequences for using 'fraudulent forms of contracting work', and the role of social partners' organisations, public authorities, labour inspectorates and other relevant control bodies, courts decisions and regulations to address this phenomenon.

### Methodology

This will involve in-house research to finalise the 2015 project and bring together the mapping exercise and the follow-up interviews in various countries/sectors. Through a mix of literature review, study of sectoral social partners' documents and interviews of key actors, the further analysis should allow the identification of:

- the sectors to be selected, after consultation with the sectoral EU social partner organisations (potential sectors of interest: construction; transport; cleaning; temporary agency work, agriculture);

- the measures used to combat ‘fraudulent forms of contracting work’ in these sectors, characteristics, nature and potential development across sectors, cross-borders;
- the pre-conditions to increase efficiency in combating the use of fraudulent forms of contracting work.

In a meeting with experts and stakeholder representatives, the overall outcomes will be discussed.

#### Outputs

- Report.
- Specific sectoral reports.

### 13. Working time patterns and sustainable work (continuation)

#### Research question/Reason for project

How is the duration of working time evolving in the European Union? Which groups of workers work in particular working time regimes? What are the implications of different working time regimes for workers’ work–life balance and health and well-being, and for making work sustainable over the life course?

#### Justification

Sustainable work over the life course is an important theme in Eurofound’s four-year work programme. For workers to be able to work and continue to work, achieving a good fit between working time and non-working time through the adaptation of duration and organisation of working time is essential. In the context of changes of the way work is organised, more flexible and diverse working time patterns are developing. This project will (continue to) explore these developments and their implications for making work sustainable over the life course.

#### Objectives

- To update information on the duration and organisation of working time in the European Union, and on regulations recently adopted.
- To explore the associations between working time patterns, work–life balance, health and well-being and the implications for the sustainability in a life-course perspective.

#### Outline of content

The project will continue to look at the evolution of working time patterns in Europe (hours of work and organisation of working time, and considering the links to work intensity) with emphasis 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. Changes in legislation and collective agreements, including in relation to rest periods and on-call time, as well as working time developments driven by ICT are being collected. With regard to the latter, cooperation with the ILO will continue.

This work started in 2015 and will be continued in 2016 with the analysis of new data from the sixth European Working Conditions Survey.

#### Methodology

In 2015, a number of activities were initiated:

- Comparative report on *Changing working time patterns for sustainable work in Europe*.
- ILO/Eurofound joint report on telework/mobile ICT work and its effects.
- Research seminar on working time arrangements.

In 2016, the activities will be continued with an analysis of the sixth EWCS on trends in working time and links between working time, work–life balance and health and well-being in the context of sustainable work. All these activities will be brought together in a consolidated report, which will build upon the comparative analytical report, the ILO/Eurofound joint report, the secondary analysis of the sixth EWCS and other activities such as the annual update on working time.

## Outputs

- Comparative report.
- ILO/Eurofound joint report on telework/mobile ICT work and its effects.
- Consolidated report on working time and sustainable work, including secondary analysis of the sixth EWCS.

## 14. Exploring self-employment in Europe (new)

### Research question/Reason for project

Who are the self-employed in Europe and what type of working conditions and job quality are they subject to? Are self-employment forms more varied than before and is it possible to describe them? What are their national characteristics in relation to working conditions, representation, etc.? What are the key issues discussed at national level regarding self-employment?

### Justification

Self-employment in Europe covers a wide range of situations – auto-entrepreneur, freelancer, solo enterprise – and encompasses the distinction between self-employed with and without employees. The frontiers between self-employment and dependent employment relations are blurring. The identification of the status of people doing a job is becoming more and more complex, with implications for individual and collective rights, which are linked to the employment status.

Some policies already specifically aim to encourage self-employment as a way to develop job creation. It is therefore important to study the working conditions of the self-employed, and especially aspects linked to the sustainability of the activity.

This research aims to use the data of the sixth EWCS (project 8) with a view to updating information on the working conditions of self-employed across Europe.

### Objectives

- To document the variety of situations of the self-employed in Europe, including the category of self-employed without staff.
- To draw a picture of the working conditions of the self-employed in Europe.
- To gather information on the debates around self-employment and its more varied forms at national level.
- To reflect on the use and potential for labour creation and job quality.

### Outline of content

Analysis of data of the sixth EWCS will identify and map the characteristics of the self-employed in Europe, allowing for a better understanding of the different situations and their implications for working conditions and job quality. This will be complemented by data drawn from the network of correspondents providing national context, to include: definitions, status in relation to tax, social and labour regulations, access to the social protection system; national policies and regulations – especially recent changes; and national debates. However, this input cannot provide a systematic mapping.

An assessment will be made of the risks and opportunities for job creation and job quality.

### Methodology

This will involve a literature review, quantitative analysis of the EWCS (new questions in the sixth EWCS questionnaire should allow the situation and circumstances of the self-employed to be explored) using also other relevant sources (e.g. the EU Labour Force Survey), and contextual information on national situations from the network of correspondents.

### Outputs

- Consolidated report.

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

### Research question/Reason for project

What is the profile of establishments in different sectors of activity in terms of their practices with regard to work organisation, human resources management, direct employee participation and social dialogue?

### Justification

The sectoral level is an important level for social dialogue, both within Member States and in the EU as a whole. Stakeholders at sectoral level have shown much interest in the sectoral information sheets produced based on the fourth and fifth EWCS, and have repeatedly expressed interest in receiving more information broken down by sectoral level. Although sectoral distinctions are presented in many of the reports based on the third European Company Survey (ECS), this project would go down to a lower level of aggregation, allowing the provision of more detailed and more specific information to inform decision-making at the sectoral level.

### Objectives

- To respond to the information needs of social partners at sectoral level as well as the interest of the Commission in sectoral practices – in particular, with regard to employee participation – and generate sectoral information based on the ECS.

### Outline of content

Profile of establishments in different sectors of activity in terms of their practices with regard to work organisation, human resources management, direct employee participation and social dialogue.

### Methodology

In-house analysis of the ECS dataset, summarising main findings from the ECS overview report on the level of different sectors. The selection of sectors is based on matching the statistical categories (NACE Rev 2) to the political reality of sectoral social dialogue committees, and can be largely derived from the EWCS sectoral analysis. To be able to use the data acquired in the employee representative interviews, a slightly higher level of aggregation might be required, combining different sectors to achieve a sufficiently large sample. Download statistics of EWCS sectoral profiles can also inform this process of aggregation as well as decisions on which to sectors to prioritise or drop.

### Outputs

- Sector-specific web pages.

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

### Research question/Reason for project

What changes did managers in European companies report in recent years with regard to the introduction of new products or services, new processes, new marketing strategies and the organisation in general? To what extent do these reported changes in the establishment included in the European Company Survey (ECS) capture innovation? Do managers in the establishments reporting changes have different combinations of workplace practices in place? How, and to what extent, are associations between workplace practices and well-being and performance dependent on the reported presence or absence of changes? What is the role of the wider conditions in which establishments find themselves, for example, the economic and labour market situation of the individual establishment as well of the sector and country in which they operate?

### Justification

A key aspect of the debate on workplace innovation that so far has not been addressed in the analyses of the ECS is innovation in the strict sense of introducing products or practices that are new to the company (or even the market). It is argued that the (bundles of) practices geared towards the tapping into the tacit knowledge of employees – in addition to having the potential of improving efficiency and employee well-being – can result in the innovation of products or processes.

### Objectives

- To provide conceptual clarification with regard to reported changes in organisations and the extent to which they indicate innovation.
- To analyse the associations between the reported occurrence of change, the approaches to work organisation, human resource management and employee participation, and the outcomes in terms of performance and well-being.

### Outline of content

The ECS 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. These questions were intended to capture innovation, but it has so far been found challenging to distinguish between positive, pro-active, and negative, re-active changes, which are likely to very differently affect outcomes, particularly on worker well-being. The research will look into types of changes and company characteristics and outcomes. It will also look at the general level of participation of workers and their representatives in decision-making on changes in the establishment, to see whether this moderates the effect of changes on well-being and performance. Similarly, it will look at difficulties with regard to the skills level of the current workforce and the practices with regard to training and career development, to assess whether these moderate the effects of changes. In the current volatile environment, it would be useful for policymakers, social partners and governments to understand how companies respond to, and perform in, the new market landscape, which may help in their decisions about potential measures.

### Methodology

In-depth in-house analysis of the variables capturing changes in organisations, relating them to variables about the context in which establishments operate, their practices with regard to work organisation, HRM and employee participation, as well as their outcomes with regard to performance and well-being. Establishment performance and workplace well-being will be defined in the same way as was done in the third ECS overview report. They are based on answers to the relevant questions received during ECS interviews.

### Outputs

- Concept paper.
- Research report.

## 17. Preparation of the fourth European Company Survey (new)

### Research question/Reason for project

To address stakeholder demands for information on company practices in various areas, Eurofound is exploring ways to ensure that the European Company Survey (ECS) can be carried out in the future – taking into account both budget constraints and methodological challenges – and that the quality of the data derived from the survey can be further improved. In light of this, Eurofound has decided to seek collaboration with Cedefop. Apart from the general advantage of shared expertise, possible efficiency gains should result in a decrease in expenditure by Eurofound, but an increase of the total budget, allowing for investment in innovative ways to deal with methodological challenges.

### Justification

To deal with changing information needs, and to accommodate collaboration with Cedefop, the substantive scope of the survey will need to be reassessed.

To address the likely expansion of the substantive scope of the survey that collaboration entails, and to deal with on-going methodological challenges such as falling response rates, the design of the survey will have to be adjusted.

### Objectives

- To compile lessons learned from the 3rd ECS and associated projects— in terms of methodology, but also in terms of policy impact and substantive caveats.
- To reassess the desired scope of the ECS.

- To assess the feasibility of a range of options in terms of survey design.

### **Outline of content**

Eurofound has undertaken a range of projects to capture the various workplace practices that recently have been included under the label 'Workplace innovation'. A short report is proposed to be drafted in-house that outlines the policy lessons - on various levels - that were drawn from these projects, as well as the strengths and weaknesses of the questionnaire that these projects revealed. The report will also briefly cover the impact that the various ECS products have had, using Eurofound's own impact tracking information.

Following on from explorations with Cedefop carried out in 2015, it is proposed to organise a number of expert/stakeholder meetings in 2016. One or two meetings should focus on the substantive scope of the questionnaire - preceding the questionnaire development meetings that are foreseen for 2017. One or two further meetings should focus on methodological issues, notably the approach to sampling, respondent selection (including panel vs. repeated cross-sectional approach) and survey mode. The discussions in these meetings should feed into (1) the 'lessons learned' report mentioned above, (2) a preliminary outline of the questionnaire(s) and (3) the feasibility study. When further defining the topics of the survey and developing the various modules of the survey questionnaire, the research will involve relevant experts from the academic world, professional organisations and international organisations (such as the ILO and the OECD).

It is also proposed to carry out a feasibility study, providing an overview of existing experiences with a number of approaches (scenarios) to surveying businesses as well as mapping the interest of businesses to participate in such surveys and the type of incentive businesses would respond to (e.g. benchmarking).

### **Methodology**

- Desk research (in-house), to compile lessons learned from the 3rd ECS and associated projects - in terms of methodology, but also in terms of policy impact and substantive caveats.
- Expert seminars
- Feasibility study (outsourced) – desk research complimented by a small scale web-survey of businesses (ca. 2,400 cases in 8 countries).

### **Outputs**

- Lessons-learnt report (not for publication).
- Preliminary outline of the questionnaire(s) – containing existing questions where possible, only indicating concepts where necessary.
- Report on the findings of the feasibility study.

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

### 18. Towards a European Social Dialogue database

#### Research question/Reason for project

Eurofound wishes to increase the added value of information collected through the representativeness studies by providing a comparative overview of key figures and findings on EU-level social partner organisations obtained through these studies. This includes information on the basis of the mandate to negotiate of EU-level social partners. Key questions are: How can this information be made more accessible and useful, for example, through presenting it in a searchable database? Do EU-level social partners – at cross industry and sectoral level – have the capacity to negotiate and enter into contractual relations including agreements, as foreseen in article 155 TFEU? How are they mandated to do so? Where is this documented?

#### Justification

Eurofound has a unique set of data and expertise built up in the course of the Agency's continuous work on representativeness studies (38 studies published to date and 6 studies currently ongoing). A feasibility study and in-house research exploring how to map and combine social partner information could identify opportunities for streamlining, synthesising, presenting and better promoting Eurofound's work on the representativeness studies in the future. This project would facilitate future work on representativeness. The results could serve as a resource for future research on industrial relations and could support relevant actors in the development of measures to further strengthen and develop social dialogue.

#### Objectives

- To analyse what kind of mapping and combination of data is methodologically feasible and what kind of information could be meaningful and interesting.
- To map the mandate of the cross-sectoral and sectoral European-level social partners to negotiate and sign agreements as foreseen in article 155 TFEU. This exercise includes both the mandate to negotiate and implement ratification procedures.

#### Outline of content

The project aims to assess how data stemming from the Eurofound representativeness studies can be combined, analysed and presented in a more comparable way. The starting hypothesis is that measuring representativeness requires a relative perspective, taking account of certain characteristics of the sector, which may appear when the findings from representativeness studies in different sectors are compared. The project will commence by gathering data on the European-level social partner organisations which are members of European sectoral social dialogue committees in terms of: a) membership domain (no. of national member organisations), b) membership composition (names of national member organisations and their involvement – or not – in collective bargaining; c) geographical coverage; e) negotiating mandate and f) other sector-related European organisations. In addition to the analysis of information available through representativeness studies, the research will map the capacity of European social partners to negotiate and sign agreements via an analysis of their statutes, rules and procedures, by-laws, etc.

#### Methodology

This will involve a feasibility study (contracted out), in-house desk research, including research into public sources of information on the relevant organisations, complemented by an email questionnaire directed to the relevant organisations, and an expert workshop.

#### Outputs

- Internal report (proposal for use of representativeness study information and structure of database).
- Internal report documenting the mandate to negotiate of European-level social partners (as outlined in their statutes, rules and procedures, by-laws, etc.).

## 19. Representativeness studies at EU level 2016 (ongoing)

### Research question/Reason for project

Which are the representative EU-level organisations for management and labour in a number of selected sectors?

### Justification

According to the European Industrial Relations Dictionary, ‘representativeness’ is a criterion used by the European Commission to identify the organisations of management and labour which must be consulted on certain issues and which may initiate social dialogue at European level (Article 154 TFEU). Eurofound has been assisting the European Commission to establish the representativeness of social partner organisations since 2006, with 38 studies on different sectors as well as on the cross-sectoral social partners completed by January 2015. This work will continue in 2016 with the launch of a further four new, sector-related studies.

### Objectives

- To assess the representativeness of sector-related European-level social partner organisations in four selected sectors.

### Outline of content

Studies launched in 2014/2015 include temporary agency work, extractive Industries, maritime transport, postal services, railways, shipbuilding (shipyards), telecommunications, and sugar. In 2016, Eurofound will finalise and publish these as far as possible, recognising that some will not be finalised until 2017. In addition, four new sectoral representativeness studies, to be identified by the European Commission, will be launched.

### Methodology

The representativeness studies will be conducted applying the standard methodology.

### Outputs

- Representativeness study 1.
- Representativeness study 2.
- Representativeness study 3.
- Representativeness study 4.
- Representativeness study 5.
- Representativeness study 6.

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

### Research question/Reason for project

How and to what extent can the conceptual framework on key dimensions of industrial relations (industrial democracy, industrial competitiveness and social justice) be applied to the European (European social dialogue) and national level of industrial relations? Can the conceptual framework also serve to analyse industrial relations systems outside of the EU, for example, in the current candidate countries and in the BRIC (Brazil, Russia India and China)?

### Justification

The four-year programme commits Eurofound to examine the dynamics of industrial relations and to analyse, in a comparative way, how industrial relations systems are changing and adapting to new challenges. Continuation of the 2015 mapping exercise will involve assessing how and to what extent the conceptual framework can be applied at the European and national level, and possibly to industrial relations systems outside the EU.

### Objectives

- To apply the conceptual framework on key dimensions of industrial relations at EU (social dialogue) and national level and, possibly, outside the EU.

- To integrate the key dimensions into the analysis of EurWORK , e.g. the new EurWORK working life country profiles.

### **Outline of content**

The project will analyse the application of the key dimensions of industrial relations (industrial democracy, industrial competitiveness and social justice) to, inter alia, the EurWORK deliverables: the 2015 working life country profiles. For that purpose, the research plan starts by designing the structure and list of indicators able to measure the key dimensions identified. A preliminary test will be performed, applying the chosen indicators in a selected number of countries representing industrial relations clusters. Based on these results, the conceptual framework and the related indicators will be fine-tuned and amended, if necessary.

### **Methodology**

Desk and in-house research, with contributions from network correspondents. A draft version of the report will be discussed during a seminar with experts and stakeholders at EU and national levels.

### **Output**

- Report.

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

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

#### Research question/Reason for project

What are the main features of quality of life of European societies in 2016? How to ensure the best quality of the data on the subject? What changes took place over time and how do social groups compare?

#### Justification

Data collection for the fourth wave of the EQLS has been foreseen in Eurofound's four-year programme. The preparatory activities have been carried out in 2014–2015, including drafting of technical specifications, questionnaire revision, and procurement. The data collection will be carried out to provide the basis for Eurofound's reporting in the area of standards of living and social cohesion.

#### Objectives

- To detail the timetable, facilitate sampling and develop survey instruments (such as guidelines, fieldwork materials) for fieldwork operation together with the contractor selected by Eurofound for data collection.
- To finalise the fourth EQLS questionnaire and ensure high-quality translation into all relevant languages.
- To carry out fieldwork in EU28 and candidate countries.

#### Outline of content

In the first half of 2016, the set-up for the fieldwork by the contractor will take place in order to collect the data in the autumn. While the major activities of the fieldwork will take place in 2016, the completion of data processing and technical reports is foreseen for 2017. Eurofound will continue to provide input and quality assurance throughout all survey phases. The 2016 phase includes:

- Advance translation of the source questionnaire into two languages so that key concepts can be checked against different linguistic and cultural contexts and the potential issues are flagged up before the translation into all survey languages, including main minority languages.
- Cognitive test.
- Translation.
- Sampling plan development, approval of sampling frames (registers), and sampling.
- Fieldwork implementation.

Eurofound will also facilitate the preparation of information to the public about the survey such as developing a promotional card and drafting survey web-pages.

#### Methodology

The preparation and implementation of fieldwork will be achieved via a combination of in-house and contracted activities. On the basis of the technical specifications used in procurement, the preparatory activities will be detailed and implemented by the contractor, with guidance and monitoring by Eurofound. The key survey phases as well as quality criteria have been detailed in the technical specifications in order to ensure the quality of both survey process and outcome (data). The project activities will be organised around the areas of questionnaire, translation, sampling, data collection, data processing, and monitoring of the fieldwork progress and quality. In implementing surveys, Eurofound adheres to the guiding quality criteria of the European Statistical System: relevance, accuracy, accessibility, coherence and comparability, and timeliness and punctuality.

#### Outputs

- Questionnaire versions in all survey languages.
- Fieldwork materials (Glossary, Guide to interviewers, Promotional brochure on EQLS).
- Interim dataset.

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

### Research question/Reason for project

To what extent and in which areas are private providers expanding and/or replacing the public sector in the delivery of services in residential care? What are the consequences of higher private sector involvement for the quality, accessibility and effectiveness of services?

### Justification

This project takes forward the work on delivery of public services launched in 2014 with a focus on hospital services and a new, more in-depth view of services in residential care. As the Social Protection Committee's 2014 report on 'Adequate social protection against long-term care needs in an ageing society' emphasises, such services are increasingly important particularly for the fast-growing population aged 80 and over; however there are key challenges around quality and affordability. There are large differences between Member States but residential/nursing home care is a major employer and a big cost: the most recent estimates are that more than half of care workers in the EU are employed in institutional settings; and half of expenditure on long-term care is for institutional care.

### Objectives

- To finalise the part of the project analysing hospital services.
- To document the extent to which the private sector has expanded the delivery of residential care services in the last ten years.
- To examine whether and to what extent expansion of the private sector did or did not help to cope with the challenges arising from the financial and economic crisis.
- To assess the implications for accessibility, including cost barriers, and the quality and effectiveness of residential care services.

### Outline of content

In most Member States, residential/nursing homes have been subject to measures that aim to contain costs and/or widen the choice of providers including through privatisation. The project on residential care will document developments in the provision of residential care over last decade. The project will aim to identify the countries and circumstances in which there has been a particular increase in the role of the private sector in residential care, looking at both profit and not-for profit private providers. The research will draw on literature and research which systematically examined impacts of a greater role of the private sector.

Work during 2016 will also include reviewing the case studies of private hospital services contracted out in 2015 and finalising the drafting of the consolidated report. In both parts of the project there is strong emphasis on policy evaluation, with the case studies on hospital services being selected on the basis of the availability of a formal evaluation.

### Methodology

Literature review, expert consultation and interviews with policymakers, providers and representatives of service users. On the basis of this preparatory work, this project will develop a questionnaire for completion by all countries in the network of correspondents.

In parallel, the finalisation of work about hospital services will also include the organisation of a working group meeting. The purpose of this small expert meeting at the Eurofound premises is to discuss the draft consolidated report. Both the consolidated reports about hospital services and residential care will be prepared in-house.

### Outputs

- Contributions from the network of correspondents.
- Two consolidated reports.

## 23. Social mobility in Europe (continuation)

### Research question/Reason for project

What are the patterns of social mobility in the European Union? What are the barriers to social mobility and what are the policy responses to tackle these challenges?

### Justification

Many citizens and governments are concerned that, for the first time in decades, the next generation of adults will have fewer opportunities for upward social mobility than today's generation. This is a widespread concern – relevant not only to those on low incomes but also to middle classes, albeit with rather different characteristics in different Member States linked to diverging concepts of social mobility and its influencing factors. Many Europeans are facing lower living standards and social and income inequalities appear to be increasing in many Member States. Labour markets have become more polarised between high-skilled/high-wage jobs and low-skilled/low-paid work with variable prospects of social advancement. In order to develop effective policies in this area, policymakers need information on patterns of social mobility, what the current barriers to social mobility are and what works to enable intergenerational social mobility in the Member States. In 2015, a feasibility study on researching factors and policies influencing social mobility was carried out to serve as background information for data analysis, work of the Network of European correspondents and the case studies.

### Objectives

- To review research findings and analysis in order to identify the factors and policies influencing intergenerational mobility.
- To provide information on the factors influencing intergenerational mobility in different Member States, particularly on the intermediary role of education and the labour market.
- To systematically examine initiatives/policies that aim to foster social mobility and to identify the most effective tools for promoting social mobility.

### Outline of content

This is a multiannual (2015–2016) project. In 2015, there was a preparatory review of approaches to researching social mobility, and input from the Network of correspondents regarding research, barriers to social mobility and potential policy measures at national level was gathered and analysed. Analysis of data from the European Social Survey has begun to map and investigate patterns of social mobility. In 2016, taking into account the information on the main barriers to social mobility, in-depth case studies will be carried out to identify and assess policy measures that aim to tackle barriers to social mobility. Case studies will focus on measures that promote equal and fair access to education, improved access to certain professions or general measures that focus on equal opportunities for all regardless of socio-economic background. Some of the case studies will look into the experiences of Central and Eastern European countries and the social mobility and opportunities of the current generation of young people. The findings from this two-year project will be brought together into a consolidated report presenting the key results and key policy pointers for Europe.

### Methodology

On the basis of the literature review carried out in 2015 and the input from the Network of Correspondents, the findings from the analysis of the European Social Survey will be placed in the larger research background. Information on characteristics of national contexts will be taken into account. In-depth case studies in selected Member States that will map policy initiatives and tools aimed at fostering social mobility will complement and contribute to the final consolidated report.

### Outputs

- Case studies on policy measures to reduce barriers to social mobility (2016).
- Consolidated report (2016).

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

### Research question/Reason for project

Which strategies are Member States implementing to promote the inclusion of those furthest from the labour market and who have been long-term excluded? Which groups are finding it more or less difficult to re-enter the labour market and why?

### Justification

Policymakers continue to pay close attention to high unemployment figures throughout Europe and particularly to the doubling between 2007 and 2014 of the number of those unemployed for over a year (over 12 million). The challenge of supporting those long-term unemployed is recognised in the recent Proposal for a Council Recommendation on the integration of the long-term unemployed into the labour market. The proposal aims to provide guidance to the Member States to facilitate the return to work by strengthening services offered to long-term unemployed through individual-in-depth assessment and a job integration agreement that may include job search and further education but also housing, healthcare services or rehabilitation services. However, to achieve Europe 2020 targets on employment and poverty, it is important that the focus should be not only on those that officially figure in unemployment statistics but that efforts are made to reach out to those that are inactive. The inactive group itself is very heterogeneous (including discouraged job seekers and students) and there may be many different reasons behind inactivity. A large group of those on the margins of the labour market are people with health problems or disabilities who might need additional support systems beyond the employment activation measures to re-enter the labour market. Another overlooked group are carers who may have exited the labour market to care for a relative or child and may want to return to paid employment. The majority of the inactive group (57%) in most of the Member States are women.

### Objectives

- To provide information regarding the legislation and programmes put in place in Member States to promote access to the labour market for long-term excluded groups.
- To provide information from policy evaluation about the challenges associated with the implementation of these initiatives as well as their outcomes.

### Outline of content

This project will look at public policy measures and activation policies aiming to bring back to the labour market those people who have been long-term absent, specifically carers and people with disabilities/health problems. It will aim to examine on a broad range of measures, including changes in the legislation, policy initiatives and removing disincentives to work.

### Methodology

This project will make use of the network of correspondents to map out the most recent developments. Together with in-house desk research (e.g. analysis of relevant data and/or initiatives, literature review), this will be used as the basis for the consolidated report to be written in-house. The project will be coordinated closely with the project documenting characteristics of the long-term unemployed and inactive (e.g. exchanging data). While this project will focus on active inclusion measures, the latter estimates under-employment and non-employment.

### Outputs

- Contributions from the network of correspondents.
- Consolidated report.

## 25. Policies addressing in-work poverty in the EU (new)

### Research question/Reason for project

What are the characteristics of people affected by in-work poverty? What importance does in-work poverty have as a concept used in national policies to alleviate poverty? Are there measures to counter in-work poverty that have been subjected to a proper policy evaluation and what can be learned from these measures?

## Justification

All the evidence points to an increasing number of Europeans who, despite being in work, are living in households that are at risk of poverty. The number of these ‘working-poor’ Europeans has increased since the onset of the crisis. Altogether, the statistics indicate that around 9% of Europeans lived in poverty while working in 2013. However, as the EU Social Protection Committee notes, there is a strong divergence in trends across Member States with the risk of living under the poverty threshold while being in employment having continuously gone up in eight Member States (Czech Republic, Germany, France, Italy, Malta, Slovenia, Sweden and the UK) from 2005 to 2013, while in the Netherlands, Poland and Portugal, in-work poverty has continuously decreased since 2005.

## Objectives

- To map the characteristics of those affected by in-work poverty.
- To establish how in-work poverty is defined and measured in Member States and across the EU.
- To document and assess policies to address in-work poverty.
- To identify lessons from policy evaluation on how in-work poverty can be prevented or reduced.

## Outline of content

To understand the diverging developments of in-work poverty, the study will examine what constitutes in-work poverty: in which ways do Member States use the concept of in-work poverty in addressing poverty and do these differ across the EU Member States? A second task will be to look 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.

The focus then shifts to assessing national responses to prevent in-work poverty or to support those at risk of being affected and to examine the extent to which in-work poverty is a priority of governments and social partners. The role of collective bargaining agreements will also be considered. The focus will be on national responses that have been systematically evaluated. In terms of content, there will be a strong focus on social protection reforms, on measures that help people to update their skills (ALMPs), on the role of in-work benefits, and on measures that enable people to increase and/or adjust shorter working hours in order to increase their income. Measures to introduce a ‘minimum wage’ or ‘living wage’ can also be included.

On the basis of this evaluation, specific pointers will be developed to provide policymakers with evidence-based knowledge on how in-work poverty can be prevented or alleviated.

## Methodology

A review of the literature will be carried out to investigate how the concept of in-work poverty differs across Member States and to further assess the effectiveness of successful national responses to the issue. In order to understand how the phenomenon has developed, not only across countries but for specific groups of countries as well as demographic aggregates within countries, data from EU-SILC will be analysed, supplemented if necessary by other data sources.

The Network of European Correspondents will be used to help identify successful policy responses, including how in-work poverty is dealt with in collective agreements. Based on their contributions, a comparative analytical report will extend and complete the findings from Eurofound’s 2010 report.

Once a number of national responses that have proven to work have been identified and assessed, interviews will be organised with key stakeholders in order to obtain more in-depth information about the factors that explain their success and to obtain information about the transferability of these measures.

Eurofound plans to organise an event during the Dutch Presidency (first half of 2016) that will bring together policymakers from across Europe to discuss the prevalence of in-work poverty and to identify effective policy responses.

## Outputs

- Report.

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

### Research question/Reason for project

What can be learned from initiatives to extend working lives for older people by combining part-time work with partial/early pensions, and by flexible schemes?

### Justification

The Europe 2020 strategy seeks to increase employment rates among older people in order to contribute to a competitive Europe. Well-designed, flexible schemes that combine part-time work with partial/early pensions or options to postpone the take-up of public or occupational pensions could contribute to a solution. In 2015, Eurofound mapped flexible schemes that combine part-time work with partial/early pensions or that enable postponement of pensions across the EU28. The research identified best practices in the implementation of regulations or collective agreements that contribute to extending working life. These 2015 contributions by the Network of Correspondents served to give an overview of available schemes across all EU Member States, combined with macro-level analysis of employment rates. In 2016, Eurofound aims to build on this exercise by investigating in detail what can be learned from these best practices.

### Objectives

- To examine how flexible retirement schemes that combine part-time work with (partial/early) pensions or benefits or that enable the postponement of pensions have contributed to extended working lives.

### Outline of content

This study focuses on measures by governments, or 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 pensions, with flexible retirement age. The study will investigate in depth how these measures have contributed to extending working lives.

### Methodology

Four case studies will be conducted early in 2016, one in-house and three contracted-out. The results will be discussed in an expert workshop.

### Outputs

- Consolidated report.

## 27. Europe's refugee crisis: Evidence on approaches to labour market integration of refugees (new)

### Research question/Reason for project

What is the legal framework for labour market integration of refugees in the Member States? Are there recent changes in response to the current refugee crisis? Which systems and processes are in place to support reception of refugees and the implementation of the rules regarding labour market integration? What policies or measures have Member State governments introduced in response to the recent refugee crisis with regard to labour market integration of refugees?

### Justification

Conflict and poverty in neighbouring regions have led to a dramatic increase of people seeking refuge and a better future in the European Union especially since 2013. According to the European Asylum Support Office (EASO), the number of applicants for international protection in the EU, Norway and Switzerland totalled 209,110 in the first quarter of 2015, a 74% increase compared to the first quarter of 2014. This trend continued and in August 2015 the number of asylum applications recorded reached a record high for the fourth consecutive month, with over 148,880 applications reported. Successful integration of the newcomers into society is closely linked to labour market integration. The possibility to work not only paves the way for financial independence; it also enhances self-esteem and social integration. Sustaining the skills and motivation of refugees through swift integration into the labour market is in the interest of both the refugees and the receiving countries.

However, there are problems related to availability and quality of support services, as well as employment opportunities. The new Reception Conditions Directive of 21 July 2015 stipulates that asylum seekers need to be given access to employment at the latest nine months after registration. However, current rules in the Member States are still varied and practices differ greatly. In many cases, waiting time before refugees can access employment is long and unpredictable. Evidence on how the labour market integration of refugees is approached by the Member States, what supportive measures, for example language training, are offered and how this can be improved is therefore required.

### Objectives

- To map the current legal framework for labour market integration of refugees in the Member States and the systems and processes in place to support reception and implementation of the rules regarding labour market integration.
- To provide a snapshot of policies introduced and measures implemented by Member State governments, social partner organisations and the EU institutions in response to the recent refugee crisis with regard to labour market integration of refugees, including measures supporting labour market integration like language training.
- To strengthen Eurofound's expertise in the area of social and labour market integration of refugees and migrants in preparation of further work during the next programming period.

### Outline of content

Eurofound will prepare an overview comparing the current legal framework for labour market integration of refugees in the Member States and of the systems and processes in place to support reception of refugees and implementation of the rules regarding their labour market integration. Policies and measures introduced by Member State governments in response to the recent refugee crisis and the sharp increase in numbers will also be mapped. This will include a mapping of measures supporting labour market integration, like language training. Given ongoing adjustment and change, this mapping exercise can only provide a snapshot in time. Eurofound will build on its expertise in the area of social and labour market integration of migrants and will seek external input which will include building closer links to expert networks.

Possible synergies with Project 5 'New evidence on migrant and mobile workers in Europe' will be explored, as this project will provide insights into how migrant workers go about finding work and the extent of mismatch between the individual's and the job characteristics.

### Methodology

The Network of Correspondents will provide information on:

- the current legal framework for labour market integration of refugees
- systems and processes in place to support the reception of refugees and the implementation of the rules regarding their labour market integration
- policies introduced by Member State governments in response to the recent refugee crisis with regard to labour market integration of refugees, especially those addressing capacity problems of existing systems and processes

Results and lessons learned from the 2013 project 'Migration, labour market policies and effective integration of third-country nationals' will be taken into account when drafting the questionnaire.

Exchange with experts, including from the European Asylum Support Office (EASO), the Fundamental Rights Agency (FRA), the OECD and UNHCR to strengthen Eurofound's expertise and inform the development of further research in the area of migration during the programming period 2017–2020.

### Outputs

- Report providing evidence on approaches to labour market integration in the Member States.

## Budget Estimate for Title 3

| Number  | Title   | Budget title 3 in 2016 EUR | Network input (for info only) EUR | Full cost 2016 (title 1+title 2+ title 3) EUR |
|---|---|----------------------------|-----------------------------------|---|
| <b>Priority area 1: Increasing labour market participation and combating unemployment by creating jobs, improving labour market functioning and promoting integration</b> |   |                            |                                   |   |
| 1   | European Restructuring Monitor – events database (ongoing)  | 110,000                    | 92,000                            | 270,000                                       |
| 2   | ERM qualitative databases (ongoing)   | 30,000                     | 30,000                            | 145,000                                       |
| 3   | European Jobs Monitor (ongoing): Occupational change, inequality and employment status in Europe, 1995–2015                     | 10,000                     |                                   | 305,000                                       |
| 4   | New forms of employment (continuation): Developing the potential of strategic employee sharing                                  | 42,000                     |                                   | 155,000                                       |
| 5   | New evidence on migrants and mobile workers in Europe (new)   | 4,000                      |                                   | 105,000                                       |
| 6   | Unemployment, under-employment or inactivity? Estimating labour market slack in Europe (new)                                    | 4,000                      |                                   | 80,000  |
| 7   | Long-term unemployed youth: Characteristics and policy responses (new)  | 70,000                     |                                   | 300,000                                       |
| 8   | Income inequalities and employment patterns in Europe before and after the Great Recession (new)                                | 5,000                      |                                   | 130,000                                       |
|   | Do reduced non-wage labour costs lead to more sustainable jobs? (continuation)  | 8,000                      |                                   | 80,000  |
|   |   | 283,000                    | 122,000                           | 1,570,000                                     |
| <b>Priority area 2: Improving working conditions and making work sustainable throughout the life course</b>   |   |                            |                                   |   |
| 9   | Sixth European Working Conditions Survey (continuation) – reporting and analysis  | 65,000                     |                                   | 850,000                                       |
| 10  | European Observatory of Working Life – EurWORK** (ongoing)  | 568,000                    | 568,000                           | 1,300,000                                     |
| 12  | Inequalities of working conditions: Exploring fraudulent forms of contracting work and self-employment in Europe (continuation) | 60,000                     |                                   | 210,000                                       |
| 13  | Working time patterns and sustainable work (continuation)   | 40,000                     |                                   | 250,000                                       |
| 14  | Exploring self-employment in Europe (new)   | 100,000                    | 70,000                            | 280,000                                       |
| 15  | Further analysis of the European Company Survey: Sectoral analysis (new)  | 5,000                      |                                   | 70,000  |
| 16  | Further analysis of the European Company Survey: Reported changes in European companies (new)                                   | 10,000                     |                                   | 140,000                                       |
| 17  | Preparation of the fourth European Company Survey (new)   | 50,000                     |                                   | 190,000                                       |
|   |   | 898,000                    | 638,000                           | 3,290,000                                     |

| Number  | Title  | Budget title 3 in 2016 EUR | Network input (for info only) EUR | Full cost 2016 (title 1+title 2+title 3) EUR |
|---|--|----------------------------|-----------------------------------|--|
| <b>Priority area 3: Developing industrial relations and ensure equitable and productive solutions in a changing policy context</b>              |  |                            |                                   |  |
| 18  | Towards a European Social Dialogue database  | 12,000                     |                                   | 75,000                                       |
| 19  | Representativeness studies at EU level 2016 (ongoing)  | 341,000                    | 261,000                           | 700,000                                      |
| 20  | Application of the conceptual framework on key dimensions in industrial relations to European social dialogue and national industrial relations (continuation) | 70,000                     | 40,000                            | 120,000                                      |
|   |  | 423,000                    | 301,000                           | 895,000                                      |
| <b>Priority area 4: Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities</b> |  |                            |                                   |  |
| 21  | Fourth European Quality of Life Survey (continuation): Implementation of fieldwork   | 3,045,000                  |                                   | 3,767,000                                    |
| 22  | Delivering public services: A greater role for the private sector (continuation): Residential care (and finalisation of hospital services) (continuation)      | 80,000                     | 70,000                            | 300,000                                      |
| 23  | Social Mobility in Europe (continuation)   | 60,000                     |                                   | 290,000                                      |
| 24  | Reactivate: Return to work of long-term excluded (new)   | 70,000                     | 70,000                            | 215,000                                      |
| 25  | Policies addressing in-work poverty in the EU (new)  | 85,000                     | 70,000                            | 300,000                                      |
| 26  | Extending working lives through flexible retirement schemes (continuation) – Best practice case studies (continuation)   | 32,000                     |                                   | 150,000                                      |
| 27  | Europe's refugee crisis: Evidence on approaches to labour market integration of refugees (new)   | 75,000                     | 70,000                            | 255,000                                      |
|   |  | 3,447,000                  | 280,000                           | 5,277,000                                    |
| <b>Strategic action and development</b>   |  |                            |                                   |  |
|   | Survey Methodology Working group   | 20,000                     |                                   | 170,000                                      |
| <b>Subtotal Research 2016</b>   |  | <b>5,071,000</b>           | <b>1,341,000</b>                  | <b>11,202,000</b>                            |
| <b>Communicating knowledge, organising debate and exchange with target groups</b>   |  |                            |                                   |  |
|   | Publishing   | 558,000                    |                                   |  |
|   | Web  | 320,000                    |                                   |  |
|   | Stakeholder outreach (excl. customised reports)  | 140,000                    |                                   |  |
|   | Media  | 120,000                    |                                   |  |
|   | Events   | 165,000                    |                                   |  |

| Number   | Title   | Budget title 3 in 2016 EUR | Network input (for info only) EUR | Full cost 2016 (title 1+title 2+ title 3) EUR |
|--|---|----------------------------|-----------------------------------|---|
| <b>Subtotal Communicating knowledge, organising debate and exchange with target groups</b> |   | <b>1,303,000</b>           |                                   | <b>4,008,000</b>                              |
| <b>Other</b>   |   |                            |                                   |   |
| 11   | Foundation Seminar Series 2016                  | 80,000                     |                                   | 345,000                                       |
|  | Stakeholder Enquiry Service 2016                | 60,000                     |                                   | 60,000  |
|  | Operation of Network of European Correspondents | 140,000                    | 140,000                           | 140,000                                       |
|  | Information centre                              | 100,000                    |                                   | 100,000                                       |
|  | Evaluation programme                            | 80,000                     |                                   | 80,000  |
|  | ICT   | 20,000                     |                                   | 20,000  |
|  | Governing Board                                 | 155,000                    |                                   | 155,000                                       |
|  | Programming development                         | 3,000                      |                                   | 3,000   |
|  | BLO   | 8,000                      |                                   | 8,000   |
|  | Advisory committees                             | 60,000                     |                                   | 60,000  |
| <b>Subtotal other activities 2016</b>  |   | <b>706,000</b>             | <b>140,000</b>                    | <b>971,000</b>                                |

**Activities Continued from previous year 2015**

|  |   |  |  |                |
|--|---|--|--|----------------|
|  | The gender employment gap: Challenges and solutions   |  |  | 98,000         |
|  | Changes in remuneration and reward systems  |  |  | 38,000         |
|  | Forms of cooperation and articulation between EWCs and national bodies of information and consultation in transnational restructuring cases |  |  | 45,000         |
|  | Review of the European Industrial Relations Dictionary  |  |  | 28,000         |
|  | Win-win arrangements: Innovative tools for social dialogue at company level   |  |  | 75,000         |
|  | Industrial relations and working conditions in central public administration  |  |  | 6,000          |
|  | Sustainable work throughout the life course: National policies and strategies   |  |  | 40,000         |
| <b>Subtotal 2015 projects continued 2016</b> |   |  |  | <b>330,000</b> |

|                    |                  |                  |                   |
|--------------------|------------------|------------------|-------------------|
| <b>GRAND TOTAL</b> | <b>7,080,000</b> | <b>1,481,000</b> | <b>16,511,000</b> |
|--------------------|------------------|------------------|-------------------|

Network input subject to resource availability

\* Project funded in 2015; the budget here refers to meetings or workshops to be held in 2016

\*\* Figure includes IC reporting related to reaching out to Eurofound stakeholders.

## Annex 2: Risk register 2016

|    | Description of key risks   | Which project(s)/ activity(ies) will be affected?                      | What existing control(s) or mitigating factor(s) are in place?  | Assessment of risk level with existing controls and mitigating factors applied  | Risk Response                              | Action plan   |
|----|--|--|---|---|--|---|
| 1. | Delivery of knowledge in terms of scientific quality, timeliness and policy-relevance is at risk due to the high number of projects to be delivered, in combination with other demands, which may hinder the objective to provide input to better informed policies in four priority areas.  | Any project with its related activities in Eurofound's work programme. | <ol style="list-style-type: none"> <li>1. Alignment with one of the policy priority areas as a deciding factor in the development process.</li> <li>2. Using the communication clusters as identified in the four- year programme for setting priorities for publications and events in line with the opportunities at policy level.</li> <li>3. Regular coordination and review meetings (Project steering groups, Research Board, IC Quarterly, MAC) focusing on priorities identified in projects, procurements and publications.</li> <li>4. Comparing estimated time with actual time spent on research projects for learning purposes.</li> </ol> | Without mitigating factors this would be critical. Based on the measures in place (see previous column) the risk is non-critical but should be further reduced. | Reduce further through preventive actions. | <ol style="list-style-type: none"> <li>1. Support to individual staff members in task and time management.</li> <li>2. Closer monitoring at management level of the implications of 'ad-hoc' requests on activities already scheduled in the work programme.</li> <li>3. Review of work programme development process in the context of the introduction of the single programming document.</li> </ol> |
| 2. | The strategic investment to in-source research capacity has resulted in a relative large cohort of staff being recruited at the same time. Staff turnover in Eurofound is usually relative low while the staff table will not increase. This combination increases competition for career progression and the opportunity to excel and be recognised within Eurofound. Perceived failure to achieve these risks disengagement of some staff, lower morale and a threat to retention of talent. | In principle, all projects and organisational activities.              | <ol style="list-style-type: none"> <li>1. Development plans at individual level.</li> <li>2. Launch of workforce planning strategy.</li> </ol>  | Not critical.   | Reduce                                     | <ol style="list-style-type: none"> <li>1. Continue with workforce planning and developing career profiles focused on job enrichment over time and actively promote existing measures such as job rotation, informed and reinforced by periodic staff engagement surveys.</li> </ol>   |

|    | Description of key risks   | Which project(s)/ activity(ies) will be affected?                                 | What existing control(s) or mitigating factor(s) are in place?   | Assessment of risk level with existing controls and mitigating factors applied | Risk Response | Action plan  |
|----|--|---|--|--|---------------|--|
| 3. | The proportion of the Operational budget (title 3) available for Research will not be sufficient to finance all research replying to the needs of the stakeholders and other policymakers due to the ever increasing cost of the monitoring tools. | Projects and related activities addressing policy dilemmas and information needs. | 1. Ongoing initiatives for efficiency gains.<br>2. Tight integration of monitoring tools in the work programme development to ensure relevance for stakeholders. | Reaching a critical level (2016).  | Reduce        | Review alternative options for the implementation and management of the three surveys and the Network of Correspondents for development and implementation starting in the new programming period 2017–2020. |

## Annex 3: Pilot project on the future of European manufacturing

This project has been exceptionally entrusted to Eurofound by the European Commission (DG GROW), duly justified by the special nature of the action and specific expertise of Eurofound. The Delegation agreement was signed in April 2015. The project description is included as an annex in this work programme for information purposes only (as per Article 8.3(b) of Eurofound's Financial Regulation).

### Research question/Reason for project

What is the basis for the expectation that there is potential for a revival of manufacturing in Europe? Will a revival of manufacturing lead to significant employment effects? In which sectors and which regions will jobs be created? What implications will a manufacturing revival have for the age and gender profile of the workforce and the skills requirement? Have globalisation and technological developments enhanced the potential for new, small manufacturing firms to go global? To what extent are Member States facilitating this potential?

### Justification

The pilot project on the Future of Manufacturing was adopted by the European Parliament in 2013. According to the European Parliament, it is primarily an anticipatory research project closely related to the European industrial and employment policy contexts. The text of the adopted pilot project by the European Parliament concludes that the 'EU Agency Eurofound, and its EMCC (European Monitoring Centre on Change), is well placed to carry out the pilot project'.

### Objectives

The overall objective of the project is to explore the rationale and likelihood of a revival of manufacturing activity in Europe. The main emphasis will be upon the employment impact of such a revival. Employment impacts include the regional, gender and skills dimensions. The policy perspective is largely placed at the regional level where the re-orientation of the European structural and investment funds towards more job creation through a more active industrial policy is central.

### Outline of content

The project will anticipate the development of manufacturing employment in Europe under various scenarios, with some emphasis placed on spill-over effects on other sectors. This will include qualitative studies of the possible employment impact of game-changing technologies such as 3D printing. It will also investigate the implications for skill requirements in manufacturing, in particular ICT technologies and training regimes for young people. Moreover, it will explore the potential for manufacturing entrepreneurship in new small firms in the context of global supply chains. A European Reshoring Monitor will be established to measure the extent to which companies relocate back to Europe. Finally, the project will develop regional institutional capacity for the implementation of industrial policy.

### Methodology

The core scenarios will be developed using global input–output databases. These databases which can trace some relevant aspects of global supply chains will be combined with media monitoring to develop the Reshoring Monitor. The employment impact of 'game-changing' technologies will be based on case studies. The skills module will utilise the European Jobs Monitor methodology. The global entrepreneurship study can also take its point of departure from the input–output datasets but will be completed with qualitative research. The development of the regional capacity module will include seminars in regions that have demonstrated good practice in mobilising regional actors, not least the social partners, to create jobs. Eurofound will build on its expertise in organising tripartite seminars gained through the Foundation Seminar Series.

**Outputs**

- Quantitative employment scenarios.
- Employment impact of game-changing technologies.
- European Reshoring Monitor.
- Skills and gender implications of the revival of manufacturing.
- Entrepreneurship and SME engagement in markets outside the EU.
- Developing regional industrial policy capacity.
- A dual or apprenticeship system for manufacturing.

**Budget**

The overall budget is €2,000,000 over four years. This is not part of Eurofound's regular budget.



