

DRAFT AGENDA

266th MEETING OF THE BUREAU OF THE GOVERNING BOARD

*Conseil Central de l'Economie (CCE), Room 6, 20 Avenue d'Auderghem, 1040 Brussels,
Friday, 19 January 2018, 09h30-13h00*

1. Draft Agenda (B 266/1), *For Adoption*
2. 2.1 Draft Minutes of the 265th Bureau meeting of 16 November 2017 (B 266/2.1)
For Adoption
- 2.2 Draft Minutes of the 264th Bureau meeting of 15 September 2017 (B 266/2.2) *For Adoption*
3. Progress Report of the Director (B 266/3), *For Information*
4. European Labour Authority, Evaluation exercise and revision of Founding Regulation - update by the Commission (B 266/4), *For Information*
5. Draft Programming Document 2019 – final draft (B 261/5), *For Approval*
6. Programming Document 2020 – planning schedule (B 266/6),
For Discussion
7. ICC work plan 2018 and update on Audit activities (B 266/7), *For Information*
8. Cooperation agreements with other EU Agencies (B 266/8), *For Information*
9. AOB

13h30 – *New Year's lunch at Park Side restaurant*

Date and venue of **next Bureau meeting:**

Friday, 9 March 2018 at 9:30 hrs

Eurofound, Dublin

FINAL REVISED MINUTES
266th MEETING OF THE BUREAU OF THE GOVERNING BOARD
9.30-13.30, Friday 19 January 2018
Room 6, Conseil Central d'Économie, Avenue d'Auderghem, Brussels

Ms Rossi	Chairperson of the Governing Board (Employers)
Ms Bulgarelli	Vice-Chairperson of the Governing Board (Governments)
Mr Fonck	Vice-Chairperson of the Governing Board (Workers)
Ms Kauffmann	Vice-Chairperson of the Governing Board (European Commission)
Ms Welter	Member of the Governing Board (Coordinator Governments)
Ms Bober	Coordinator (Employers)
Mr Scherrer	Coordinator (Workers)
Ms Hoffmann	Deputy Coordinator (Workers)
Ms Skrebiskiene	Member of the Governing Board (Governments)
Mr Mühl	Member of the Governing Board (Employers)
Mr Kokalov	Member of the Governing Board (Workers)
Mr Tagger	Member of the Bureau European Commission
Mr Menéndez-Valdés	Director
Ms Mezger	Deputy Director
Mr Grimmeisen	Secretary to the Governing Board
Ms Roelen	European Commission
Mr Storrie	Eurofound
Mr Blomsma	Eurofound
Mr Baussand	Eurofound

1. Adoption of Draft agenda

The agenda was adopted

2. Adoption of minutes of Bureau meetings in September and November (B 266/2)

There was a protracted discussion of the minutes in particular in relation to whether they reflected fully discussions around and agreements reached in relation to the volume of Representativeness Studies.

Ms Bulgarelli (Governments) said that her comments in the November Bureau meeting were not fully recorded and the minutes should reflect the discussions as accurately as possible.

There was uncertainty as to whether there had been agreement in the September Bureau on the Director's proposal to reduce the number of Representativeness Studies from six to five per year, with the Commission asserting that its member at the time had not agreed. It was decided that the verbatim minutes would be checked and the Commission's statement on the matter included in the September minutes.

The minutes of the Bureau meeting in November would similarly be revised to reflect discussions more fully and accurately.

The minutes of the Bureau meetings in September and November 2017 were not adopted. They would be revised.

3. Progress Report of the Director (B 266/3)

3.1 **The Director** outlined activities in Eurofound since the last Bureau meeting in November 2017.

- He noted the positive feedback on the Foundation Forum during the Gothenburg Social Summit for Fair Growth and Jobs on 17 November (which he had attended) in particular from Ms Johansson, the Swedish Minister for Employment.
- He highlighted the launch of the *Care homes for Older Europeans* report in Dublin on 28 November 2017, with the Irish minister.
- Eurofound had hosted visits by the ambassadors of France (29 November 2017) and Benelux countries (5 December 2017). These visits were important communication activities and helped to ensure that Eurofound was often included in the programme of visiting delegations to Ireland.
- The *Fourth European Quality of Life Survey (EQLS)* report had received a digital launch in December 2017, comprising an interactive web page and access to the database. The full report would be published and launched in Brussels at a joint Bulgarian Presidency event in the Economic and Social Committee on 8 March 2018.
- He outlined some Key Performance Indicators (KPIs) for 2017 including a delivery rate of 90% of programmed deliverables, an improvement on previous years. Overall participation by staff in events had been reduced in line with the objective to reduce mission costs, but participation in key events (events organised by EU institutions or EU Presidencies) had increased by 14%.
- Eurofound had been mentioned in 96 key policy documents (up from 78 the previous year). Key documents were those initiating policies by the Commission or the Social Partners.
- The report *Working conditions in a global perspective*, behind schedule due to previous delays in the ILO contributions from outside of Europe, was now being finalised with publication scheduled for the end of quarter one 2018.
- Preparations for the *Seventh European Working Conditions Survey (EWCS)* were underway. A first consultation of experts and stakeholders had taken place and questionnaire development meetings had been held in December 2017. Two countries, Belgium and Portugal had requested topped-up sample sizes and he said the Bureau should inform their own Groups of this possibility.
- He outlined progress in the Industrial Relations programme activity, and with respect to the new cycle of Representativeness Studies reminded the Commission members that to maximise efficiencies it would be necessary to have clarity on the codes and organisations to be consulted as soon as possible, ideally at the end of the year in order to start the work as early as possible.
- On the website, he urged the members to check the Working Life country profiles which were now integrated on the country landing pages.
- In the Labour Market Change programme activity, he referred to difficulties in procurement and in the quality of deliverables received from some contractors. There were various factors at play here and he suggested that the topic of procurement might be tabled for discussion in the next Bureau meeting.

3.2 **The Chairperson** said that she was often contacted by correspondents on behalf of Eurofound, and found that their knowledge about the social partners and collective

bargaining was often quite limited. She would welcome an opportunity to discuss the implications of this. **Ms Kauffmann (Commission)** supported the idea of having such a discussion in the Bureau.

3.3 **Ms Hoffmann (Workers)** asked the Director what advice he had received from the Commission about the position of contractors or experts from the United Kingdom in light of Brexit. The advice stated in the minutes seemed different to that being provided to the ETUI to ensure that there were no contracts running beyond 2019. In light of any future discussions on procurement and contractors this was a significant point as there was a strong reliance on experts based in the UK.

3.4 The **Director** clarified that Eurofound had received a letter from the Director General of DG Employment, Social Affairs and Inclusion, that contained a clause that should be inserted into contracts, indicating that the contract might conclude at any time. He said that all of these issues could be addressed at a future discussion in the Bureau.

He continued his progress report.

- He outlined progress in the new strategic areas of ‘Digital Age’ and ‘Monitoring convergence in Europe’. The contract for the research on *Game-changing technologies in services* was now signed.
- He presented a slide on the Future of Manufacturing in Europe (FOME) project that would conclude in March 2019, and reminded the Bureau that the project was not included in the Programming Document as it was externally funded and had its own Steering Committee. He had undertaken however to keep the Bureau informed in his regular progress reporting.
- He presented key financial figures for 2017 in comparison with those for 2016. The budget carry-overs were higher in 2017 (EUR 3.9 million v. EUR 3.1 million) with a proportion of those unplanned.

He detailed the budget transfers following adoption of the amending budget, which were greater than usual in 2017 and therefore merited further explanation.

A level of transfer was usual at the end of each year he said, but in 2017 there were a number of reasons for there being greater than usual monies available, including the under-absorption of the ad hoc research capacity. For this reason he wished to have a system whereby in May or June it would be decided whether this funding could be assigned elsewhere. In 2017 staff had also been explicitly requested to reduce costs in meetings and missions, the Foundation Forum had been delivered with a significant saving, a number of procurement procedures had failed or had not gone ahead. As was usual, most of the funds had been absorbed in Title 3, namely the surveys (in this case the 4th European Company Survey), and then in upgrades of the ICT infrastructure, repairs to the main building roof, replacement of obsolete audio visual equipment in the conference centre, and office furniture. All were projects which had been placed on hold for many years.

- He outlined recent and upcoming written procedures of the Governing Board.
- He updated the Bureau on internal HR matters, and informed the members that there were currently three complaints lodged by staff in accordance with article 90 of the Staff Regulations (where staff could appeal a decision made by the Director) and the Chairperson took note of that, on behalf of the Bureau.
- He reported on the ad hoc information requests in 2017.

Two were significant in terms of resources: *Involvement of the social partners in the European Semester* had been requested by the European Commission and amounted to EUR 80,000 and *Aspects of non-standard employment in Europe* also

requested by the Commission with an associated report prepared for the Estonian Presidency, had been an internal research project with no external financial costs but required a significant amount of time of research staff. He also presented some requests which were not significant in terms of resources. In 2018 there was a request for a *Feasibility Study on working conditions of posted workers* (received from the Governments' Group in December 2017) that would be significant in terms of resources, whilst the other requests (background papers for the Bulgarian and Austrian EU Presidency events) would be less so. He mentioned also the ad hoc request in 2017 on mapping leave at national level that had been withdrawn as a proposal to the Bureau because the Commission had expressed the view that it could overlap with their own impact assessment. .

Procedure on Decisions for ad hoc requests

- **The Director** presented a slide outlining a suggested procedure for these requests. It described the receipt of the initial formal request, which was checked for feasibility and consistency with the work programme. After that, the Bureau was consulted, if necessary in writing, with a reasoned recommendation on all requests implying significant resources.

Stakeholders could express and have their views taken into consideration before any decision was made. Additionally the Bureau could comment on ad hoc requests in all Bureau meetings.

He suggested a mid-term (May/June) review of the budget in order to allocate remaining resources, with recommendations presented by Eurofound, in consideration of emerging issues, preferences expressed and previous discussions for example (from the Programming Document). He noted that the programming document was adopted at the level of 'Activities' and that no formal approval of the Governing Board or Bureau was needed at the project level. There was no legal basis for a formal decision for adoption at the level of a project. The rules of procedure stated that any decision by the Bureau must be unanimous. If not a written procedure of the Governing Board would be needed.

- On the specific ad hoc proposal for a feasibility study on developing accurate information on posted workers, a note prepared for the Bureau outlined that the research sought to identify gaps in the information available on posted workers and to consider possibilities for analysis in the future, analysis which could be done by the Commission, by Eurofound or various other actors.

3.5 **Ms Bober (Employers)** said that the research should also look at the increasing administrative costs of posting workers (the costs of notification, translation, establishment of legal representation) and was important in the context also of the enforcement Directive which was planned for 2019. There was concern that these rising costs might impact on mobility, so the Group stressed that this was an important aspect to consider along with the administrative costs in relation to compiling information on working conditions that was mentioned in the proposal.

3.6 **Mr Fonck (Workers)** felt that the means by which ad hoc information requests emerged was not always transparent.

The Group regretted the narrow focus in the proposal on posted workers, on statistical research and the availability on statistics, and helping Member States to map which data sources they had. It did not focus enough on the content of posted working or the working conditions.

There was an administrative cost also for workers that could be taken into

consideration.

- 3.7 **The Chairperson** in response to Mr Fonck said that the process was transparent. It was recorded for example in the minutes of the Bureau that the Governments would be making a proposal on posted workers.
- 3.8 **Ms Bulgarelli (Governments)** explained that the Group had made an ad hoc request for information and Eurofound had developed a proposal around that request. Discussions had taken place during the Governments' Group meeting in November and subsequent to that it had been concluded that it was important to focus on the information gap. The Group considered also the importance of the question for the proposed European Labour Authority (ELA). Commenting on the content of the proposal she said the Group would like to see how the collective labour agreements worked in the sending and receiving countries in different sectors for posted workers, to have information and a mapping on posting of workers within the different collective agreements sectors. To the Director, she said that it would also be good to have information on the costs of the research.
- 3.9 **Mr Fonck (Workers)** clarified his comments in relation to transparency of how proposals emerged, stating that there was an imbalance in the process, in providing opportunities for the other Groups to comment (this was the first opportunity to do so) in comparison with other proposals in the work programme. While the Governments' Group was closely involved in drafting their proposal with Eurofound, the Workers' Group was only involved in the last stage of the process. The procedure to introduce ad hoc requests for research was not widely known and therefore only accessible to well-informed parties. He considered that this kind of decision-making was not in line with the common approach on the EU Agencies which emphasised the governance role of the management board.
- 3.10 **The Chair** noted that posting of workers was not a new topic and said that there was an opportunity to comment now.
- 3.11 **The Deputy Director** said that it appeared that the inclusion of a substantial provision for ad hoc research in the Programming Document had created some expectation. She agreed that there was a need to streamline the process for developing these proposals in future.
- 3.12 **Ms Kauffmann (Commission) felt** that there was a need to be pragmatic at this stage. It might be good to invite written comments from the Groups as a next step.
- Regarding what she understood as proposals to reduce the amount allocated for ad hoc research, she could support a reduction, on the understanding that this might be adjusted again if necessary, as this was a trial phase with the new system for ad hoc research.
 - On the Posted Workers proposal, the Commission could agree on the content, subject to finding agreements in other areas. She agreed however that this information gap was a substantial issue. She thought it was more important to focus on posted workers, than local workers, and that it was important to ensure a proper consultation of the various players in the field.
 - First the statistical data was required, and after that it could be seen where further analysis could be done. It was important for the Commission's own data requirements, that the research should be completed in 2018.
- 3.13 **The Director** made the following comments:

- An important recommendation in the recent validation seminar on the cross-cutting evaluation of the EU Agencies was the importance of being able to react to events quickly. Once recommendations would emerge from this report it would be necessary to develop an action plan, to present the plan to the Parliament or the Commission and to adopt it at the Governing Board level. Eurofound hoped that a two year planning window in the programming document would make this ad hoc capacity feasible. As the Deputy Director had said, a main difference in the new process was that the amount reserved for this activity was larger. It was important nevertheless that the procedure was quick and transparent.
- These requests had in the past been submitted by all stakeholders and had been brought to the Bureau and presented there without any issues. A request could be submitted by any party, it was not necessary to first submit it to the Group.
- On the content of the posted workers request, he noted that the reports on the subject published already by the European Commission related mainly to qualitative, comparative studies on working conditions mainly focusing on bad situations. Less information was available on highly-qualified posted workers, so it might be said that there was a bias in the research. Part of the problem was the lack of available data. This data however, could be collected systematically by governments or labour authorities once highlighted to them. The aim was to identify what was missing and how to collect it.
- He doubted if it would be possible to also perform an analysis of the data within the time frame, but this could be carried out in a second phase.
- He was not certain if it would be possible to look at the administrative costs of posted workers as requested by the Employers.
- He clarified that the research would look only at posted workers, not at local workers.
- Eurofound had taken on board the comments of the Groups and would accede to their requests where possible.
- He reminded the Bureau that the founding regulation stated that the Director proposed the work programme and the Governing Board adopted it.

3.14 **Mr Scherrer (Workers)** said it was necessary first to consider the procedure for approving the request before approving the content.

3.15 **The Director** said that the Groups could make comments during the meeting and submit comments in writing that would be taken into account, but that it was important now to prepare the procurement for the research, and there was a need therefore to act quickly. He said that the Bureau had greater opportunities to discuss these ad hoc research requests in detail, than to discuss research in the Programming Document.

The Member States were responsible for monitoring posted workers, but the question was whether they had the right tools to do so. The aim was to identify what information was required in order to analyse the situation.

3.16 **Ms Bulgarelli (Governments)** said that the proposal came from the Governments Group as a whole. It was not possible currently to monitor the posting of workers, because the data was not available which was why this preliminary feasibility study was so important. The results would be part of a wider debate including on the proposed European Labour Authority, and was in the interests of all.

3.17 **Mr Fonck (Workers)** on a point made earlier by Ms Hoffmann, requested that when data sources were identified they would include collective bargaining agreements

covering posted workers, and would look at the burden of administrative costs for posted workers also (not only for employers).

3.18 **The Director** replied that they would take these requests into account but that there were limits to what could be achieved, for example in relation to collective agreements, which were too numerous.

3.19 **Following an extended and difficult discussion the following conclusions were drawn:**

- **Members were invited to send written comments on the proposal and Eurofound would take these into account in designing the research.**
- **In relation to the procedure for ad hoc requests, the Bureau agreed to the procedure proposed by the Director in his slides, with the following additions:**
 - **That the Bureau would be informed also of requests that had been rejected.**
 - **Where a proposal required significant resources, or upon request, the Bureau would be consulted. The Bureau would always be informed about all requests.**
 - **The internal procedure would be reviewed in the Bureau in a year's time to see how it had worked.**

4. Update from the European Commission on European Labour Authority (ELA), Evaluation Exercise and revision of the Founding Regulation (B 266/4)

4.1 **Mr Tagger (Commission)** updated the Bureau.

European Labour Authority

- The European Labour Authority had been announced by Commissioner Juncker in his State of the Union address in September 2017 and concerned cooperation between all the authorities on how to better manage cross-border situations.
- In the European Union there were currently sixteen million citizens living and working in other Member States, a figure which had doubled within the previous ten years. There was a significant and complex set of regulations at EU level that had to be applied to this cross-border situation although it was the responsibility of the Member States to enforce this EU legislation for full employment and social security regulation.
- There were some difficulties in the situation, and a number of complaints, and much in the press about abuses, about benefit tourism etc. so that there was a need to do something, to support cooperation and to ensure the fair and effective enforcement of rules.
- There were challenges in relation to cooperation and information, with a very fragmented set of cooperation agreements, with a number of networks and platforms but very little synthesis between them. Even at national level, labour inspectorates often did not talk to social security institutions, so it was not only a cross-border issue.
- And there was the question of the capacity of an institution that received only a few cases a year with adequate information and capacity to deal with cross-border cases. There were differences of opinions as to whether posted workers were really posted according to the rules and there was currently no dispute settlement mechanism. It was clear that with the A1 form being one of the only sources for statistical information, there was insufficient analytical capacity at national level on cross-border issues.

- The linguistic capacity to deal with posted workers was also a challenge. For businesses, it was becoming more and more complex to know exactly what was required if they posted workers to another Member State. The mobile worker also wanted to know his or her rights when going to another state.
- The proposed ELA should improve cooperation at EU level, for example to help exchange information between the different national authorities, especially in the case of maladministration or investigation. It should also provide legal and logistical support to the different national authorities. It was being considered to establish some kind of dispute settlement mechanism beyond only social security, but also to the wider field of cross-border posting of workers.
- There would be assistance also for translation, and support for collaboration on studies in the field to gather data. There was work to be done in relation to access to information and transparency, with an improvement necessary in the language field and in the capacity of national institutions to provide information.
- There was some scope also for the rationalisation and streamlining of existing systems and tools in the areas, to reduce bureaucracy and to make cost savings.
- There had been a public consultation ending on 7 January 2018, a dedicated hearing with the Social Partners on 11 January 2018, and also some primary consultations. Following this primary impact assessment, the Commission was finalising a full impact assessment scheduled for publication on 7 March 2018 as part of the Social Fairness Package, together with the proposal on the European Social Security Number (ESSN) and the proposal on Access to Social Protection.

Revised Founding Regulation

- In relation to the process for approving the new Founding Regulation, there had been a delay due to the European Parliament's decision to have three separate rapporteurs, each producing their own amendments instead of taking the three together as requested by the Council.
- The Bulgarian Presidency was willing to take up the process, but only on condition that it was done as a single trilogue and the Parliament's response to that proposal was awaited.
- There were some differences in the Parliament's proposals in the areas of governance structures and the representation of the European Parliament on the Boards of agencies.

Evaluation of the tripartite EU Agencies

- The cross-cutting evaluation report was now being revised by the European Commission's external contractor, following a stakeholder consultation on 8 December 2017. Once adopted by the Commission at the end of February 2018 it would be publicly available.

- 4.2 **The Chairperson** thanked the member from the Commission for the information.
5. Draft Programming Document 2019 – final draft (B 266/5)
- 5.1 As the meeting was running overtime **the Chairperson** asked colleagues to be brief in their comments. The draft programme would be endorsed by the Governing Board via a written procedure, before being sent to the Commission by 31 January. The Commission would respond with formal comments by the summer, and the Bureau would discuss in September before final adoption by the Board in November 2018.
- 5.2 **The Director** briefly introduced the document noting that the main areas of dispute were the volume of Representativeness Studies per year.

- 5.3 **Mr Tagger (Commission)** said that the Commission's position on the REP Studies was clear, but that he welcomed the option which seemed to take into account their concerns around meeting obligations to have an analysis of all the sector committees within a regular timeframe. There should also be ways to cluster the studies in order to gain efficiencies, and to improve the quality.

The Commission would comment formally after 30 January but wished to suggest already a small textual amendment.

- Line 393-395 - These representativeness studies are designed to provide basic information needed for the ~~setting-up and~~ functioning of the European ~~sectoral~~ Social Dialogue ~~committees~~ and need to be regularly updated.

- 5.4 There followed a discussion of possible amendments to the multiannual part of the programming document (the sections on the Industrial Relations activity and Negative priorities).

It was decided that further changes would not be made to the multiannual part of the document, which should in principle be consistent over the multiannual period (though changes were possible) and which had in fact been discussed at length with changes made already in the previous year. It was decided to propose changes only in the annual part of the programme i.e. the 2019 activities (apart from the small change proposed by the Commission).

- 5.5 **Mr Fonck (Workers)** made the following comments and proposals on behalf of the Workers' Group:

- Line 1247 – referring to the deleted text and the output, the Group would like to propose that the deleted project on wage differentials between and within companies be reinstated. This was internal research with a relatively small budget (EUR 10,000, which the Director clarified related to expert meetings).
- Line 1135 – on the project on the involvement of the Social Partners in the European Semester the Group would support the research provided that the qualitative analysis would go deeper than just formal forms of involvement.

- 5.6 **Ms Bulgarelli (Governments)** having considered the budget carefully, thought that it would be possible to find efficiencies without reducing the budget for ad hoc requests. She thought it might additionally be possible to do the six Representativeness Studies, and noted the Commission's undertaking to try to group its requests more efficiently. However, she reiterated the Group's request that the Commission would use their own framework contracts and networks, so that some of the data collection could be done from their resources, with supervision and coordination by Eurofound, especially as it was likely that with the proposed European Labour Authority more would be requested from Eurofound.

- 5.7 **Ms Bober (Employers)** said that the Employers would support the programme which had been the subject of much discussion already. The Group supported the Governments call for efficiencies, and the comments of the Workers' Group in relation to the qualitative analysis of the involvement of the social partners in the European Semester, suggesting perhaps to include some subjective measure of quality such as, for example, a background document and invitation.

- 5.8 **Ms Kauffmann (Commission)** supported the comments made by the Groups. She felt that it would be good if the wording found for the project on the role of the social partners could be more positive and wondered if it would be possible sometimes to

move funds in the budget from support to operations.

Where it was possible in other areas of the programme to use the Commission's own research networks (she noted that Eurofound used the Commission's EMCO questionnaires for example) this was more difficult in relation to the Representativeness Studies.

She was sometimes surprised to hear when looking for synergies in the Representativeness Studies, that it was the correspondents who did not agree to the work, often asking for more money to do so.

5.9 **The Director** responded to the comments.

- He noted in principle the agreement to the small amendment to one sentence proposed by the Commission and acceptance in principle of six Representativeness Studies per year in 2019.
- The reference on page 38 referring to five or six studies published every year would be deleted at this point, and the rate of publication (outputs per annum) would be referred to in the section of the document on Key Performance Indicators.
- In relation to the deletion of the project on wages, there had not been unanimous support for it, so it had been dropped. He suggested that in a mid-year assessment of the programme, if it were decided that it was possible to include the work (which required internal resources only) it could be done.
- He understood the concerns regarding the research on the involvement of the Social Partners in the European Semester but said that it would be necessary to complete the research within a short timeframe (between May and August) in order for it to be useful, with the limitations of telephone calls and meetings with contacts during what was a holiday period. It would be risky he thought, to make a value judgement on the quality and functioning of social dialogue on this basis.
- In response to the issue of achieving greater synergies in the Representativeness Studies and the suggestion that more could be extracted from the correspondents, he said that for most countries it was necessary to check not only participation in the European Semester but also in the national reform plans. It should be understood also that the correspondents' contracts were quite limited in value.
- In response to comments that efficiencies should be sought, he noted that Eurofound was improving efficiencies on an ongoing basis as demonstrated by the KPI results which were reported to the Governing Board regularly.
- He did not agree with reducing the amount reserved in the budget for the ad hoc research activities at this stage, preferring to retain the larger amount and to carry out a mid-year review of the situation in 2019.

5.10 **Ms Welter (Governments)** asked the Director to reflect in the text on procedures for ad hoc requests, the Bureau's desire to be consulted not only where significant resources were concerned but also when the Bureau requested to be consulted.

5.11 **Ms Hoffmann (Workers)** said no arguments had been presented against the research on wage differentials based on its content, and as there were hardly any external costs associated with the proposal it seemed that the decision to delete the project was a political one.

5.12 **Ms Bulgarelli (Governments)** said that the Group were simply responding to the fact that there was a need to make cuts, and as the budget concerned only an external meeting it seemed appropriate.

She added that the amended budget procedure in 2017 had been interesting, and raised the possibility that where it was not possible to spend the full ad hoc budget in a year, it might be possible to assign the resource to ad hoc research in the following year. With a number of developments at European level at the moment it could be foreseen that there would be many such requests in the future.

5.13 **The Chairperson summarised the conclusions.**

- **The Programming Document would be amended based on the discussions today and comments received in writing.**
- **The programme would be submitted to the Governing Board for their endorsement prior to its submission to the European Commission by 31 January 2018.**
- **The European Commission would send their comments usually by the summer**
- **The amended document would be considered in the Bureau in September, and approved by the Governing Board in November 2018.**

6. Planning schedule for the Programming Document 2020 (B 266/7)

6.1 **The Director** outlined that a first draft would be discussed in the Bureau in May and after that in the Group meetings in June.

6.2 **Ms Hoffmann (Workers)** following on from previous comments of the Group on the role of the Advisory Committees in the development of the work programme, suggested that the programme be included as an agenda item in the Advisory Committee meetings in March and April.

6.3 **The Director agreed**, and thought this was included already on the agendas of two Advisory Committees, but he would check. The committees however, had no formal role in deciding the work programme.

6.4 **The planning schedule was agreed and the Programming Document would be included as an item on the agenda of the Advisory Committee meetings.**

7. ICC Work Plan 2018 and update on Audit activities (B 266/7)

7.1 **The Deputy Director** quickly explained the work plan which had been developed in response to the recommendations from recent audits.

- The next internal audit would concern *Prioritisation of activities and allocation of Resources (HR and Financial)*, and would make an assessment and provide independent assurance on the adequacy and effectiveness of the management and control system as regards the allocation of resources and prioritisation of activities, including operational procurement.
- The Court of Auditors had made no serious findings in its report, but once again had commented on the level of carry-overs and the problems with salary calculations linked to the transition to the 2005 Staff Regulations. Input into resolving the salaries issue had been received from the internal auditors as well as externally from the Agency in Alicante. The Court was happy that all actions of previous audits had been accepted and properly followed up.

8. Cooperation agreements with EU Agencies (B 266/8)

8.1 **The Deputy Director** noted that Eurofound had collaboration agreements in place with its sister agencies since 2005. They were signed on a multiannual basis with annual agreements drawn up also.

- Agreements for 2018 had already been signed with the following agencies: Cedefop, EU-OSHA, EIGE, ETF and FRA.
 - The cross-agency evaluation would most likely stress the need to achieve synergies and greater cooperation between EU Agencies, and Eurofound was well advanced in this process. She referred to the current joint European Company Survey, with Cedefop, and cooperation on secondary analysis of the EWCS with EU-OSHA.
 - More and more collaboration was taking place with EIGE too on the gender index and wage development.
 - The full agreements had been made available on the extranet and she encouraged the Bureau to consult them.
9. The meeting concluded with the announcement by the Groups of forthcoming changes to membership of the Bureau.
- **Ms Bober (Employers) would resign as** Coordinator with effect from the end of January 2018, to take up a new position outside BusinessEurope.
 - **Mr Fonck (Workers)** would resign in November, and for that reason the Group would like to replace its member on the Bureau, Mr Kokalov with Mr Gran, in order to have a handover.
 - **Ms Welter (Governments)** announced that due to changes in her responsibilities at the Ministry she would also be resigning as coordinator for the Governments and this would be her final Bureau meeting.
- 9.2 The Chairperson on behalf of the Bureau, thanked Ms Bober and Ms Welter for their valuable contributions to its work.
10. The meeting concluded. The next meeting of the Bureau would be held in **Dublin**, on **Friday 9 March** between 9.00 and 13.00.

[S. Rossi]

[J.Menéndez-Valdés]

 The Chairperson

 The Director

DRAFT AGENDA
267th MEETING OF THE BUREAU OF THE GOVERNING BOARD
CC2, Raymond-Pierre Bodin Conference Centre, Eurofound, Dublin
Friday, 9 March 2018, 09h30-13h00

1. Draft Agenda (B 267/1), *For Adoption*
2. 2.1 Draft Minutes of the 266th Bureau meeting of 19 January 2018 (B 267/2.1)
For Adoption

2.2 Draft Minutes of the 265th Bureau meeting of 16 November 2017 (B 267/2.2)
For Adoption

2.3 Draft Minutes of the 264th Bureau meeting of 15 September 2017 (B 267/2.3)
For Adoption
3. Progress report of the Director (B 267/3), *For Information*
 - incl. ex-ante evaluation at activity level
 - information on ad-hoc requests
4. European Labour Authority, Evaluation exercise and revision of Founding Regulation - update by the Commission (B 267/4), *For Information*
5. Update on Information & Communication (B 267/5), *For Information*
6. Procurement policies and procedures (B 267/6), *For Information*
7. AOB

The meeting will be followed by a lunch in Eurofound's Dining Hall

Date and venue of **next Bureau meeting**:

Friday, 18 May 2018 at 9h30

Brussels, Conseil Central de l'Economie (Eurofound's Brussels Office)

FINAL MINUTES
267th MEETING OF THE BUREAU OF THE GOVERNING BOARD
9.30-13.30, Friday 9 March 2018
Room CC2/CC3, Eurofound, Dublin

Ms Rossi	Chairperson of the Governing Board (Employers)
Ms Bulgarelli	Vice-Chairperson of the Governing Board (Governments)
Mr Fonck	Vice-Chairperson of the Governing Board (Workers)
Ms Hoffmann	Deputy Coordinator (Workers)
Ms Skrebiskiene	Coordinator (acting) of the Governing Board (Governments)
Mr Mühl	Member of the Governing Board (Employers)
Mr Gran	Member of the Governing Board (Workers)
Mr Voigtländer	Alternate Member of the Governing Board (Governments)
Mr Tagger	Member of the Bureau (European Commission)
Mr Menéndez-Valdés	Director
Ms Mezger	Deputy Director
Mr Grimmeisen	Secretary to the Governing Board
Ms Roelen	European Commission
Mr Storrie	Eurofound
Mr Blomsma	Eurofound
Mr Martensson	Eurofound (for point 5)
Ms De Boer	Eurofound (for point 6)

1. Adoption of Draft agenda (B 267/1)

The Chair welcomed two new members of the Bureau, Thomas Voigtländer (Governments) and Stefan Gran (Workers).

2. Adoption of minutes of previous Bureau meetings

2.1 Minutes of Bureau meeting of 19 January 2018 (B 267/2.1)

2.1.1 Mr Fonck (Workers) requested the following corrections:

- Page 2 – it would be better to delete the statement by the Director regarding the procedure for approval of the minutes.
- Page 3, point 3.4 – He commented that the Director updated the Bureau on the Future of Manufacturing in Europe pilot project (FOME) in one slide of his progress report. He would welcome more information, and indeed had had a lengthy interview with the Internal Audit Service recently who had asked about reporting on the project, having found no trace of input from the Bureau in the minutes.
- 3.6 and 3.9 – Returning to the issue of the transparency of the approval of ad hoc requests, he felt that the minutes did not accurately reflect the full discussions and concerns of the Workers' Group about the transparency of the process.

Ms Bulgarelli (Governments) disagreed with the implication that there had been

no opportunity to comment on the proposal on posted workers until it was too late, noting that detailed discussions had been held first within the Governments' Group in order to refine the proposal, prior to bringing it to the Bureau.

The **Director** said that he had explained in the meeting in January that ad hoc requests in the past had been received from various stakeholders, and that the Bureau had been informed in a single sentence, without difficulty. He felt that it was not necessary to include all discussions in the minutes, which were already quite long and detailed.

Page 4, item 3.4 Ms Bulgarelli (Governments) also added that the Director's statement that an *ad hoc* request in 2017 had been refused following consultation with the Bureau was not correct. Instead, there had been consultation with the European Commission who indicated that the proposal overlapped with its own research, so the proposal had been dropped. The decision had been presented to the Bureau but it was not really correct to say that there had been discussion or consultation.

It was agreed that the verbatim would be checked on this point.

Mr Fonck (Workers) made further comments.

- In relation to statements in items 6.2 and 6.3 of the minutes regarding the role of the Advisory Committees in the development of the work programme, he noted that the committees did not appear in the schedule for development of the 2020 Programming Document.

The **Director** replied that the Programming Document had been included in the agenda of all Advisory Committees, but that the committees did not have a decision-making role. Their role was an advisory one.

- **Mr Tagger (Commission)** commenting on point 6, page 11 said that he preferred to have a discussion on the content of the Programming Document in the May Bureau meeting, as the Commission did not participate in the June Group meetings.

The **Director** indicated that this would be possible.

2.1.3 The Chair concluded that adoption of the minutes was pending. She asked the Bureau members to send their comments on the minutes in future in advance of the meeting in order to save time.

2.2 Revised minutes of the Bureau meeting on 16 November 2017 (B 267/2.2)

2.2.1 The Director explained that the revised minutes now incorporated comments sent by two Groups in writing. As had been requested the verbatim minutes of the meeting had been checked and the minutes amended accordingly in order to provide more detail in parts.

The **Chair** asked if there were any comments on the minutes.

- 2.1.2 Mr Fonck (Workers) asked that the sentence be amended '**Mr Fonck (Workers)** said the Group had no comments and could accept the updated document as according to the Workers' Group it reflected the earlier compromise.'

With this amendment the draft minutes were adopted.

2.3 The Bureau adopted revised minutes of the Bureau meeting of 15 September 2017.

3. Progress Report of the Director (B 267/3)

- 3.1 The **Director** updated the Bureau on operational and administrative activities since the previous Bureau meeting in January 2018.

Events

- He highlighted the annual presentation of the 2017 achievements and 2018 outlook to the Employment Committee of the European Parliament on 21 February, where there had been a number of interesting questions from MEPs also on the proposed European Labour Authority (ELA).
- Eurofound had organised a joint conference with the Centre for European Policy Studies (CEPS) on *Policies for an ageing workforce* in Brussels on 24 January 2018.
- A joint conference with the European Social Observatory (OSE) on *Self-Employment in Europe; labour market and social protection* was held on 9 February 2018, also in Brussels.

Publications

- The overview report of the European Quality of Life Survey (EQLS) was launched at an event titled *Access and Quality of Public Services: A debate on improving quality of life* on 8 March 2018 in Brussels.
- Of interest also were, the first Future of Manufacturing in Europe (FOME) publication on *Developing regional industrial policy capacity*, and the report *Mapping varieties of industrial relations: Eurofound's analytical framework applied* which built on the previous research on key dimensions of industrial relations.
- A number of secondary analyses of the 6th European Working Conditions Survey (EWCS) data were underway, including *Working conditions and workers' health*, *Working conditions and employment status*, *Measuring sustainable work*, *Work-life balance and reconciliation*, *Challenges for men and women in the EU*. 2018 analyses would include research on working conditions and employee engagement, the Development of workers' knowledge and skills, Gender equality at work, as well as working conditions in different sectors and occupations. He highlighted the new series of shorter analyses of EWCS data, and asked members of the Advisory Committee to pay particular attention to them in their discussions during their upcoming meeting.
- Preparations for the 7th EWCS were ongoing following input from the expert meeting in December 2017. Portugal, Slovenia, Belgium and Spain had expressed an interest in topping up their survey. Norway, Switzerland and for the first time Iceland had also expressed an interest to participate.

Research

- He presented the ongoing research in the industrial relations area and noted that colleagues were planning the next Representativeness Studies, following consultation with the European Commission and the Social Partners.
- In the EurWORK observatory he highlighted the topical updates on *Statutory minimum wages in 2018* (Eurofound was coordinating with Eurostat in this area) and *Pay transparency in Europe: first experiences with pay reports and audits in four Member States*, published in February 2018.
- The draft working paper on the living wage had been finalised and circulated before an expert meeting on 12 March 2018.
- The overview report of the 4th EQLS was released on 23 January 2018 and the dataset was now available. Two further secondary analyses on *Trust in*

institutions, Social cohesion and well-being were at an interim stage, with draft final reports to be evaluated in May 2018.

- It was important to note, in the context of questions raised as to whether the EQLS survey was original or was already covered in other surveys, that Eurofound had received a number of requests for early access to the data which had already been used by EIGE in the *Gender equality index*, as well as by the European Commission and the OECD.
- On the Digital Age research, discussions were ongoing with the Austrian EU Presidency to see if it would be possible to show the proposed web portal on the *Digital Age* during the Presidency.
- A similar web repository was scheduled to be available in November 2018 for the strategic area of *Monitoring Convergence*.

He invited the Deputy Director to introduce a slide on the ex ante evaluations.

- 3.2 The **Deputy Director** introduced the ex ante evaluations of the three Strategic areas: *Digital Age, Monitoring Convergence* and *Survey Management and Development*, which had been made available to the Bureau and published on the extranet. Evaluations for activities of significant expenditure were stipulated in the 2016 financial regulation.

Three new activities in the 2017-2020 programme had been selected for evaluation by Eurofound's internal evaluation expert, who had looked at the work done in the first year of implementation as a 'critical friend'.

The final reports provided an account of the rationale of decisions and the course taken in the language of ex ante evaluation criteria, and laid the foundation for monitoring the implementation, and future evaluation, of the areas. The results would feed into discussions on the programming cycle beyond 2020.

- 3.3 The **Director** continued.

- On the pilot project FOME he noted that Mr Storrie would be able to answer any questions. In relation to the proposed scenarios presented in his slide, he noted that these kinds of exercises could be complicated but interesting.
- The 2020 Programming Document development would include a gap analysis identifying whether anything promised in the multiannual programme had not been finished.

In that year (2020) the EWCS would absorb a lot of resource in Title 3 (Operational) so there would be limited capacity for additional proposals.

He outlined the planning schedule for the 2020 programme development and noted that it had been included as an item on the agenda in all Advisory Committees, where members could give their feedback. He repeated however that the Advisory Committees were not a formal discussion forum for the work programme.

- He presented figures on the status of the budget execution at February 2018, and presented an analysis of the 2017 budget implementation according to Activity Based Budget management. The figures revealed an underestimation of people's time on projects, which had been taken into account for 2018 planning.

- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- He informed the Bureau on the state of play regarding plans for Brexit, in relation to staff, contractors, experts and the budget.

There was uncertainty around the situation for staff. Advice from the European Commission was that with regard to Officials (the predominant contract type in the Commission) there would be little impact, but that contracts of Temporary and Contract Agents (the predominant contract type in the Agencies) should in principle be terminated, though they could be retained ‘in the interests of the service’ at the discretion of the Heads of Agency. It was necessary to seek greater clarity from the European Commission.

The impact on the budget would most likely be seen in the Multiannual Financial Framework after 2020, especially with competing agencies in the social policy field and the proposed European Labour Authority (ELA). A Brexit clause had been inserted in contracts and in the appointment letters of experts from the UK.

Ad hoc requests

- He presented the ad hoc information requests in 2018 indicating if they had been adopted or not. As requested by the Bureau, he included those with significant expenditure, or which were of significant interest to the stakeholder groups in the Bureau.
- The proposal on the middle classes had arisen from a request by the Governments during discussions on the Programming Document. Rather than acceding to the request, he had offered to compile information using Eurofound’s internal resources, so there was no budgetary cost against this research.
- A request from the European Commission on ‘Out of school care’ was being evaluated for feasibility. It was necessary to see if the research could be done by the correspondents. It would cost EUR 80,000, which was similar to the cost of a Comparative Analytical Report (CAR).
- It was assumed that the request regarding ‘Social Partners in the European Semester’ would go ahead, though certain details were required first. The concerns previously expressed by the Workers’ Group in relation to this research, would be taken into account.
- With these requests the ad hoc budget was most probably fully assigned, but he would confirm at the next Bureau meeting in May.

3.4 **Ms Hoffmann (Workers)** said that the Group welcomed the theme of ‘Out of School care’ but noted that in 2013 the European Commission had already carried out an exhaustive study on childcare. She wondered why the Commission was requesting this now. The Group would like to see the final proposal, with a reasoned opinion, before agreeing to it.

Mr Tagger (Commission) replied that this was an area of particular importance to the European Commission, also regarding the implementation of the European Social Pillar of which this was one element. There was the Directive, but also a communication that called for data collection in this area. He was informed by colleagues that in 2013 it was possible to collect OECD data for the 0-3 age limit. It was not possible to get similar data from any existing EU database and therefore the input of Eurofound was really essential. It appeared that it was a feasible proposal.

Mr Mühl (Employers) agreed that it was an important topic and that the Employers

could support it.

The **Chair** agreed but noted that there were methodological challenges.

Ms Bulgarelli (Governments) said that the Governments also supported this request.

The **Director** promised that the views of the Bureau would be considered. This would imply a slight delay in the adoption process for the proposal.

3.5 **Mr Tagger (Commission)** made the following comments on the Director's progress report.

- The presentation of the Activity Based Budget was an obligatory, but very useful, activity and he hoped that it would be continued.
- In relation to the 'Social Partners in the European Semester' ad hoc request, the Commission had welcomed the previous year's report and would make a new proposal following discussions in the EMCO meeting on 22 March 2018, in Sofia. This proposal might be more focused, looking at fewer countries.
- In relation to the project on *Capacity building for effective social dialogue* he asked for clarification on the timelines in the project, in particular the stakeholder meeting and exchange seminar mentioned in the Director's slides.
- As already mentioned, the European Commission wished to have the possibility for discussion on the first draft of the 2020 programme at the Bureau meeting in May 2018.

3.6 **Ms Hoffmann (Workers)** appreciated the information on Brexit but wondered who would decide if the continuation of the contract of a UK staff member was 'in the interests of the service' following Brexit.

She mentioned the Group's previous request for ad hoc research about wage disparities within and between companies, hoping that if funds were available this could be taken up.

3.7 **The Director** said that the decision to extend a contract lay with the Appointing Authority, which if the revised founding regulation were adopted before Brexit, would be the Governing Board. It should be the exception that a staff member was continued 'in the interests of the service', and it would be necessary to make a case for that.

He noted that the discussion on the wage disparities research was in relation to the 2019 Programming Document.

In relation to the capacity building project, following a meeting in January with the European Commission and the Social Partners, a working paper with facts and figures would be delivered in August, on the same day as the stakeholder meeting. The exchange seminar was foreseen in 2019.

3.8 **Ms Bulgarelli (Governments)** thought the work on the *ex ante* evaluation was well done. It was clever and consistent with the development of the programming and implementation process.

3.9 **Mr Fonck (Workers)** noted that the *ex ante* evaluation on *Survey management and Development* did not mention the scenario of cooperation with EU-OSHA, or the question of overlap between the different surveys in Eurofound.

3.10 **The Director** said that the overlap had already been looked at in the past. [REDACTED]
[REDACTED]
[REDACTED] He was pleased for Eurofound to continue to offer opportunities for

collaboration to other agencies.

- 3.11 **Ms Skrebiskiene (Governments)** said that it was not clear how the Governing Board should utilise the ad hoc research reserve. Should they make any proposals at the beginning of the year, or consider the ad hoc research on a multiannual perspective, she asked.
- 3.12 **The Director** said that it had been agreed to review the status of the ad hoc requests by May or June each year, although funds should be reserved for later in the year when it was known that there might be a need for them, for example where it was known that the European Commission was launching an initiative. It was preferred he thought, to come with any proposals in the first three months of the year.
- 3.13 **The Chair** welcomed the flexibility on the ad hoc requests provided by the Groups, and agreed that it was good to start early in the year. It was the responsibility of all the Groups to act responsibly in relation to these requests.

It was good to note that already by March there was a good idea of the requests in the coming months.

4. **European Labour Authority, Evaluation exercise and revision of Founding Regulation**

- 4.1 **Mr Tagger (Commission)** presented the Commission's regular update to the Bureau.
- There was not much progress in relation to the Founding Regulation. The Council was insisting on just one trilogue for all three founding regulations, so the ball was in the court of the European Parliament to agree to that now. Meetings between the rapporteurs and the Commissioner for Employment and Social Affairs were scheduled, so there might be some more information in April 2018.
 - The cross-agency evaluation report was being finalised and should be available to be shared with the Governing Boards by the middle of March 2018. In contrast to earlier information, it would not now be published as the Commission would first prepare a staff working document based on the report, to be presented in the autumn of 2018. This document would not touch on the evaluation report as such.
 - The European Labour Authority (ELA) was always part of the Commission's Social Fairness Package, which would be adopted later than planned on 13 March 2018. The proposal for the introduction of a European Social Security number had been taken out as more work was required on the proposal, in particular on the cost analysis. What would be presented was a short communication on the implementation and challenges of the Social Pillar.
 - The European Commission's current estimate was that the budget of the Authority would be circa EUR 50 million and it would have a staff of approximately 140 members, including national liaison officers. This calculation took into account the tasks transferred from current platforms, bodies and committees which should make up half the budget and a considerable part of the staff members. As mentioned by the Director, this would be under the discussion of the Multiannual Financial Framework (MFF) with all the challenges involved. The structure would be in accordance with the common approach of the EU decentralised agencies, a Management Board consisting of senior representatives of each Member State, two representatives of the European Commission with voting rights, an executive office, and a dedicated stakeholder group including EU Social Partners represented in an advisory capacity.
 - The proposed timeline was that the new agency should be up and running in

2019, but there would be a transition period where staff would be recruited and working methods would be consolidated. The agency would be fully operational in 2023. In this transition period, the plan was to set up a dedicated European Advisory group who would advise and assist the Commission in establishing the authorities. It would be a group chaired by the European Commission, with a number of key stakeholders, representatives from Member States, social partners and the tasks of this group would be to elaborate also on best practices, and look into the possibilities for cooperation with already existing bodies and agencies.

4.2 **Ms Bulgarelli (Governments)** was aware of various scenarios that had been considered in relation to the ELA, ranging from that of an authority with a function mainly of coordinating cooperation between countries, up to one that was a real supervisory authority with real power also to find agreements in the case of disputes. Which scenario had been selected she wondered.

4.3 **Mr Tagger (Commission)** said that the final decision had not been taken, but the agency would be one which would incorporate a number of current bodies, some like technical committees on data exchange and social security, committees on free movement etc. It had not yet been decided whether the ELA would have a decision-making power in the sense of one of the scenarios, or only an arbitration power. This information would be available on 13 March.

Existing bodies like the Administrative Commission for the coordination of Social Security and the Advisory Committee in the area of free movement of workers where the Social Partners were also represented would remain, and would interlink and continue to contribute on issues which would be dealt with by the ELA.

4.4 **The Chair** asked whether the new body would be introduced by regulation, and what would be the impact on Eurofound and the budgetary impact.

4.5 **Mr Tagger (Commission)** said that he could only inform to the extent that was possible prior to the formal announcement by Commissioner Juncker on 13 March 2018.

- The Authority would be introduced by a regulation based on the free movement article in the Treaty for European Union (TFEU).
- It was clear that it would be a separate agency, so no mergers of existing agencies were proposed.
- It was clear that synergies with existing agencies should be utilised to the maximum. Existing agencies were more research-oriented, the ELA would be different. The ELA would have different tasks (the arbitration task had already been mentioned) but other task coming from existing platforms would also be incorporated.
- Only a portion of the budget would be required while the agency was being established, but the impact on the overall budget of the EU was not yet known. The estimate was that half the cost would be covered by the transfer from existing bodies and networks to the ELA, and the other half would be additional funding that would be necessary.
- In the process of setting up the ELA it would be necessary to fine tune and clarify what was the relationship with the other agencies in order to avoid overlaps and to create the best synergies. Discussions would start in May 2018 on the Multiannual Financial Framework and those would be difficult discussions.
- The Authority would be in Brussels initially, subject to discussion and decision

by the Member States later.

4.6 **The Chair** thanked the Commission's representative for this information.

5. Update on Information and Communication (B 267/5)

5.1 **Mr Martensson** presented an overview of the communication activities and performance indicator scores in 2017.

- He outlined the communication strategy which was built around the Strategic Areas of Intervention in the Programming Document.
- Information on the website was delivered via portals: EurWORK, EMCC and EurLIFE, with two new portals on the way on Monitoring Convergence in Europe and the Digital Age.
- Targeted content delivery to users was managed using subscription services on the website.
- The Key Performance Indicators (KPIs) for 2017 were good with 314 references in EU Policy documents, 194 policy development contributions to external events (though participation by Eurofound staff in events was more select) 178,4806 downloads of publications from the website, and 663 citations of Eurofound's work in academic journals.
- 99 of those documents were key EU documents initiating or framing policy, an increase of 27% from 2016. Eurofound contributed to ten European Parliament resolutions (the Pillar of Social Rights; Equality between men and women in the EU; European Semester for Economic Policy Coordination; Working conditions and precarious employment, Combatting inequalities as a lever to boost job creation and growth), two Commission proposals for Directives, and papers for two informal EPSCO Council meetings under the Maltese and Estonian Presidencies.
- He reported on the number of visits to Eurofound (the possibility of visits was actively promoted to stakeholders) on the press media reach, noting that the objective in 2018 was to increase reactive press work, and to involve the European Commission Representative offices more.
- Social media activities were also important with platforms like *Twitter* and *LinkedIn* having a multiplier effect. However, an issue was that social media was beginning to cost, with the tech companies relying on paid social media advertising, so that it was not possible to reach the 10,000 followers on Twitter without paying. He saw the same problem in other EU Agencies, who were working closely with DG Employment and their social media team.
- Efforts were made to manage the costs of dissemination through smaller print runs, and by utilising printing on demand.
- Eurofound's collaboration with international organisations like the ILO, OECD, The Ideas Lab and CEPs was also important.
- The Foundation Forum had faced a bit of a challenge when having scheduled the event for Tuesday, the Social Summit in Gottenberg was announced for the following Friday, targeting the same people. By collaborating closely with partners in the Swedish Ministry and adopting the 'Taking the Forum Forward' strategy (a paper drafted during the Forum and circulated to participants) a potential challenge had been turned into an opportunity.

The overall cost of the Foundation Forum had been reduced, costing approximately EUR150,000 in 2017.

- He referred to the Digital Launch of the EQLS and the EQLS data explorer, a visualisation tool on the website, which allowed the data to be presented in a more accessible way.

He concluded his presentation at this point, though full information and figures were available in the slide presentation circulated beforehand.

The Chair thanked Mr Martensson for the very useful information.

6. Procurement Policies and Procedures (B 267/6)

6.1 **The Chair** invited Ms De Boer to introduce the point.

6.2 **Ms De Boer** presented background information to the procurement plan which was included in the Programming Document, and outlined how procurement was a strategic element in implementing the programme.

- The objective of the procurement process was to secure value for money, whilst also ensuring equal treatment and transparency in relation to the requirements, placing all economic operators on an equal footing.
- Over the years, the administrative burden of procurement had been reduced, allowing more contractors to tender and providing opportunities for the contracting authority to really obtain the best proposals.
- Procurement was defined by the financial regulation and there were ten different procurement types that could be used to obtain services and supplies.
- Eurofound used mainly open and negotiated procedures. Negotiated procedures could be used for procurement up to EUR 145,000 and involved inviting a number of operators to tender. For sums above that figure, an open procedure was required, with publication in the Official Journal and longer timelines. Negotiated procedures were more often used in Eurofound in 2017.
- Procurements were not always successful, sometimes no replies were received perhaps for economic reasons or because there were problems with the tender specifications, reasons which Eurofound would investigate. Sometimes the quality of the proposals was not sufficient.
- Eurofound also launched a call for Expressions of Interest from research bodies, which was valid for five years and from which experts could be invited to tender, for contracts or to conduct peer reviews, for example.
- There was also a push to have more joint tenders with the Commission, which had allowed for bigger services notably in the area of communication and administration. In most cases, but not all, it provided better value for money.
- Eurofound was also proactive in joining forces on procurement with other EU Agencies, most notably in leading procurements on staff engagement surveys and evaluation services. Such joint procurement meant more effort for one party, but in the end all benefitted from streamlining in terms of approach and implementation of the work.
- Even in low value contracts of EUR 1,000-15,000 it was standard to invite two candidates to tender. Four such procurements were planned in 2018.
- In the last quarter of 2017 there were issues with two tender procedures: one an issue with a tender for the Industrial Action Monitor, whereby the contractors had informed Eurofound that it was not possible to combine the work as set out in the specifications, so a different approach had been taken. And another, where a consortium had fallen apart prior to signing the contract

- 6.3 **Ms Bulgarelli (Governments)** noted that the Bureau had wished to discuss the issue of problems with the quality of deliverables, and the need to reflect on how to address this issue when it arose. Was there something that could proactively be done in this regard, she wondered.
- 6.4 **Ms De Boer** said that the Expressions of Interest had increased the pool of potential experts from which Eurofound could draw, and noted the limitations of the procurement procedures where it was a requirement to evaluate on the basis only of the information provided.
It was the case however, that over the years, staff had become better at managing contracts and the awareness of problems was an indication that they were more confident in addressing them.
- 6.5 **Mr Tagger (Commission)** requested that the table of procedures envisaged for 2018 in comparison with 2017 be amended to include procurements with just one tenderer.
- 6.6 **The Director** added that Eurofound was assigning penalties in these contracts where there were problems with the quality of deliverables.
He added that the EU Agencies were proactively seeking joint procurement opportunities through the inter agency network.
He had also discussed with the Auditors the high procurement costs for the surveys, noting that the market was rather restricted with just three main players in the field.
7. **The Chair** thanked Eurofound for giving the opportunity to hear from some Eurofound staff about their daily work.
The meeting concluded. The next meeting of the Bureau would be held in **Brussels**, on **Friday 18 May** between 9.30 and 13.00.

[S.Rossi]

[J. Menéndez-Valdés]

 The Chairperson

 The Director

DRAFT AGENDA
268th MEETING OF THE BUREAU OF THE GOVERNING BOARD
Conseil Central de l'Économie (CCE), Room 6, 20 avenue d'Auderghem, 1040 Brussels
Friday, 18 May 2018, 9h30-13h00

Item	Agenda item	Ref no.	Time	Presented by
1.	Draft Agenda <i>For Adoption</i>	<i>B 268/1</i>	9.30-9.35	<i>Chair</i>
2.	2.1 Draft Minutes of the 266th Bureau meeting of 19 January 2018 <i>For Adoption</i>	<i>B 268/2.1</i>	9.35-9.45	<i>Chair</i>
	2.2 Draft Minutes of the 267th Bureau meeting of 9 March 2018 <i>For Adoption</i>	<i>B 268/2.2</i>		
3.	Progress Report of the Director <i>For Information</i>		9.45-10.30	<i>Director</i>
	- Projects Publications & Events	<i>B 268/3(i)</i>		
	- Director's Presentation	<i>B 268/3(ii)</i>		
4.	Revision of Founding Regulation and Cross-Agency evaluation - update by the Commission <i>For Information</i>	<i>No document</i>	10.30-10.45	<i>European Commission</i>
5.	Programming Document 2020 – draft 1 <i>For Discussion</i>	<i>B 268/5</i>	10.45-11.30	<i>Director</i>
	<i>Break</i>		11.30-11.45	
6.	Recruitment of Deputy Director – first assessment of options <i>For Information</i>	<i>B 268/6</i>	11.45-12.15	<i>Director</i>
7.	Consolidated Annual Activity Report (CAAR) 2017 <i>For Discussion</i>	<i>B 268/7</i>	12.15-12:45	<i>Deputy Director</i>
8.	Schedule of Summer Group meetings 21-22 June 2018 <i>For Adoption</i>	<i>B 268/8</i>	12.45-13.00	<i>Director</i>
9.	AOB			

Date and venue of **next Bureau meeting**:

Friday, 14 September 2018 at 9:30 hrs

Brussels, Conseil Central de l'Economie (Eurofound's Brussels Office)

FINAL MINUTES
268th MEETING OF THE BUREAU OF THE GOVERNING BOARD
9.30-13.30, Friday 18 May 2018
Conseil Central D'Economie, Avenue D'Auderghem 19, Brussels, Room 6

Ms Rossi	Chairperson of the Governing Board (Employers)
Ms Bulgarelli	Vice-Chairperson of the Governing Board (Governments)
Mr Fonck	Vice-Chairperson of the Governing Board (Workers)
Ms Kauffmann	Vice-Chairperson of the Governing Board (European Commission)
Ms Hoffmann	Deputy Coordinator (Workers)
Ms Skrebiskiène	Coordinator (acting) of the Governing Board (Governments)
Mr Mühl	Member of the Governing Board (Employers)
Mr Gran	Member of the Governing Board (Workers)
Ms Smith	Coordinator Employers (Attending as observer)
Mr Voigtländer	Alternate Member of the Governing Board (Governments)
Ms Roelen	European Commission
Mr Menéndez-Valdés	Director
Ms Mezger	Deputy Director
Mr Grimmeisen	Secretary to the Governing Board
Mr Storrie	Eurofound
Mr Blomsma	Eurofound
Mr Baussand	Eurofound

1. Adoption of Draft agenda (B 268/1)

Ms Smith, of BusinessEurope who would shortly be appointed coordinator for the Employers' Group, attended the meeting by prior agreement with the Bureau members. **The draft agenda was adopted.**

2. Adoption of revised minutes of the Bureau meetings on 19 January (B268/2.1) and 9 March 2018 (B268/2.2)

The minutes were adopted with minor editorial changes from Ms Bulgarelli (Governments)

3. Progress report of the Director (B 268/3)

3.1 The **Director** updated the Bureau on activities since the previous meeting in March.

- Eurofound staff had participated in the informal meeting of the Council's Employment Committee (EMCO) on the Future of Work, in Sofia on 22 March 2018.
- The Director had presented on *Young people and long-term unemployed-remaining challenges in the Labour Market* at the informal Employment and Social Affairs Committee (EPSCO) meeting on 17-18 April, also in Sofia.
- Eurofound had been invited to present at the *2018 International Commission on Occupational Health (ICOH)* conference in Dublin, held between 29 April and 4 May.

- High-profile visitors to Eurofound had included George Katrougkalos, Minister of State for European and International Economic Relations, Greece (on 5 April); Nancy Leppink, Chief of the Labour Administration at the ILO, Ivan Ivanov and Frank Pega of the WHO (on 30 April); and Helen McEntee, Minister for European Affairs, Ireland (on 1 May).
- He highlighted recent publications and reported on implementation of the annual work programme.
- Analysis of 6th *European Working Conditions Survey (EWCS) 2015* - all projects were on track, including an expert meeting to discuss proposed indicators measuring sustainable work, and an analysis looking at the challenges of reconciling work-life balance for men and women which combined information from the *EWCS* and the *European Quality of Life Survey (EQLS)*.
- Preparations were ongoing for the next wave of the *EWCS* in 2020 with indications that the costs would be around EUR 4 million.
- He outlined the proposed topics for further short analyses of the *EWCS* in 2019. These had been discussed in the Advisory Committee and he asked the Bureau to approve that these would now be included in the 2019 Programming Document. The same approach would be taken with the secondary analyses of the *EQLS*.
- The questionnaire for the topical updates *Exploring the scope for capacity building for an effective social dialogue* would feed in to the ad hoc request on the participation in the EU semester.
- The 4th *European Company Survey (ECS)* would be pilot tested in August, with the fieldwork in 28 Member States commencing in early 2019.
- The 4th *EQLS* overview report was the most downloaded report from the website in the first quarter of the year, following its successful launch on 8 March 2018. Two parallel secondary analysis reports on *Trust in Institutions* and *Social cohesion and wellbeing* were reviewed in a meeting with contractors on 26 April. Two shorter policy briefs on *Age differences in quality of life in the EU* and *Social insecurities and resilience* would be presented to the Advisory Committee on 24 May. A working paper on *Local area aspects of quality of life: an illustrated framework* was already available.
- On 16 May, Eurofound had presented to the Social Protection Committee's indicators subgroup an analysis of *EQLS* data on Access to public services, healthcare, long-term care, childcare and education, of *EQLS* data combined with the *SILC 2016* module on services.
- Regarding the research on crowd employment (under the Digital Age heading), the contractor was also undertaking research in this area for the European Commission, and it was important, he said, to have some coordination to avoid unnecessary duplication of work or quality checks, as had been the case previously.
- Preparatory work in the 'Monitoring Convergence' heading was ongoing, with a successful presentation of preliminary findings to the Social Protection Committee.
- He provided a summary of the latest news from the Future of Manufacturing in Europe (FOME) pilot project, noting that the steering committee meeting had been taken place on 17 April, and that the last of the regional seminars would take place in Tallinn in June.
- He presented the latest on budget implementation including a slide on activity-based budgeting for the first quarter.
- The fieldwork audit of the 2017 accounts by an external audit firm had taken

place between 5-9 March and a clean audit opinion had been forwarded to the Court of Auditors. A number of Agencies had received preliminary findings by the Court in relation to the Accounting Officer's functional and hierarchical independence and appointment. Eurofound was contesting any alleged shortcomings in this regard and would further discuss with the Court and within the EU Agencies network (EUAN).

- A clean discharge of the budget had been received from the European Parliament. He drew the members' attention to a statement by the Parliament which called on the EU Institutions to take action in relation to the so-called country coefficient, which was applied to salaries to adjust for differences in the price level of consumer goods and services locally as compared to Brussels.
- The 2018 internal audit topic was the prioritisation of activities and allocation of resources (Human Resources and financial), and the preliminary findings were expected in June. All actions were closed in relation to the 2016 audit on project management, apart from the activity based reporting in the activity report (the CAAR).
- He presented the latest human resources updates and noted that with a number of retirements at senior level in the organisation, there would be a reflection on the potential for a more integrated approach to research and a simplified structure for the support units.
- He also informed the Bureau about so-called Article 90 complaints by staff members. Article 90 in the staff regulations provided for staff to make a complaint about a decision made in relation to them, and to launch a further appeal where their complaint was not upheld.
- [REDACTED]

The Chair didn't consider this necessary and said that the Bureau considered it was an internal matter that should be dealt with in line with the founding regulation and the staff regulations.

3.2 Ad hoc research requests

The Director updated the Bureau on the status of the ad hoc requests to date:

- The *Feasibility study on working conditions of posted workers* - the questionnaire had been launched with the Network of European Correspondents on 25 April, and a tender would be launched for developing potential scenarios for a European-wide registration and information system allowing a close, precise and systematic monitoring of the posting of workers. The outcome of this might be useful for some of the legislative discussions for example in the proposed European Labour Authority.
- On *Out of School Care*, the Commission would like a general overview on changes plus ten in-depth analyses for Member States. He said that it was more work than originally anticipated, but it was understood that the general review would be required in 2019 not 2018, and Eurofound would accommodate it.
- In relation to the proposal regarding the *Social Partners in the European Semester* further details were awaited from the Commission. He referred to similar research being undertaken by the Social Observatory on the basis of a grant from the Commission, and he emphasised the need for the Commission to ensure that its

own research was coordinated with any research undertaken by Eurofound in order to attain the best synergies.

- With much of the ad hoc resource allocated already, he asked the Bureau how they wished to deal with the remaining funds which amounted to EUR 45,000. One possibility might be the previously suggested in-house-analysis on wages (EUR 10,000 would cover the cost of the required expert meeting); or alternatively there was a proposal for an annual European Restructuring Monitor (ERM) report based on multinational restructuring cases (mentioned in the proposal of the regulation for the ELA) to look at disruptions in the labour market linked to restructuring. He invited the views of the members.
 - **Mr Fonck (Workers)** said that the Group would support the reintroduction of the proposal on wages.
 - **Mr Mühl (Employers)** said that the Employers were not convinced of the added value of the wages project, and would support postponing the decision for the moment.
 - **Ms Skrebiskiene (Governments)** agreed with the Employers in relation to the postponement of any decision on the wages project, at this point.
 - **Ms Kauffmann (Commission)** agreed that such a decision could be postponed. The restructuring cases sounded interesting, not only in the context of the Director's explanations but also in relation to reflections in the discussions on the mid-term financial framework about the globalisation fund and how it might be reoriented or broadened.
 - **Mr Fonck (Workers)** regretted that decisions on the allocation of resources had once again returned to the content of the wages project.
 - **Mr Mühl (Employers)** said that it would be better to postpone discussion on topping up the restructuring package until more information was available.
 - **The Chair concluded that as the Commission and the Governments Group were well represented in the already approved ad hoc proposals, it would be good to allow for reflection by the social partners during the upcoming Group meetings, with a caveat from the Director that the funds would not be sufficient for any outsourced research.**
 - **It was agreed that the Commission would participate in an informal meeting of the Bureau on the morning of 22 June, either in person or via video conference, in order to facilitate the Bureau's discussions on the work programme.**
- 3.3
- **Mr Fonck (Workers)** enquired about the status of the report on the *Involvement of the Social Partners in the European Semester* which the progress report indicated had been completed. It was quite a sensitive report and he wondered if the Advisory Committee had seen the final report.
 - **The Director** outlined that this was probably the publication of last year's report. These years' findings would be presented to the Employment Committee in a summary format (usually a presentation and various fiches) in order to adhere to the timeframe in autumn, with the final report coming after that.
 - **Mr Mühl (Employers)** said that the project had been on the agenda of all the Advisory Committee meetings in 2017, and that members had received updates on the work and on what the final findings would be. Though the committee had not discussed the actual text of the report, he questioned whether it would be feasible for the committee to review each report in such depth. He would be happy to receive the final findings in a summary form, indicating the conclusions, and to leave the actual wording to Eurofound, trusting of course that they took on

board all comments and views that had been expressed in the discussions.

- The **Deputy Director** agreed and said that there was a challenge to come up with the findings at the right time, in light of the various actors in a similar field. If it were not possible to go back to the Advisory Committee she suggested that it might be possible to have a written procedure.

- 3.4
- **Mr Fonck (Workers)** said that it was important that the Bureau supported the selection of the six secondary research topics on the 6th EWCS as discussed in the Advisory Committee.
 - He asked for more information on the reasons for the failure of the tender for the Industrial Action Monitor, and an explanation in relation to the comments by the Court of Auditors on the Accounting Officer, as it was not the first time this matter had been raised.
 - **Mr Grimmeisen** explained that the Accounting Officer in Eurofound occupied a lower grade than was the case in the Institutions and many of the EU Agencies. There was provision for the post to be recruited at a higher grade in future, but Eurofound were satisfied with the current postholder. The comment by the Court concerned the independence of the Accounting Officer, and the fact that the regulation stated that the Accounting Officer was appointed by the Board (and not by the Appointing Authority i.e. the Director).

The recommendation of the Court was that in future the Accounting Officer would report formally to the Governing Board, but would report administratively to the Director. There was no provision in the staff regulations however for the Governing Board to carry out the annual appraisal of the Accounting Officer, so there was some discussion over which regulation applied. This would be a topic for discussion in the EU Agencies network meeting, the following week as to what actions might be taken.

- In relation to the Industrial Action Monitor, the **Deputy Director** clarified that the concept paper had been reviewed and validated by an expert group in April. The tender had failed because the quality of the proposals had not been deemed sufficient. These were low value contracts, which may have been an issue. The Bureau had requested to be informed when the project was completed in order to decide on further steps after that. This was an ongoing item for consideration in the Advisory Committee for Industrial Relations. **The Director** added that the project would finish in 2020, but it was not clear to what extent it could be implemented after that, in light of the uncertainties around the multiannual financial framework from 2021.

- 3.5
- There was a discussion on budget allocation following **questions from Ms Kauffman (Commission)** on whether funds that became available during the year could then be assigned to additional research projects.

Mr Grimmeisen explained that when it became clear that funds would be available, it was usually too late to tender during the financial year, and this was why funds were often channelled through existing framework contracts. He assured that where it was possible, funds were always directed towards research. **The Director** said that there were three budget forecasting meetings each year in order to identify any funds as early as possible.

- 3.6 **The Chair** thanked the Director for his progress report.

4. **European Labour Authority, Evaluation exercise and revision of Founding Regulation – oral update by the Commission**
- 4.1 **Ms Kauffmann (Commission)** updated the Bureau.
- She noted that there had been a detailed presentation on the European Labour Authority (ELA) by her colleague Mr Tagger in the previous Bureau meeting, and she did not have any further updates.
 - The final cross-agency evaluation report had been sent to Eurofound. It was broadly positive, of course with some recommendations. The Commission would prepare an internal working document which would be made available along with the report, after the summer.
 - Regarding the revision of the Founding Regulation, the trilogue had finally started with agreement that the three tripartite agencies would be dealt with together. The final trilogue was scheduled for 5 June and there was the intention to complete it during the Bulgarian presidency (i.e. by the end of June).
- 4.2 The **Director** said that he would forward the specific evaluation report for Eurofound to the Bureau and Board members. Eurofound would use this report for its own ex post evaluation purposes and would develop an action plan which would be presented to the Bureau.
- He had attended the Advisory Committee of the ELA meeting on 16 May, as the four agencies in the social policy area were members of the committee. The Director General of DG Employment had presented a number of interesting slides which should be available if requested.
- There had been overall a good atmosphere with the proposals on the ELA well-received.
- 4.3 The **Chair** said that it would be useful to have an idea of the likely impact on Eurofound's budget.
- 4.4 The **Director** replied that there had been questions on the budget during the meeting and from the information available it seemed that about one third of the approximately EUR 50 million cost of the ELA would be funded from new sources, with the rest diverted from existing areas such as the European Platform tackling undeclared work. Although it was a significant amount, it was expected that it would not be achieved to the detriment of the EU Agencies.
- However, one source of concern regarding the future budget was the new Multiannual Financial Framework whose outcome was, he felt, uncertain.
5. First draft of the Programming Document 2020 (B 268/5)
- 5.1 The **Director** introduced the document noting that 2020 would be the final year of the multiannual programme and would necessarily be concerned with completing all the planned activities over the four years. There were however some new elements.
- Though the estimate of resources was approximate at this stage, it was clear that the resources were not sufficient so he asked the members to bear this in mind in their discussions.
 - The multiannual part of the programme should in principle not be changed, but some adjustments were proposed, but these should be discussed when it was nearer to 2020.
 - The document would be discussed in the Groups in June, so it was important at this point for Eurofound to have a sense of the Bureau's views on the ideas, to set priorities, and to identify any areas of potential contention.

- 5.2 **Mr Fonck (Workers)** led with some general comments. He supposed that the ‘handbook’ on capacity-building would be addressed to the Commission and Governments and not the social partners.
- 5.3 **The Director** said that the proposal emerged from the current project on capacity-building which involved a questionnaire, and a tripartite event looking at what was useful to improve capacity building. It was aimed at many actors, including for example public authorities, and was on the national rather than the European level. He said that perhaps the term ‘handbook’ should be reviewed.
- 5.4 **Mr Fonck (Workers) continued:**
2.1.4 Page 34, well-functioning and inclusive labour markets - the discussion on identifying labour shortages and mapping the policy debate on public and social partner investigations was likely to raise some discussions in the Workers’ group.
Page 35, 2.1.5, Monitoring structural change and managing restructuring - some explanation was needed of the concept of jobs that were ‘more ... dynamic in terms of job creation’.
- 5.5 **The Director** explained that the research concerned the European Jobs Monitor (EJM) and the analysis took the European Labour Force Survey statistics and divided it by jobs (crossing occupational codes with the economic activity codes to define a job). It was being analysed from the perspective of salaries, education, job quality and the kind of tasks. The suggestion was now to look at it on the basis of age and gender, and the dynamic related to whether there had been more or less job destruction or job creation in jobs that are more occupied by different age groups. It was a statistical analysis. It would look at the dimensions of age and gender. This was one of the regular tools and the methodology was very specific.
- 5.5 **The Chair** said that it was not clear from the description and noted the suggestion by Ms Smith that it would be more interesting to look at sectors that were more dynamic, for example with start-ups or the service sector.
- 5.6 **The Director** encouraged the Bureau to highlight any areas in the programme that were not clear. He noted that there were now interactive graphs of the EJM on Eurofound’s website. This exercise was very factual and data visualisation was something that was also done for the surveys. The EJM had always and continued to report on job quality according to wages.
- 5.7 **Mr Fonck (Workers)** said that the Group would invite their colleagues to identify the most relevant research that was not yet covered in the programme.
- 5.8 **Ms Skrebiskiene (Governments)** said that it was important to have room in the budget for proposals that would be made in the Group meetings.
- There was little provision for the area of work-life balance, she noted.
 - Page 26, what was the reason for the decrease in Title 3 and increase in Title 2.
 - 2.1.2 Page 29, Social Dialogue - the Group did not support the Representativeness Studies which were the most expensive activity of the 2020 programme.
 - 2.14 Well-functioning and inclusive labour markets - the proposal to engage in new research on labour shortages should also take into account the results of the Company Survey on skills shortages. The Group proposed to also include lessons learned as regards labour market inclusion measures for long term unemployed and persons that are excluded from the labour market. In general the group had

doubts about the added value of the project, as they supposed work in the area was already carried out by international organisations like the OECD. It might be considered to look at labour shortages in the framework of the ELA information.

- It was felt that there were too many flagship reports, and it might be better to stagger their publication.
- In Annex 1, the distribution of costs across the projects did not seem very balanced.

5.9 **The Director** said that the requests for clarification would be addressed during his introduction during the Group meetings.

- Regarding the split between budgets, the largest amount was allocated to the EWCS though this was mainly in the Survey Management activity.
- There would be an opportunity to clarify the mobility project in the Group meetings. Of relevance was the agenda of the Council's Fair labour mobility in the EU as well as ongoing discussions that would continue in the legislative process on the European Labour Authority.

It was considered that it would be good to say something about mobility, in relation to some specific aspects, and also where the labour shortages were. It was important not to extend the scope too much, but he assured that further explanations would be available in the Group meetings.

5.10 **Ms Kauffmann (Commission)** made the following remarks.

- The Commission also had questions about the use of the term 'handbook'.
- *Page 32, 2.1.3 Reporting on working life developments* - it was not clear what was meant by the sentence 'establishing the feasibility and piloting of both an industrial action monitor and ... how to report on collective bargaining in the future'.

There was also a feeling that a report on collective bargaining came a bit too late, as the Commission was currently doing a kind of benchmarking of unemployment benefits, minimum income etc. and in that sense was also trying to do similar work on social dialogue, industrial relations bargaining, and so the deliverables of this project would come too late.

5.11 **The Director** clarified that this was in fact a project that had been approved two years previously, and was an attempt to gather the information on collective bargaining and industrial relations in a more comprehensive way by means of a web portal. A feasibility study had been undertaken, a pilot had been run and the portal would now be implemented, although the project has been delayed. It was quite a technical project, and he reminded the members that the Bureau had been interviewed about their needs, so it would be different from the work being undertaken by the Commission. The feasibility of a monitor on industrial action had also been approved in previous programme, follow up would depend on the results.

5.12 **Ms Kauffmann (Commission)** continued.

- She said that it would be good to refer to the Sustainable Development Goals (SDGs) for 2030.
- *Page 39, 2.1.7 Quality of life and quality of society* and *2.1.10 Monitoring convergence in the European Union* - Eurofound should be mindful of potential overlaps with the OECD research on inequality (particularly its research on wealth and convergence) and indeed with European Commission reports on inequality.

5.13 **The Director** explained that Eurofound had been in discussions with the OECD. The research related to wealth concerned a follow-up to the joint seminar on social mobility with the OECD. They were also fully aware of the Commission's funding of work in the area. Whether Eurofound should be doing this research was perhaps another question, and he noted that the OECD could see complementarities with their own work.

He took the opportunity to inform the Bureau that it was his intention to formalise a framework of cooperation with the OECD, similar to that with the ILO. Once a draft agreement had been drawn up it would be forwarded for review to the Commission. Similar to the agreement with the ILO there would be a framework for cooperation with further specific activities, one of which would be wealth.

5.14 **Mr Mühl (Employers)** said that the Group would provide their main feedback during the Group meetings.

- Page 27, 2.1.1 Working conditions and sustainable work - the description of working conditions and sustainable work was focused too much on abuse of certain types of employment status.
- Page 42, 2.1.9 The digital age: challenges and opportunities for work and employment - it was important to have an open mind and to explore the positive elements of developments.

5.15 **Ms Smith (Employers)** said that she was a member of the management committee of the EU platform on Sustainable Development Goals (SDGs) and that, although she would favour a reference in the text to the goals, it was important to have a strategic approach to the SDGs and not to compartmentalise the discussions and to have different approaches in the different policy areas.

5.16 **Ms Kauffmann (Commission)** agreed that a strategic approach was important. She noted that the European Social Pillar was linked to the SDGs.

- The Commission repeated that they considered the Representativeness Studies were important.
- The Commission were finalising their *Employment and Social Development in Europe* report and the main theme was the future of work, and there was a sixth chapter that dealt mostly with social dialogue and industrial relations. Among other things it pointed to the issue that there had been some decline in terms of representativeness and it asked what could be done in light of digitalisation and new forms of work, what were social partners doing in the matter.

The report made efforts to see the positive elements of digitalisation, and she noted the recent communication on artificial intelligence, and the need to be at the forefront of the technology rather than to be too defensive.

5.17 **The Director** reminded the members that Eurofound had committed to publishing flagship reports at the end of the four-year programme for the six so-called Strategic Areas of Intervention (SAIs) and was required to publish two per year in order to meet that objective.

6. Recruitment of the Deputy Director (B 268/6)

6.1 **The Director** outlined that Eurofound should at this point be commencing the recruitment procedure for the Deputy Director, as the current postholder would finish her mandate in 2019. However there was uncertainty over the future of the post, as in the trilogue negotiations on the new founding regulation the European Commission were proposing to delete the post and the European Parliament were proposing to

reinstate it. Normally, it would be necessary at this stage to launch a tender procedure for recruitment specialists and publish the notice, considering the lengthy recruitment process. In light of the uncertainty around the continuation of the post, and the likelihood that in the new founding regulation the European Commission would be responsible for the pre-selection procedure it was necessary to decide what actions should or should not be taken. Whilst it did not make sense to start the procedure right now, it would not be possible to wait too much longer if a decision on the founding regulation were not taken soon.

He said that he would like to hear the Bureau's opinion on the matter.

- 6.2 **Ms Kauffmann (Commission)** said that there was the potential for the work of the trilogue to be completed during the Bulgarian Presidency (and noted that there was a meeting on 5 June). It was possible to defer action until after the summer.
- 6.3 **Mr Voigtländer (Governments)** agreed with the Commission and the Director that it would be best to wait until the trilogues had concluded.
- 6.4 **Mr Gran (Workers)** agreed that it would be best to wait to see the result, but that if there were no outcomes from the trilogues, say by the time of the Group meetings, then, as the current founding regulation provided for a post of Deputy Director, the Governing Board should proceed on that basis.
- 6.5 **Mr Mühl (Employers)** supported the statement from the Workers that there was a founding regulation that foresaw the position of a Deputy Director and agreed that Eurofound should not wait too long to decide to launch a procedure, in the absence of a decision in the trilogue.
- 6.6 **The Chair** said although the current procedure indicated that it was necessary to start the recruitment procedure for the Deputy Director at this time, it was essential to avoid waste of money and resources.

It was decided that more information was required. Eurofound should identify the real deadlines by which it would be necessary to launch a procedure in order to avoid an unsustainable gap in the post, and also to see how other agencies were dealing with the uncertainties caused by the delay in the trilogue, perhaps in relation to other areas.

The Director added that if a decision were taken in the Group meetings in June, then a tender for recruitment services could only realistically be launched in September.

7. Consolidated Annual Activity Report 2017 (B 268/7)
- 7.1 **The Director** outlined that this was the mandatory reporting exercise of Eurofound and once approved by the Governing Board would be sent by 15 June to the Budgetary authorities.
The Commission proposed some small amendments to the text of the document.
It was agreed that the changes would be incorporated and the CAAR submitted for adoption by a written procedure.
8. Draft Schedule of Group meetings (B 268/8)
- 8.1 The following decisions were made in relation to the Group meetings.
- **As discussed earlier, it was agreed that Mr Tagger of the European Commission would participate in the informal Bureau meeting on Friday, 22 June in order to further the discussions on the Programming Document.**
 - **The schedule was adopted with a slightly earlier start for the informal**

Bureau on Friday morning.

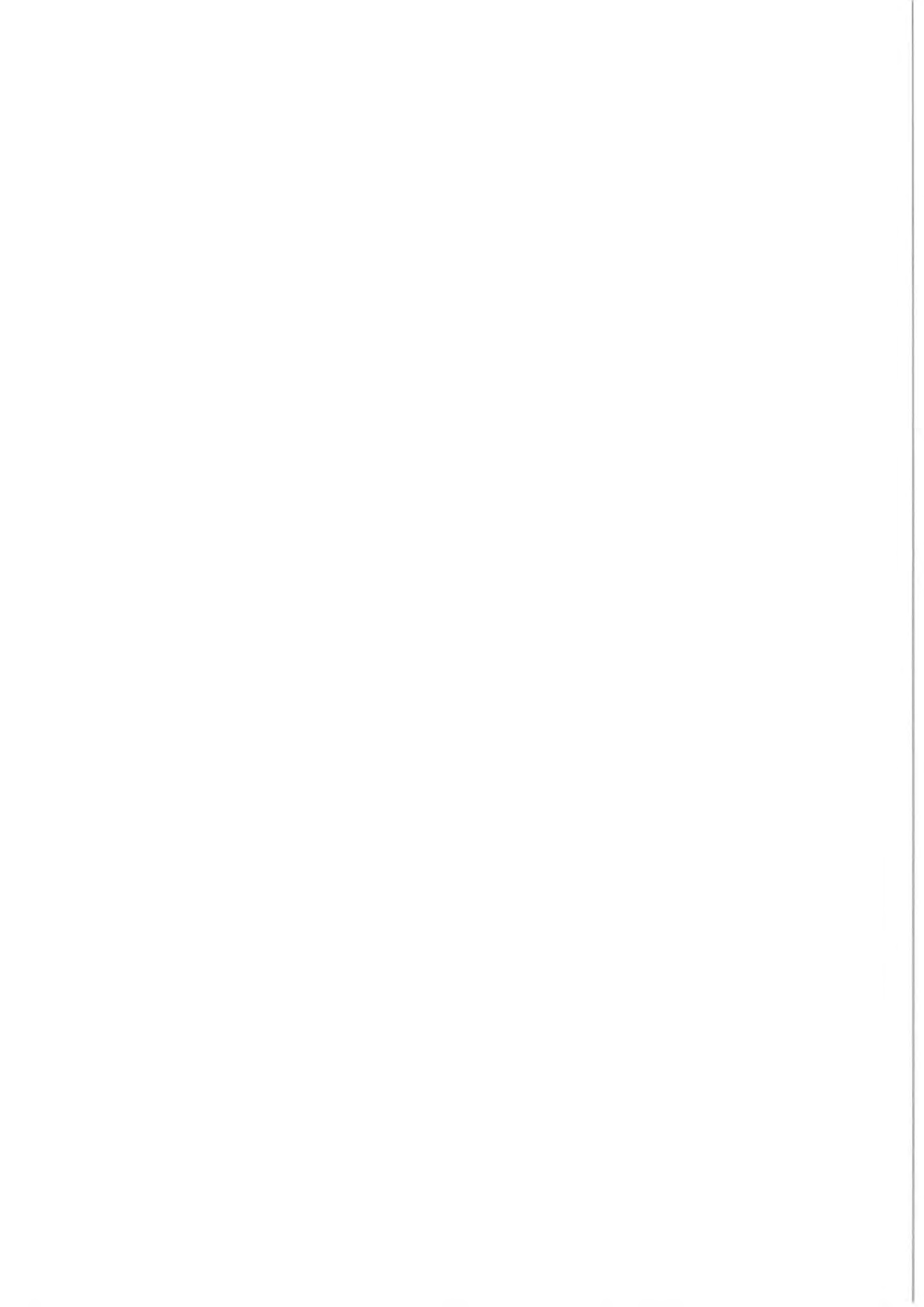
9. The next meeting of the Bureau would be held on **Friday, 14 September 2018** in Brussels.

[S. Rossi]

[J. Menéndez-Valdés]

Chairperson

Director



DRAFT AGENDA
269th MEETING OF THE BUREAU OF THE GOVERNING BOARD
Conseil Central de l'Économie (CCE), Room 6, 20 avenue d'Auderghem, 1040 Brussels
Friday, 14 September 2018, 9h30-13h00

Item	Agenda item	Ref no.	Time	Presented by
1.	Draft Agenda <i>For Adoption</i>	<i>B 269/1</i>	<i>9.30-9.35</i>	<i>Chair</i>
2.	Draft Minutes of the 268 th Bureau Meeting of 18 May 2018 <i>For Adoption</i>	<i>B 269/2</i>	<i>9.35-9.45</i>	<i>Chair</i>
3.	Progress Report of the Director <i>For Information</i> - Projects Publications & Events	<i>B 269/3</i>	<i>9.45-10.15</i>	<i>Director</i>
4.	Revision of Founding Regulation and Cross-Agency evaluation - update by the Commission <i>For Information</i>	<i>No document</i>	<i>10.15-10.30</i>	<i>European Commission</i>
5.	Recruitment of Deputy Director <i>For endorsement</i>	<i>B 269/5</i>	<i>10.30-10.45</i>	<i>Director</i>
6.	Action plan following Eurofound 2013-2016 evaluation <i>For information</i>	<i>B 269/6</i>	<i>10.45-11.00</i>	<i>Director</i>
	<i>Break</i>		<i>11.00-11:15</i>	
7.	Programming Document 2019 – State of play <i>For Information</i>	<i>B 269/7</i>	<i>11.15-11.30</i>	<i>Director</i>
8.	Programming Document 2020 - Second draft <i>For Discussion</i>	<i>B 269/8</i>	<i>11.30-12.30</i>	<i>Director</i>
9.	New Internal Control Framework <i>For Information</i>	<i>B 269/9</i>	<i>12:30-12:45</i>	<i>Deputy Director</i>
10.	Schedule of November Board and Group meetings 15-16 November 2018 <i>For Adoption</i>	<i>B 269/10</i>	<i>12.45-13.00</i>	<i>Director</i>
11.	AOB			

Date and venue of **next Bureau meeting**:

Thursday, 15 November 2018, 13h00 – 14h30 (tbc)
Dublin, Loughlinstown House, meeting room 4 (LH4)

FINAL MINUTES

269th MEETING OF THE BUREAU OF THE GOVERNING BOARD

9.30-13.00, Friday 14 September 2018

Room 6, Conseil Central D'Économie, Avenue D'Auderghem 19, Brussels

Ms Bulgarelli	Vice-Chairperson of the Governing Board (Governments)
Mr Fonck	Vice-Chairperson of the Governing Board (Workers)
Ms Kauffmann	Vice-Chairperson of the Governing Board (European Commission)
Ms Skrebiškienė	Member of the Governing Board (Governments)
Mr Mühl	Member of the Governing Board (Employers)
Mr Gran	Member of the Governing Board (Workers)
Mr Tagger	European Commission
Ms Smith	Employers (Coordinator)
Mr Scherrer	Workers (Coordinator)
Ms Hoffmann	Workers (Deputy Coordinator)
Ms Roelen	European Commission
Mr Menéndez-Valdés	Director
Ms Mezger	Deputy Director
Mr Grimmeisen	Secretary to the Governing Board
Mr Storrie	Eurofound
Mr Blomsma	Eurofound
Mr Baussand	Eurofound

1. Adoption of Draft Agenda (B 269/1)

In the absence of the Chair, Ms Rossi, Ms Bulgarelli (Governments) chaired the first part of the meeting and Mr Fonck (Workers) chaired the second part. Apologies were received from Mr Ciechański (Governments).

The draft agenda was adopted.

2. Adoption of Draft minutes of the Bureau meeting of 18 May 2018 (B 269/2)

2.1 **Ms Smith (Employers)** noted that she had made the intervention currently attributed to the Commission on Page 9, point 5.15.

2.2 **Mr Tagger (Commission)** suggested an editorial correction at Page 8, point 5.11

With these minor amendments **the draft minutes were approved.**

3. Progress Report of the Director (B 269/3)

3.1 **The Director** highlighted some of the activities outlined in his progress report and slides.

- Eurofound had presented at a number of key events: Social Protection Committee (SPC) meeting, 16 May 2018 in Brussels (on Quality of Life); informal Employment and Social Policy, Health and Consumer Affairs Council (EPSCO) meeting, 19 July 2018 in Vienna (on platform work and employment conditions).
- Eurofound's report *Digital Age: Automation, digitalisation and platforms – implications for work and employment* had been published. This was an area where

he felt it would be good to invest a bit more resources, should they become available.

- He informed the Bureau of small updates to the framework agreement between Eurofound and the ILO, noting that the Commission had been informed of the changes.
- A similar framework agreement with the OECD was in the drafting stages.
- The 4th *European Company Survey* (ECS), undertaken jointly with Cedefop, was currently in the pilot phase with results expected in September 2018. There would be a technical review of the pilot by the Steering Committee, but he thought it appropriate that the Bureau would also have an opportunity to review.

Highlights of the work programme implementation were presented in the Director's slides.

- The joint report with the ILO on *Working Conditions in a Global Perspective* was further delayed due to comments from the ILO, but publication was scheduled to be completed by the end of the year.
- The Bureau should take note of the upcoming event on 16 October in Brussels where interim results of the report *Work-life balance and reconciliation challenges for men and women in the European Union* would be presented – it was currently being evaluated by the Advisory Committee – along with findings from other Eurofound research, including the EQLS.
- Implementation of the ad hoc request on posted workers was ongoing, with a first draft report due from the contractor on 15 September 2018.
- He listed the Representativeness Studies that were in hand: Steel, metal, HORECA, contract catering, Commerce, inland waterways transport, ICT/Telecom, banking, insurance. A new cycle of studies was in preparation with a meeting scheduled in September with Commission and Social Partners.
- On the project *Social Dialogue practices within the European Semester* – where the ambition is to report more on how social dialogue was working on the ground in relation to the Semester and reforms – he related how one of the Social Partners at national level had declined to contribute to the questionnaire sent by the correspondent, as it was felt that the lengthy questionnaire provided no added value for them. This illustrated he felt, some of the difficulties of conducting research in this area.
- Secondary analyses of the European Quality of Life Survey (EQLS) either published or in-hand included reports on: Trust in Institutions; Social Cohesion and well-being; Policy briefs on Social insecurities; Age differences in Quality of life; Social situation of people with disabilities; Rural Europe; Quality of life in the Candidate Countries (this report would be evaluated shortly, he noted that a debate on the main results for the Candidate countries had been held in Belgrade on 26 June). The ad hoc request on 'The middle classes' was currently being explored by Eurofound staff.
- In the Digital Age research area, the findings on platform work had been well received at the informal EPSCO meeting in Vienna. Eurofound had identified three typologies of platform work, and he added that the research team had indicated that were resources to become available during the year it might be possible to cover an additional typology within an existing project.
- Research on *Monitoring Convergence in Europe* was on schedule. Eurofound staff would hold meetings with the Commission to ensure that there were synergies and complementarities with the Commission's work in the area.

- The pilot project on the *Future of Manufacturing in Europe (FOME)* was reaching a conclusion with the final research outputs and reports due by March 2019. There had been some discussions of the potential involvement of Eurofound in a European Parliament pilot project proposals on Artificial Intelligence, as well as a joint Oxfam/LSE proposal for implementation of a research methodology ‘Multidimensional Inequality Framework’ to the EU. The FOME project had provided valuable lessons for how such pilots could be managed, from a resource and organisational point of view (for example the preference would be to contract an additional resource for coordinating the pilot in future). The decisions on both these proposals are still pending and would be in 2019 EU budget. If approved, the Commission would decide whether or not the pilots would be assigned to Eurofound.
- He indicated areas where decisions of the Governing Board would be required, including revisions to the Financial Regulation which were expected in early 2019, in line with the revised Framework Financial Regulation for all decentralised agencies.
- He reported on the impact on Eurofound’s overall budget of the increasing cost of the country coefficient for Ireland and ongoing efforts by Eurofound to secure additional funds to counterbalance this. The Employment Committee in the European Parliament had called for action on the issue in its 2016 discharge report, and the IAS report had also highlighted the impact of the cost in relation to the budget. He called on the Governments’ Group to support Eurofound’s position, in the event that the matter should come before the Institutions during the Budget discussion.
- **The Deputy Director** briefly outlined the findings of the 2018 internal audit on *Prioritisation of activities and allocation of resources (HR and financial) in Eurofound*.
The IAS had made three important recommendations which had been accepted by Eurofound. An action plan would be submitted to the IAS by 14 September 2018. The third recommendation was to engage the Governing Board in the search for innovation and efficiency gains for operational activities. In response it was planned to include some scenario building in the development of the next multiannual programme.
- **The Director** added that overall the IAS findings had been positive and he continued his progress report.
- He reported on the interim evaluation of the Programming Document 2017-2020, an exercise that was carried out utilising internal and external resources, and that would feed in to the discussions in Spring 2019 on the next multiannual programming document.
- He updated the Bureau on staffing matters, including a number of formal complaints (Article 24 and Article 90 proceedings).
- He informed of upcoming implementing rules to the Staff Regulations to be adopted by the Governing Board, including guidelines on whistleblowing and the engagement of Contract Agents.
- As part of his regular information on ad hoc requests, he said that Eurofound had received a request in July 2018 from the Ministry of Social Affairs and Employment of the Netherlands, to conduct a short questionnaire in five Member States (Belgium, France, Austria, Luxembourg and Germany) on enforcing the statutory minimum wage in the international road transport area. It would be completely funded by the Ministry and doesn’t imply a significant amount of

resources.

- 3.2 **Ms Bulgarelli (Governments)** in the Chair, thanked the Director for his report and called for any comments or questions from the Bureau.
- 3.3 **Mr Scherrer (Workers)** asked what was foreseen in relation to the employment of UK staff members beyond Brexit. **Ms Hoffmann (Workers)** posed a similar question in relation to contractors and researchers from the UK. What preparations were in place in the event of a so-called ‘hard Brexit’, she wondered.
- 3.4 **Ms Kauffmann (Commission)** said that the ad hoc proposal from the Dutch Government was an interesting one, but that the selection of only five countries was unusual.
- She offered the support of the Commission’s Social Dialogue unit, and the geographical desks within the DGs in the event that difficulties were encountered when gathering information from the social partners in the framework of social dialogue practices within the European Semester.
- 3.5 **Ms Bulgarelli (Governments)** asked what was meant in the table outlining the transfers of appropriations by the term ‘works sent out’.
- 3.6 **The Director** responded to the comments and questions.
- There were a number of UK staff in Eurofound and the agency was working with them in relation to Brexit.
 - A number of those staff had already sent a request to the PMO (the payment office of the European Commission) for a decision under Article 90 of the staff regulations in relation to the payment of the expatriate allowance following a decision by them to take up Irish citizenship.
 - It was anticipated that Officials (the staff status more usually, of officials of the European Commission and also of a limited number of staff in the agencies) would continue in their employment after Brexit. In Eurofound where the status of staff was more usually that of a Temporary or Contract Agent, it was envisaged that the contract in principle would cease to exist, as the staff member would not meet the nationality requirement, and exceptions in the interests of the service would be required to continue a contract after that.
 - In Eurofound some of the UK members of staff were in the process of acquiring Irish citizenship, and otherwise their cases would be examined on a one-by-one basis.
 - In relation to contractors from the UK after Brexit it was anticipated that there would be a transitional period. After that, it was foreseeable that it would be possible to contract outside the EU on an exceptional basis, with a formal motivation for example where it could be justified that such expertise was not available elsewhere. In current Eurofound contracts with UK contractors, a clause had been introduced to provide for termination of the contract in the event of Brexit.
 - Eurofound had been investigating options concerning arrangements for its own microdata from surveys, which was currently deposited in the UK Data Archive at the University of Essex. Although Eurofound retained its own copies of the microdata, the deposit with an archive was in order to ensure the broadest availability of the datasets.
- 3.7 **Mr Fonck (Workers)** said that he would welcome more information on the matter, and said that it would be good to have a detailed, separate note on the matter for the

Bureau or the Board.

- 3.8 **The Director** replying to the Commission on the ad hoc request from the Dutch government, said that there was no cost for Eurofound associated with the proposal. The questionnaire contained a limited set of questions and the number of countries was at the particular request of the Dutch ministry. It was similar, he said, to the arrangement whereby a Member State could pay to top up the sample size of a survey in their Member State.

Mr Grimmeisen explained that ‘works sent out’ was a term used to cover outsourcing activities such as additional funds for joining European Commission systems (e.g. the HR system SYSPER), and might also include temporary cover in the case of staff absence, or legal costs, all of which unfortunately were higher than originally planned this year requiring monies to be transferred to that budget line.

- 3.9 **Ms Bulgarelli (Governments)** urged Eurofound to avoid a situation whereby monies from research would be transferred to other areas.
- 3.10 **Mr Fonck (Workers)** asked whether there would after all be the possibility to include the Workers’ proposal for secondary research on wage inequality.
- 3.11 **Ms Kauffmann (Commission)** preferred to receive some additional written information on the ad hoc request, before the Commission would comment on the proposal.
- 3.12 **The Director** replied that the project on wages would not be possible now, as the in-house skills to do the research were not available at the moment. The proposal was retained on hold as something that might be done if there was capacity later, but that was not foreseen at this point in time.

He assured the Bureau that it was his policy to ensure that monies that became available during the year were transferred where possible to research.

He agreed to provide some additional information on the ad hoc request. Stakeholders would be given time to respond.

- 3.13 **Ms Bulgarelli (Governments)** in the Chair, thanked the Director for his progress report.

4. Update from the Commission on the revision of the Founding regulation and the Cross-Agency Evaluation

- 4.1 **Ms Kauffmann (Commission)** updated the Bureau on the latest from the trilogue meetings, of which there had already been six (four under the Bulgarian Presidency and two under the Austrian Presidency).

There had been good progress and the process was likely to conclude in the first half of October 2018. The aim had been to align the regulations of the four agencies as much as possible with the so-called ‘Common Approach’ endorsed by the Commission, the European Parliament and the Council. Four areas were still under discussion: the request of the European Parliament to have three independent experts appointed to the Governing Board, their request to see a new Agency Director prior to their appointment; and their request to be able to consult members of the management board during an evaluation. For the Council and the Commission a fourth element which was considered of horizontal importance was the post of the Deputy Director, but the Parliament had not been willing to consider this as a common element because they did not propose a Deputy Director for all of the agencies. So the first opportunity to have a formal trilogue on the issue would be in October.

In relation to the evaluation, the Commission would produce a Staff working document in October/November leading to an action plan, to which, she said, Eurofound should align its own strategic planning.

5. Recruitment of the Deputy Director (B 269/5)
 - 5.1 **The Director** opened by stating that the question had been discussed by the Bureau in May, and by the Groups in June and that it had been hoped that there would be more information by now.

The Founding regulation currently provided for the Deputy Director function and accordingly a job description had been prepared.

It was hoped to have a decision from the Bureau as to whether to proceed with the recruitment process at this point, and in that event, to confirm that the job description was satisfactory.
 - 5.2 **Ms Smith (Employers)** said that the Group proposed to launch the procedure for recruitment of the Deputy Director in order not to lose any time.

She would welcome information on the main differences between this job description and previous ones.

Did this job description reflect the current Founding regulation or the proposed changes to the appointment procedure in terms of the respective roles of the Governing Board and the European Commission, she asked.
 - 5.3 **Ms Skrebiškienė (Governments)** restated the position of the Governments' Group that it was necessary to wait for the final decisions on the Founding regulation, before proceeding on the post of the Deputy Director, also in view of the budgetary consequences.
 - 5.4 **Mr Scherrer (Workers)** agreed with the Employers that the procedure should go ahead without delay.

In relation to the job description, it was felt that the responsibilities of the Deputy Director in relation to research should be more highlighted, as had previously been the case apparently.
 - 5.5 **Ms Kauffmann (Commission)** stated that the Commission did not support launching the procedure in light of the fact that the trilogues were expected to conclude soon, and in light of the significant costs involved.
 - 5.6 **Mr Mühl (Employers)** supported calls to emphasise the research management requirements of the role (as opposed to focusing on the research experience).
 - 5.7 **Ms Bulgarelli (Governments)** reiterated that the Governments' Group believed that there should be no action until the outcome of the trilogues was known.
 - 5.8 **Mr Gran (Workers)** said that it was not guaranteed that the trilogues would be concluded in mid-October. In the meantime, the existing Founding regulation clearly provided for a Deputy Director and not moving on the matter now could expose the organisation to potential risks.
 - 5.9 **Ms Smith (Employers)** echoed the concerns and the potential risks associated with not moving forward now, with the potential for further delays should the trilogues fail in October. It was, she said, the responsibility of the Bureau to start the procedure in accordance with the existing rules.
 - 5.10 There was no consensus in the Bureau as to how to proceed. The Governments and the Commission preferred to wait until the trilogues had taken place, whilst the Social

Partners' preference was to proceed with the recruitment, with the possibility of halting the procedure if necessary after the trilogues.

There was a prolonged discussion on the matter.

- A course of action proposed by Eurofound was to first of all invite comments on the job description and vacancy notice with a view to finalising that. It was proposed to defer sending the text for translation (which was the first major expenditure in the recruitment procedure) until mid-October i.e. after the trilogues.
- Once the result of the trilogues (scheduled for mid-October) was known an ad hoc Bureau meeting would be arranged in Brussels to discuss the next actions.
- It was noted also that were the recruitment not to go ahead it would be necessary to reassign the monies reserved in the budget for the recruitment.

5.11 **Mr Scherrer (Workers)** did not agree to the compromise which came, he felt, at the expense of the wishes of the Social Partners. The proposal regarding removal of the Deputy Director post was in line with a perceived aim to have less participation of civil society in the institutions.

5.12 **Mr Fonck (Workers)** asked if it would be possible to look at the job description for the former Deputy Director, Mr Buschak. He recalled that in the past it was the case that there had been a Deputy Director with responsibility for research and a Director with responsibility for the management of the organisation.

5.13 **The next steps were decided:**

- **The Bureau were invited to send comments on the job description for the Deputy Director.**
- **A date would be found for an ad hoc meeting of Bureau members in Brussels to discuss the outcomes of the trilogue.**
- **The older vacancy notice for the post of Deputy Director would be circulated.**

Following a break, the meeting resumed and was chaired by Mr Fonck (Workers)

6. Programming Document 2020 – second draft (B 269/8)

6.1 **Mr Fonck (Workers)** in the Chair, invited the Director to briefly introduce the Programming Document and after that he invited the comments of the Groups.

6.2 **The Director** outlined that the second draft of the Programming Document 2020 was presented along with an internal table detailing the uptake of the comments of the Groups to date.

The Bureau were requested to reach agreement on the projects on labour mobility and Labour shortages. Labour mobility was a hot topic in terms of the proposed European Labour Authority (ELA) and public opinion, and the Bureau were asked to consider a number of options (a focus on commuters as proposed; a Global (EU) approach focusing on labour mobility in a specified sector; Other labour mobility research; or alternatively the deletion of labour mobility research in the programme. In relation to the labour shortages project a qualitative rather than quantitative approach was proposed, to look at tools for addressing labour shortages.

6.3 **Ms Smith (Employers)** made the following remarks on behalf of the Employers.

- In general the Group were happy with the changes made and the fact that Eurofound had taken into account many of their comments.
- The Group would prefer that the document did not include such detailed references to the proposed European Labour Authority but would be more general.
- *2.1.1 Working conditions and sustainable work* – the Group did not see the added

value of looking specifically at commuters in a project on labour mobility. The issue concerned social security coordination and there were ongoing discussions with the Council about revising the regulation on that. A broader approach would be better, whether global or sectoral, although the Group was not convinced of the added value of looking at mobility just in one sector. From the point of view of the Employers, given the importance attached to all of the projects on labour shortages, there was clearly a very tangible link between labour shortages and mobility, so one proposal might be to try to link those two projects.

- *2.1 Social Dialogue* – the removal of the reference to a ‘handbook’ was welcomed. Line 1138, it was problematic to speak of the ‘quality’ of involvement of the social partners in the European Semester. It should be clear that what was being considered was whether the means were there to involve the social partners in a qualitative way, and not about how they engaged or whether they engaged properly.
- *2.1.3 Reporting on working life developments* – speaking about wages and looking only at minimum wages established in legislation did not give the full picture. It was necessary to also look at wages that were agreed by collective agreement.
- *2.1.4 Well-functioning and inclusive labour markets* – all could agree that when looking at labour and skill shortages it was about partly the quality of the labour and skills that people had and whether they had the right skills. But there was also the issue of quantity when it came to labour shortages in general, and those two aspects had to be reflected. In line 1247 which spoke about skills shortages it could be added ‘skills mismatch’.
- *2.1.5 Monitoring structural change and managing restructuring* – the link between the two was still not clear.
The text on the *European Jobs Monitor* had improved but it was still not clear what was being referred to when speaking about gender and age in wages. More clarity was required.
- *2.1.6 Innovation and job creation in companies* – the Group still thought that much more emphasis could be placed on this area also from a budgetary perspective. It was a priority area and yet the activities did not seem to reflect that. The new text on establishments was much clearer than previously.

6.4 **Ms Bulgarelli (Governments)** made comments on behalf of the Governments’ Group.

- On behalf of the Group, Ms Bulgarelli thanked Eurofound for the many improvements in draft two of the work programme.
- The Group once more emphasised the importance of a focus on gender equality in Eurofound’s work, which meant providing sex-disaggregated data through the surveys, but also in Eurofound’s policy analyses. This was part of the Governments’ current agenda and was in the overall interests of the European Union. It should be made even more clear and specific in the multiannual programme and in the individual research projects.
- *2.1.1 Working Conditions and Sustainable Work* – the description in this area indicated that implementation of the European Working Conditions Survey was a top priority in 2020 and the Group welcomed this.
- There had been discussion in the Group meetings on the proposal on cross-border labour mobility. On the one hand the Group would like to see the proposal broadened, for example the Group had already suggested having some analysis on the consequences of Brexit in terms of labour mobility in Europe and this might

yet take the form of an ad hoc request following Brexit. She agreed with the Employers that there was a need for further clarification of the proposed topic of cross-border labour mobility.

- It was important that despite the uncertainty still surrounding the proposed European Labour Authority, Eurofound should be ready to feed information to the new body in the future, and that any risk of overlap between the two bodies, in terms of research and analytical capacity, would be avoided.
- The Group also welcomed the elimination of the term ‘handbook’ in the Social Dialogue proposal.
- *2.1.4 Well-functioning and inclusive labour markets* – the Group welcomed that some of their comments had been taken on board. They supported the proposal of the Employers to link a project on labour shortages with labour mobility, which was an important topic.
- *2.1.5 Monitoring structural change and managing restructuring* – the Group could agree with the text on the *European Jobs Monitor* (EJM), but expressed concerns on the issue of the methodology of the *European Restructuring Monitor* (ERM) which could become more important in the context of the role of the European Labour Authority and the requirement for data in this field. The Group supported an in-depth ex post analysis of the ERM.
- *2.1.6 Innovation and job creation in companies* – the Group felt that Eurofound could be more courageous in this area, as there were points that had not been included so far in the proposals which it was felt were absolutely key. The European Company Survey would be an incredibly rich source of data and would allow for key analysis where there was a lack of information at an internationally comparable level. However the Group wished to emphasise how important was the relationship between work organisation and innovation and skills development. All Groups encouraged Eurofound to develop this section.
- The Group had no comments on section *2.1.7 Quality of Life and Quality of Society*, and were positive about the update on the NEETs and the proposals in the *Public Services* area (2.1.8).
- *2.1.9 The digital age: challenges and opportunities for work and employment* – the Group urged Eurofound to look once again at their proposal in this area, and to consider also the proposal of the Workers’ Group to have a collection of hard data ex post, as the digitalisation process was not something new, but was already in place for twenty or even thirty years depending on the sector.

6.5 **Mr Scherrer (Workers)** made the following comments.

- *2.1 Social Dialogue* – the sentence at line 409 could be deleted as in the present format it made no sense, and similar to the Employers, the Group were concerned at the objective at line 1138 ‘to review the involvement of national social partners in the European Semester, and to analyse the quality and effectiveness of their involvement’. When it was not clear how quality and effectiveness are defined it would be better to delete the sentence.
- Line 1143 – the objective ‘to map and analyse social dialogue at establishment-level using data from the 4th European Company Survey was too vague and required further clarification as to which data would be used.
- Line 1144 – the Group did not think that it was necessary to include ‘a short analysis on the sectoral social partners’ mandate to negotiate’ in the research. A mandate to negotiate came from the members and from a variety of factors and it was not considered appropriate to have such an analysis.

- Line 1160 – clarification was sought on the ‘Institutions involved in the semester process’ that were mentioned there.
- Line 1165 – the Group were satisfied at least that the reference to a ‘handbook’ had been deleted.

6.6 **Mr Gran (Workers)** continued with the comments of the Workers’ Group.

- Line 1242 – after the list of interventions in the area of skills shortages, the Group would add ‘improved profitability of skills and paid training’. The Group had previously suggested to also consider company behavior and the discipline of the labour market, and that it was sometimes the case that poor working conditions could be linked to skills shortages as for example in the care industry in Germany. It would be worth looking at certain sectors in countries that might have better working conditions.
- *2.1.5 Monitoring Structural Change and managing Restructuring* – line 1294 the Group understood a little bit better now what was meant by the age approach when it came to younger and older workers, but there was still room for clarification as to the objective of the research. It would be good to look into the quality of the work now. The experience, at least within trades unions, was that newly created jobs with mostly younger workers tended to be precarious jobs.
- The Group would like to have an independent ex post quality test of the ERM data, which the Group felt was not reliable. If it were the case that a test revealed that this feeling was incorrect that would be fine, but at least Eurofound should conduct such an exercise.

6.7 **Ms Hoffmann (Workers)** continued on behalf of the Workers.

- The table indicating the uptake of comments she said, unfortunately had the effect of being upsetting as it was felt that some comments of the Group had been dismissed out of hand. For example line 1356 – the Group had made the point that it was not only skills shortages and mismatches but also under-utilisation of skills, Eurofound had agreed but yet it had not been taken up in the document. It should be.
- *2.1.7 Quality of Life and Quality of Society* and *2.1.8 Public services* – the Group had made a number of comments, which apparently Eurofound had considered interesting and relevant for the next four-year programme. The Group thought it was unfortunate not to already address these comments in the PD 2020, and asked whether they were collected somewhere by Eurofound, for later.
- *2.1.9 The digital age: challenges and opportunities for work and employment* – in relation to the suggestion by the Workers’ Group to look at the impact of digitalisation on working rights and working conditions (not only on job quality and work organisation), although in the uptake table Eurofound had agreed with the suggestion, it had not been reflected in the text.
- Line 1574-1576, the Group asked what digital tools were going to be the game changers in social dialogue, and the surprising reply had been ‘communication and information’. It was still not clear what the impact of digitalisation would be on social dialogue and the links needed to be explained more at least regarding ‘the potential of digitalisation for effective and efficient social dialogue’.
- In relation to capacity building, the Workers’ Group had said that a good description and evaluation of the national situations for collective bargaining would be useful, but they were of the view that the reply from Eurofound in the uptake table did not address the question posed by them.
- In relation to the surveys, the Group would like to see the inclusion of a statement

that closer cooperation with EU-OSHA would be sought.

- 6.8 **Mr Tagger (Commission)** made comments on behalf of the European Commission.
- He thanked Eurofound for taking into account most of the Commission's comments on the Draft 1 text.
 - *Labour mobility research* - Line 1057/1058 – having discussed and consulted with its own internal experts, considering the options proposed the European Commission would favour a focus on 'other labour mobility research', because there was a lack of research on the size and documentation of cases of fraud and irregularities in the case of labour mobility and the free movement of workers, which could also include posting of workers.
 - *Role of the Social Partners in the European Semester* Line 1138 - the proposal was to have a qualitative assessment on how the social partners were involved in the European Semester, so it was desirable to have an overview of how often the social partners were consulted, but it should also look at whether the consultation had any effect on policy.
 - It was his understanding that changes should not be introduced into the multiannual part of the programme, and yet he noted the intervention of the Workers at line 409 of the document.
 - Lines 1125-1129 concerning the involvement of the social partners in the European Semester, what did Eurofound mean in their response to the request by the Commission to broaden the focus. The Commission would like to clarify what was possible here, as they hoped that the research could focus on key reforms in some of the selected countries (even though they would appreciate a wider selection of countries). The important factor was that it would not be solely an update of the previous year's report. This should also be reflected in the text on page 35 of the document.
- 6.9 **Mr Fonck (Workers)** in the Chair, thanked the members for their comments and called on Eurofound to accommodate them as much as possible in the redrafting of the programme for the November Board meeting.
- He asked the Director if he wished to respond to the comments.
- 6.10 **The Director** said that Eurofound continued to try to inform the Bureau as much as possible about how the comments of the Governing Board were taken up in the Programming Document and the uptake table was a means to make the document more legible by reducing the need to use of comments to the large number of remarks and comments made. Main changes and comments, however, remain in the track-changes version.
- Despite the uncertainties surrounding the European Labour Authority it was important to be prepared for it. By the time the Programming Document 2020 was approved it was assumed that the ELA would have been approved. The text on the ELA in the Programming Document could then be updated.
 - *European Jobs Monitor* – he suggested a bilateral meeting with the Workers' Group to discuss the methodology and to consider the issues.
 - He agreed with the suggestion to make more explicit the gender approach, as this is already considered.
 - The feedback from the Bureau on the labour mobility project was still not clear: he would take it up once again with the colleagues. Eurofound intended to keep a balance between a focus on the negative and positive aspects of mobility within the single market. The positive aspects were tried with the project on labour

market shortages, and the issues mainly with the commuters. However, it seems it is not still convincing, so Eurofound would reconsider the projects in the light of the comments received.

- *European Restructuring Monitor* (ERM) – the Monitor was in fact a collection of projects: the ERM biennial reports started always with analysis of hard data on restructuring from the Labour Force Survey.

The reports usually took a thematic approach using other research (e.g. EWCS). The events database methodology had some limitations that were explicitly mentioned. It was however a unique source of information as a pan-European harmonised monitoring tool, providing anticipatory information (working as an early-alert of events before they happen), providing named information on each case that could be followed up (that would be comparable to learn about an individual reply to a survey), and it was very informative about trends and qualitative issues related to them (offshoring, intra-sector structural changes). There were two other databases (legal and tools), and a collection of case studies, that were also part of the ERM. The ERM was mentioned in the regulation as contributing to the European Globalisation Adjustment Fund. Eurofound was aware of its limitations and had discussed this on numerous occasions. Despite these limitations nobody had been able to make a better proposal. Considering budget constraints, it didn't seem wise to withdraw resources from research projects (and discontinue some) to contract out an additional evaluation that would have the same well-known conclusions on the strengths and weaknesses of the ERM, discussed several times with the Board.

- Eurofound was trying to balance the different opinions on the project concerning the involvement of the social partners in the European Semester. The research methods had not changed. The questionnaire for the social partners was the same: were you consulted, where you provided in advance with information, did you have an opportunity to give your opinion was that opinion considered or not. The information was then reported by Eurofound and had been considered useful by the Employment Committee and the Commission. It was really up to the key actors to indicate if they considered the exercise useful and should continue.
- All comments by the Groups had been noted and ideas that were not possible now were retained for the future. Whilst there were plenty of ideas there was a limited capacity. The Bureau should be assured that comments were passed on to the research colleagues who would discuss them.

6.11 **Ms Bulgarelli (Governments)** urged Eurofound to think of the ERM in relation to the work of the new European Labour Authority, an operational agency that would impact on the mobility of labour in Europe. The ERM had been created with different objectives in the past, and should now be considered as a tool that could have a policy and operational use.

6.12 **The Chairperson called on Eurofound to take on board the views of all members and said there would be a full discussion on the document in November**

7. Action Plan following Eurofound 2013-2016 evaluation (B 269/6)

7.1 The Bureau were requested to take note of this action plan. **The Director** particularly drew attention to the points on national-level communication. The input of the Bureau in the process was important.

Mr Tagger (Commission) said that once the Commission's working document on the cross-cutting agency evaluation was available the Commission would invite all

agencies to develop an action plan, so that if needed, this action plan should be adapted before the Governing Board meeting in November.

8. The next meeting of the Bureau would be **Thursday, 15 November 2018** in **Dublin**. A date would be found prior to that for an ad hoc meeting on the matter of the Deputy Director.

Chairperson

Director

DRAFT AGENDA
270th MEETING OF THE BUREAU OF THE GOVERNING BOARD

Eurofound, Loughlinstown House, LH4
Thursday, 15 November 2018, 13:00-14:30 hrs

Item	Agenda item	Ref no.	Time	Presented by
1.	Draft Agenda <i>For Adoption</i>	<i>B 270/1</i>		<i>Chair</i>
2.	Draft Minutes of Bureau meeting, 14 September 2018 <i>For Adoption</i>	<i>B 270/2</i>		<i>Director</i>
3.	Review agenda of 92nd Governing Board meeting, 16 November 2018 <i>For Discussion</i>	<i>B 270/3</i>		<i>Chair</i>

Date and venue of **next Bureau meeting**:

Friday, 18 January 2019 9.00 – 13.00 (tbc)

Conseil Central de l'Economie, 20 Avenue d'Auderghem, 1040 Brussels

REVISED FINAL MINUTES
270th MEETING OF THE BUREAU OF THE GOVERNING BOARD
13.00-14.30, Thursday 15 November 2018
Room LH 4, Eurofound, Dublin

Ms Rossi	Chairperson of the Governing Board (Employers)
Ms Bulgarelli	Vice-Chairperson of the Governing Board (Governments)
Ms Kauffmann	Vice-Chairperson of the Governing Board (European Commission)
Ms Skrebiškienė	Member of the Governing Board (Governments)
Mr Mühl	Member of the Governing Board (Employers)
Mr Gran	Member of the Governing Board (Workers)
Mr Ciechański	Member of the Governing Board (Governments, Coordinator)
Mr Scherrer	Workers (Coordinator)
Ms Hoffmann	Workers (Deputy Coordinator)
Ms Roelen	European Commission
Mr Menéndez-Valdés	Director
Ms Mezger	Deputy Director
Mr Grimmeisen	Secretary to the Governing Board
Mr Storrie	Eurofound
Mr Blomsma	Eurofound

1. Draft Agenda (B 270/1)

The agenda was adopted.

2. Adoption of minutes of Bureau 14 September 2018 (B 270/2)

Ms Kauffmann (Commission) introduced the following changes to the minutes:

Item 4.1 - It was more correct to refer to the 'common approach endorsed by the Commission, the Parliament and the Council'.

Page 2 – it would be nice to insert a list of the representativeness studies that were in hand.

The amended minutes were adopted.

3. Review of the Agenda of the Governing Board meeting (B 270/3)

- 3.1 *Item 4 – update on the Founding Regulation and vacancy notice for Deputy Director*

- 3.1.1 **The Chairperson** opened the discussion. The Bureau were informed that the representative of the Austrian government would make a presentation to the Board members on the content of the new regulation, as the trilogue had concluded during the Austrian Presidency.

The representative of the Romanian government would also take the opportunity to present the upcoming Romanian Presidency, which started in January 2019.

- 3.1.2 **Ms Kauffmann (Commission)** reported that the trilogues had reached an agreement, finally, and that a decision had been made to retain the post of Deputy Director, with albeit a new provision that that appointment would be the responsibility of the

Director. It was anticipated that the new regulation would come into effect in March 2019.

With these dates in mind, and as the vacancy notice had already been commented on by the Bureau, it would be possible she thought to start the preparatory work (e.g. the translation) with a view to launching the procedure once the Founding Regulation was in force. It should not however be launched under the provisions of the current regulation.

3.1.3 **Ms Bulgarelli (Governments)** whilst noting that recruitment of the Deputy Director was the responsibility solely of the Director said that she did not object to the suggestion to begin the preparatory work for a recruitment process.

Mr Ciechański stated that the Group supported that the recruitment should be carried out in the same manner as any other recruitment in Eurofound based on the staff regulations.

Costs should be reduced in the translation and advertisement of the post, for example, by using social media tools (previously a high proportion of the costs were associated with the advertisements posted in various national newspapers).

Decisions about the specifics of the job description should be left to the Director, he said.

3.1.4 **Mr Scherrer (Workers)** said that although the Group had not supported the changes in the procedure for appointment of the Deputy Director, they were pleased that the role had been retained in the new Regulation and would support the process. It was the Director's responsibility, but the Group felt that it should be clear in the vacancy notice that Eurofound respected tripartite social dialogue and this should also be reflected in the job description.

3.1.5 **Mr Mühl (Employers)** said that it was the opinion of the Group that the recruitment should proceed as soon as possible and supported the comments of the Workers' Group on the qualities of the successful candidate.

3.1.6 **Ms Kauffmann (Commission)** clarified that the vacancy notice must be translated in line with EU requirements, but that cost savings could be made in considering where the advertisements would be placed and in selection of the recruitment assessment tools.

3.1.7 **The Director** responded to some of the comments.

- Responding to a question from the Workers' Group, the task of recruiting a Deputy was assigned to the Director in the Regulation so it was not part of the general delegation of powers by the Board to the Director, and this power of delegation was not therefore a means of involving the Board or Bureau in the process.
- He agreed that it would be good to add to the selection criteria that a good understanding and a familiarity tripartism was very relevant.
- He agreed that there were mandatory requirements in relation to advertising posts but that ways would be found to reduce costs.
- The staff regulations would be the basis for the recruitment of the Deputy Director.
- He would be the first Director who would not be required to consult with the Governing Board in relation to the selection, however it might be considered to include in the vacancy notice, that prior to appointment, the candidate may be asked to make a statement before the Bureau or the Board.
- He added that the recruitment would be by a selection committee, who would report with their recommendation to the Director. As it was necessary to have a

committee with members of at least an AD14 grade it would be necessary to bring in people from other agencies for the selection committee.

3.1.8 **Ms Bulgarelli (Governments)** advised that the vacancy notice should be presented for information only to the Governing Board the following day. Perhaps it would be good to take the description of the post from the new Founding Regulation.

3.1.9 **Mr Gran (Workers)** welcomed the Director's proposal to have transparency in the appointment of the Deputy Director by involving the Bureau. Although the decision would not be final, it would at least provide some feedback from the stakeholders.

3.1.10 **The Chairperson** noted that both the Employers and Workers had ideas on the profile of the post and that they would be free to comment and the Director to take note of their comments.

Otherwise it was important to ensure that work went ahead on translating the vacancy notice and meeting any legal obligations.

The **Commission** confirmed that they would check whether it was necessary to include in the vacancy notice that there might be a presentation to the Bureau as part of the recruitment procedure.

The Chairperson said that the vacancy notice would be presented for information to the Governing Board. It was still possible for the members to comment.

3.2. *Item 3 – Progress report of the Director*

3.2.1 **The Chairperson** asked for clarifications in relation to the Director's report, and the allocation of the budget surplus in Title 3 (Research) to the EWCS.

3.2.2 **Ms Bulgarelli (Governments)** said that budget reserved for the recruitment of the Deputy Director would have to be reallocated and it might be good to discuss that. She said that she would like to discuss procedures for the reallocation of budget at some point in the Bureau.

3.2.3 **The Director** said that he did not think such a discussion would be useful at this point. The default procedure he said, was that monies were transferred to Title 3 (Research) where possible. A general clarification would be given at other meetings.

3.2.4 **The Chairperson proposed that a discussion on budget allocation would be placed on the agenda of the next Bureau meeting, and the Bureau agreed.**

Item 5 – Programming Document 2019

3.3.1 **The Director** said that the Bureau should note that an amendment to the 2019 Programming Document would be tabled on the following day. The Bureau members had already received this in writing.

3.3.2 **Ms Kauffmann (Commission)** asked about the deletion of the proposed cooperation with the European Training Foundation (ETF) on the European Company Survey.

3.3.3 **The Director** replied that the project had been considered in the spirit of cooperation between the Agencies. From the pilot phase it had emerged that the data would not be available. The candidate countries would not be covered.

3.4 *Item 6 - Draft Programming Document 2020*

3.4.1 **Ms Hoffmann (Workers)** commented on the document on behalf of the Workers' Group.

- In the general context of the programme, the Group found the characterisation of the recovery to be too positive and undifferentiated. Recovery had not been the

same in all countries, upward convergence was not as strong as expected and this should be reflected in the text.

- *3.1 Well-functioning and inclusive labour markets* – after much discussion the Group thought that the problems with the project could be resolved if it concerned skills segmentation, rather than just segmentation.
- *4. Quality of Life in Public services* – it was good to see a date and commitment for the EQLS survey.
- *Analysing European datasets* – the workers had previously stated the need to look at the potential for utilising big data, but it was not clear what was described here in the sentence on ‘user-generated data’.
- *Line 1081* – why had the project on cross-border labour mobility been deleted. It was stated that there was a ‘lack of interest’ in the Bureau on 14 September, but the Group had been pressing for such a project, so perhaps it was a misunderstanding.
- *Line 1183* – the role of the Social Partners in the European Semester. It was not clear what the changes here were hoping to achieve. The current description with its mention of discussions in the Employment Committee, might give the impression that it was only the Governments who were the relevant actors. The sentences or examples should include Social Partner bodies like the tripartite social summit.
- *Line 1283* – the sentence referred to the impact of Brexit on the movement of labour. The Group suggested to remove that sentence and to wait and see what would happen after Brexit.

3.4.2 **Mr Mühl (Employers)** made the following comments on behalf of the Employers:

- *Line 1062* – the deletion of the sentence on difficulties encountered by cross-border workers should be reflected also in the table of outputs.
- *Line 1164* – the sentence should be changed to ‘analyse qualitatively how they have been involved and any changes that may have occurred.
- *Line 1249* – the Group proposed a project supporting the actors of social dialogue at EU and national level and suggested a different wording ‘The evidence provided can support and contribute to better informed initiatives of actors which should contribute to better functioning of social dialogue at European and national level’.
- *Line 1279* – in relation to the new project replacing the one on skills shortages, the Group did not appreciate that the previous project had been deleted. It would like to go back to the initial proposal.
- *Line 1337* – Although the text had improved it was still not clear what the linkage was between structural change and restructuring and similarly in *Line 1351* it was not clear what was the purpose of the research on the ageing population.
- *Line 1381* – the link between the European Labour Authority (ELA) and transnational restructuring cases was not clear and was in danger of leading in the wrong direction, particularly as all text on the ELA would have to be reviewed.
- *Line 1413* – the Group did not support the text ‘including under-utilisation of skills’, inserted in response to comments by the workers, they felt this was already covered in ‘skills shortages and mismatches’.
- *Line 1622* – the Group did not see the need for the inclusion of the text ‘as well as other implications for worker’s entitlements and protection’ in response to a request by the Workers’ Group and would welcome more explanation.
- *2.1.9 Digital Age* – although the whole paragraph had been improved it was felt that the research proposal had still not been developed as the Group would like.

3.4.3 **Mr Ciechański (Governments)** made comments on behalf of the Governments Group.

- There had been a more general discussion within the Group who were pleased that most of their comments had been taken on board in this draft.
- In response to the message that economies were necessary regarding Eurofound's surveys, the Group felt strongly that Eurofound should maintain the surveys as currently. There were suggestions that effort should be made to increase the sample sizes as in areas like the digital age and its impact on quality of work, it would be a requirement. Although some members agreed that sensible economies could be found, for example through better cooperation with other agencies or by using 'big data' as already mentioned.
- There were also discussions around making Eurofound more policy-relevant, and in this context, there were discussions about the retention of the Foundation Forum and the Foundation Seminar Series (FSS). The Group felt the FSS were less important, but that the Foundation Forum should definitely be continued because it was a way to reach policy makers, the research community and the leaders of opinion.
- The Group had spent some time discussing the next four-year programme, highlighting the digital age and how these changes influence social dialogue and work/life balance, as well as the issue of mobility in the broadest sense, as a question of free movement but also in terms of immigration from third countries. In this regard the Group would welcome research that would help national governments and policymakers at European level to develop a consistent cohesive and intelligent policy for third country immigration into the European Union.
- There were some members of the Group who felt that the Representativeness studies were not a good use of Eurofound resources.

Ms Kauffmann (European Commission) made the following comments.

- It had been noted that the quality of the Representativeness Studies had greatly improved. She said that it would be preferable to refer in *line 1161* to European social dialogue rather than sectoral social dialogue in relation to the studies, in order to allow a broader scope for requests, even though cross-sectoral reports might not happen very often. Similarly, in the table of outputs on *page 36*, the Commission would prefer that a report rather than a policy brief should be an output from the research on improving the engagement of social partners in the European Semester.
- *Line 1351* – in relation to the proposal on the ageing population she suggested to have a look at the 2017 Employment and Social Developments in Europe Review (ESDE) in order to provide added value to the information already available there on the issue.
- *Line 1279* – 'labour skills' was a hot topic now. The text was presented as though everyone had agreed on deleting this project, but she did not recall that this was the case, and she still had some questions.

3.4.4 **The Director** responded that as proposals made on working conditions of commuters and on labour shortages had been lukewarmly received by the Governing Board, Eurofound had instead proposed a single project about mobility, evolution of wages, evolution of employment which was ambitious as his researchers informed. If the Governing Board now wished to revert to the earlier two proposals, they should say so. If not, they should comment on the current version. In any case a decision was necessary.

- 3.4.5 **Mr Ciechański (Governments)** said that the concern of the Group was how the project could be transformed into something broader in the next four-year programme, because the Governments' Group would like a specific area of intervention around the issue. Another area of interest was third country immigration to the European Union. Eurofound had already started to look at better integration of migrants, but it would be useful, it was felt, to help governments to develop policies in the area.
- 3.4.6 **Ms Kauffmann (Commission)** said that DG Employment prepared a mobility report each year. A report on movement from low-wage Member States like Romania and Bulgaria was currently being finalised.
With regards to the Government's proposal on immigration policy, it was she felt beyond the remit of Eurofound.
- 3.4.7 **Mr Mühl (Employers)** said that the text did not convey the intention of the research and should be improved. The Employers had supported the previous project on skills shortages but would need more information to approve this project.
- 3.4.8 **Mr Gran (Workers)** said that the Workers' Group could support the proposal, although they would like to see more detail.
- 3.4.9 **The Director** explained the dilemma, either to go for one project which would be ambitious but rather vague because it was exploring a new area, or to withdraw this project and revert to the previous two much narrower projects. He asked the Groups to come with their clear proposals during the Governing Board meeting.

Review of draft agenda (continued)

3.5 *Item 15 - Administrative Questions*

- 3.5.1 It was noted that the Chairperson would read out a statement on behalf of the Governing Board in relation to the promotion of the Director, which would then be followed up by the Commission.
- 3.5.2 It was requested to change the proposed date for the Governing Board meeting in November 2019 due to a clash with an already scheduled event of the Employers. Dates in the previous week were proposed and members were asked to check their calendars.
- 3.5.3 It was announced that Mr Gran would be elected Chairperson of the Workers' Group, in place of Mr Fonck who had resigned.
- 3.5.4 In relation to the vacancy notice for the Deputy Director, **Ms Kauffmann (Commission)** reiterated that it was important that the minutes of the Governing Board meeting should reflect that the recruitment would be in line with the new procedure in the new Regulation.
4. The meeting concluded. The next **Bureau meeting** would be held over two days on the afternoon of **17 January** and the morning of **18 January 2019, in Brussels.**

[A. Bulgarelli]

[J. Menéndez-Valdés]

Chairperson

Director

DRAFT AGENDA
NINETY-SECOND MEETING OF THE GOVERNING BOARD

Raymond-Pierre Bodin Conference Centre
9:00-13:00 hrs, Friday, 16 November 2018

Item	Agenda item	Ref no. GB	Time	Presented by
1.	Opening of meeting and examination of Draft Agenda (EN, FR, DE), <i>For Adoption</i>	92/1	9:00	Chairperson
2.	Final Minutes of 91st Meeting of the Governing Board, 17 November 2017(EN, FR, DE), <i>For information</i> <i>(Approved in February 2018)</i>	92/2	9:05	Chairperson
3.	Progress Report of the Director on the activities of Eurofound, <i>For Information</i>	92/3	9:10	Director
4.	Revision of Founding Regulation and Cross-Agency Evaluation - update by the Commission, <i>For Information</i>	–	9:35	European Commission
4.a	Recruitment of the Deputy Director – Recruitment procedure and vacancy notice [working title]	92/4.a	9:40	Chairperson
5.	Programming Document 2019 (EN, FR, DE), <i>For Adoption</i>	92/5	10:10	Director/Deputy Director
6.	Draft Programming Document 2020 (EN only), <i>For Discussion</i>	92/6	10:20	Director/Deputy Director
	BREAK		11:15	
7.	Programming Document 2021-2024 – schedule, <i>For Information</i>	92/7	11:30	Director
8.	Election of the Chairperson, Vice-Chairpersons and the Bureau, <i>For Adoption</i>	92/8	11.40	Chairperson
9.	Schedule of Meetings 2019 of the Governing Board, Bureau and Groups, <i>For Adoption</i>	92/9	11:50	Chairperson
10.	Advisory Committees – Composition and meeting dates 2019, <i>For Information</i>	92/10	12:00	Chairperson
11.	Draft final results of Interim Evaluation of Programming Document 2017-2020, <i>For Discussion</i>	92/11	12:05	Director/Deputy Director
12.	New Internal Control Framework, <i>For Adoption</i>	92/12	12:20	Deputy Director
13.	Action Plan following Eurofound 2013-2016 evaluation, <i>For Information</i>	92/13	12:35	Director/Deputy Director
14.	Brexit – state of play for Eurofound, <i>For Information</i>	92/14	12:45	Director
15.	Administrative Questions	92/15	12:55	Director
16.	AOB			

FINAL MINUTES
OF THE NINETY-SECOND MEETING OF THE GOVERNING BOARD
Friday, 16 November 2018, Raymond-Pierre Bodin Conference Centre, Eurofound

1. Welcome to the meeting and adoption of the agenda

The Chair welcomed the new members attending for the first time.
Governments — Mr Jimenez-Valladolid (Spain), Ms Jonsson (Sweden), Mr Ferreira (Portugal), Ms NicGiolla Mhicil (Ireland); **Employers** — Ms Mißbeck-Winberg (Denmark), Ms O’Hare (Ireland) **Workers**, Mr Gryp (Belgium)
Mr Borgmann from the **European Commission** was attending as an observer. She informed the members that there would be presentations on behalf of the Austrian (current) and Romanian (upcoming) EU Presidencies.
The draft agenda was adopted.
2. Minutes of the Governing Board meeting **were provided for information only** having been adopted by written procedure in February 2018.
3. Progress Report of the Director (GB 92/3)
- 3.1 The **Director** highlighted some of the achievements in 2018, the second year of the multiannual 2017-2020 programming cycle, as outlined in the detailed progress report provided.
 - Eurofound had contributed to several initiatives proposed by the Commission during this period, including the proposals for Directives on *Work-life Balance for Parents and Carers* and *Transparent and Predictable Working Conditions*.
 - It was important to mention the potential role for Eurofound in implementation of the European Pillar for Social Rights and he indicated that the Commission’s communication of March 2018 on monitoring implementation of the pillar had led to Eurofound being involved in the development of the report on the principles of the social pillar which would certainly form part of the framework in which future activities would be developed.
 - He noted a number of changes ahead for the Agency, such as the new Founding Regulation which would come into force by March 2019, the proposed European Labour Authority (ELA) — Eurofound were members of the advisory group preparing the practical arrangements for the new authority — and, most challenging in light of the departure of the UK from the European Union, the multiannual financial framework 2021-2027 which was currently under discussion.
 - Regarding Eurofound’s Surveys, a highlight of 2018 had been the publication of the overview report of the 4th European Quality of Life Survey (EQLS). It was referenced in a number of EU policy documents including the European Commission’s report *Economic and Social Developments in Europe (ESDE)*

2018. A series of EQLS analyses were published or planned: *Policy brief on social insecurities and resilience* (published), *Trust in people and institutions*, *Social cohesion and well-being*, *Intergenerational differences*, *Social employment situation of people with disabilities* and *Life in Rural Europe* (planned).

- Previous surveys continued to receive high interest with the overview report of the 6th European Working Conditions Survey (EWCS) the most downloaded report in 2018 and most referenced in key policy documents. The uptake and use of older reports was still observed. For example, the 2017 report *Exploring self-employment in the European Union* was the most referenced Eurofound report in key EU documents, the reports on ICT-based mobile work *Working anytime, anywhere: the effects on the world of work* (a joint report with the ILO) and *Working conditions of workers of different ages*, ranked also amongst the most downloaded reports.

A policy brief on *Women in management* had been published, and policy briefs on *Working conditions in a global perspective* (jointly with the ILO), *Work, care and work-life balance* and the *Effect of employment status on working life* were in the pipeline.

Work-life balance was a topic that was currently high on the agenda with a proposed Directive now under discussion. In the package launched by the Commission on the Directive there were suggestions or recommendations for non-legislative action as well, and in Eurofound's recent webinar on work-life balance, the topic had been considered, in line with discussions on Eurofound's reports on the topics of out of school care and the uptake of parental leave.

- Preparations were ongoing for the 3rd *European Company Survey* which was being undertaken jointly with Cedefop. Some serious concerns had been identified during the pilot phase regarding the 'push-to-web' survey that was proposed, so that the fieldwork in the non-EU and candidate countries would not now go ahead as there were doubts that the push-to-web mode would be feasible. It was believed however, that any potential difficulties could be overcome. The project manager would be available to provide more information if requested by the Governing Board.
- There was high interest in the topic of the future of work and the Council conclusions in June 2018 invited actors to develop forecasting tools, explicitly stating that Eurofound and Cedefop should be involved in this development. Eurofound's report *New Forms of Employment* continued to be amongst the most referenced in EU policy documents.
- Eurofound's research on platform work continued to receive attention, with *Employment and working conditions of selected types of platform work* being amongst the most downloaded reports. The Director had presented the report at the informal EPSCO meeting of the Council and colleagues had presented at the Austrian Presidency event on *Digitalisation of work*. As many organisations were

active in the area, Eurofound had created the *Platform Economy Online*, a resource which combined a publications database with a set of topical ‘dossier’ pages analysing key aspects of the platform economy. There had been 453 registrations for Eurofound’s webinar on 8 November 2018, *Making the platform economy work well for workers*, paving the way for a new type of dissemination and exchange that Eurofound was keen to develop.

- There had been a high uptake of previous research on participation in the labour market, with work on the gender employment gap, labour market slack, NEETs and the Long Term Unemployed (LTU) amongst the most referenced.
- He encouraged the members to look at the European Jobs Monitor which as well as publishing reports every second year, now included an online tool to compare the charts data for the EU Member States.
- The *European Restructuring Monitor* report published in 2018 included the analysis of the EWCS data, looking at the working conditions of people who had been part of a restructuring. Other publications in this area included a policy brief on innovation support and upcoming reports on living wage, segmentation, social enterprises and cooperatives.
- In the *Social Dialogue* area of the programme, Eurofound continued to work on social partner participation in the European Semester. The main input of this work was in supporting discussion at the Employment Committee (EMCO), but a more complete report was published afterwards, sometimes after discussions with the Social Partners. He said that it was up to the stakeholders to declare how useful this exercise was.
- Contributions to sectoral European Social Dialogue continued with significant effort in this area in the form of six Representativeness Studies to be published in 2018 (metal, steel, HORECA, contract catering, Commerce, inland waterway transport). The studies were mainly sectoral but cross-sectoral studies could also be undertaken he said.
- The analytical comparison of industrial relations in Eurofound continued to build on Eurofound’s conceptual framework of key dimensions of industrial relations, with a report mapping varieties of industrial relations early in 2018, to be followed by a report with a quantitative study comparing IR systems.
- In the activity *Reporting working life developments* Eurofound continued to produce quarterly updates at country level and in the annual review of working life. A few specific publications had received attention by way of media and social media, for example the report on statutory minimum wages in the EU, and another on developments in collectively-agreed pay. The report on burn-out was also amongst the most downloaded reports.
- First results were appearing in the new activity *Monitoring Convergence*. A range of indicators had been selected to show different trends in convergence or non-convergence in Europe. Eurofound had been invited to present at a meeting organised by the Italian Representation to the EU in Brussels where several social

affairs attachés, along with the Commission and social partners had been in attendance. At a meeting organised by the Secretariat General of the European Commission, the indicators were presented to the indicators committee of the Employment Committee (EMCO). There were possibilities also for contributions to some key reports in the future. The upcoming outputs would be, a conceptual report, policy briefs covering areas of employment and socio-economic dimensions and an online repository with information on different indicators.

- The FOME project (Future of Manufacturing in Europe), the pilot project funded by the European Parliament was coming to an end. A number of publications were already available including *Game changing technologies in European services* and there would be a final report and wrap-up event in April 2019.
- There was a possibility that Eurofound might be involved in a similar pilot project on inequalities in the future, but this was only a possibility at this stage.
- Eurofound was on target to achieve its performance objectives for budget implementation and posts filled, but the programme delivery target was only 43% achieved at this point. A number of projects were due for completion in December, so there was cautious optimism that this target too would be achieved.
- Other performance indicators were in line with recent years e.g. downloads of reports, references to Eurofound research in key EU policy documents and contributions to key events. The fact that contributions to key events were all on request was felt a positive indication of Eurofound's work and reputation.
- Evidence of the agency's contribution to better informed policy was measured in the uptake of information and outputs from the website and the number of downloads (which stood at 119,000) was in line with the figure for 2017.
- References in key policy documents, continued to include the EWCS and the NEETs report. The European Restructuring Monitor (ERM) was mentioned explicitly as a source of information for the European Globalisation Fund (EGF), in the regulation of the EGF.
- Eurofound continued to forge greater cooperation with EU Agencies (Cedefop, EU-OSHA, FRA, EIGE, ETF) and International organisations (the ILO, ongoing discussions with the OECD) through memoranda of understanding.
- The main users of Eurofound information in 61 key EU reports were the European Commission, followed by the European Parliament, the Social Partners, the European Economic and Social Committee (EESC) and finally the Council. Out of those 61 key reports, 63% were policy initiating, 18% were consultative/advising documents and 18% were reports with comprehensive uptake of Eurofound research.
- Eurofound staff contribution to policy-relevant events continued to be substantial, of a total of 173 contributions, 66 were contributions to Eurofound's priority target organisations, including informal EPSCO, SPC, EMCO meetings, EU Presidencies, European Parliament, European Commission or Social Partner

events.

- Regarding the Budget implementation the Director noted that there would be some carryovers to the following year, and some budget transfers that would be discussed further in the Bureau. The multiannual nature of the research led unavoidably to carryovers labelled as ‘planned’ carryovers. Additionally, the possibility to bring some commitments forward into 2018 and thus alleviate some of the pressure in the 2019 budget, would further increase the level of ‘unplanned’ carryovers. He acknowledged the message of the Governing Board that money should be diverted to research where possible.
- He presented figures indicating the breakdown of Eurofound’s staff by gender and Member State. He noted the high number of women in management in Eurofound. The level of staff in the agency from the host country, Ireland stood at 26% which was in keeping with the average situation in the decentralised agencies.
- He reminded the members to complete Eurofound’s user satisfaction survey and invited those that were interested in organising thematic events in their country to make contact to see if there were possibilities for collaboration with Eurofound.

3.2 The **Chair** thanked the Director for his presentation and invited any comments.

3.3 **Ms Kauffmann (Commission)** thanked the Director and staff for their excellent work. She wished them all success in the work ahead to complete the programme by the end of the year.

- As it had already been mentioned that the European Commission were the primary users of Eurofound’s work, she wished to confirm that the research was indeed extremely useful for the various documents and policy discussions. One of the areas mentioned by the Director, the ESDE report on employment and social developments in Europe, regularly considered the input from Eurofound and the EQLS. The contributions to the Commission’s report on *Changing the world of work beyond digitalisation* was also worth mentioning.
- In the context of the European semester, Eurofound’s input to discussions in the Employment Committee (EMCO) was very welcome, and the reports that followed afterwards were useful for all the Commission’s European Semester work.
- She particularly wished to support the progress on the Representative Studies and said that the quality of the studies was always improving.
- In relation to the operational budget, the Commission were keen to make sure that the funds were retained as much as possible in the research budget (Title 3). She looked forward to discussing how the budget was implemented in the Bureau later.
- She welcomed the developments in communication, such as the webinars which fitted in to the direction in which evaluation of the agencies was going.

3.4 **Ms Bulgarelli (Governments)** also congratulated Eurofound adding that it was clear that the performance of the agency was good, and that it had increased its policy relevance, which was important for all stakeholders.

- It was to be noted that the agency was already anticipating the mission and tasks outlined in the new founding regulation.
- The Group appreciated the relationship with Eurofound and the continuous work of Eurofound in providing good quality information to all those stakeholders at European Union and national level, particularly in relation to the EPSCO council and the EU Presidencies as well as EMCO and the SPC. The interventions occurred on a regular basis now, and it was a really good indication that Eurofound was providing knowledge for the policy debate and to policymaking.
- The European Working Conditions Survey was of great importance as evidenced in the figures for the downloads and references in key policy documents. The surveys were the key flagship activity of Eurofound and it was good to see that this was also evidenced by the performance indicator data.
- The Group had discussed on the previous day, how to make best use of the expertise of Eurofound at a national level, and therefore she thanked the Director for the offer to organise thematic seminars in the Member States at their request.

4. Revision of Founding Regulation and Cross-Agency evaluation (GB 92/4)

4.1.1 The European Commission provided regular updates to the Governing Board on the follow up to the Common Approach of the European Parliament, the Council of the EU and the European Commission on decentralised agencies of July 2012.

Ms Kauffmann (Commission) reported the following:

- The final cross-agency report evaluating the four tripartite agencies, as well as the specific evaluation report for Eurofound, had been made available to the Board during the summer.
- The Commission were now in the process of finalising a Staff Working Document relating to all the reports which would be available early in 2019.
- It was important to recall that Eurofound was considered overall to have operated effectively, with planned outputs delivered and objectives achieved.
- There were several recommendations in the report that were applicable to all the agencies, for example to expand and explore the use of innovative communication channels, to further align the performance management systems, to share corporate functions such as human resources, legal and financial management.
- One recommendation specific to Eurofound was to improve the quality and reliability of the outputs of the network of national correspondents.
- Though new founding regulations were also proposed for Cedefop and EU-OSHA, it was welcome that agreement had eventually been reached in the trilogues on the proposals for Eurofound's new regulation. She was thankful for the efforts of the Bulgarian and finally the Austrian Presidencies in facilitating

cooperation. She handed over to the member from the Austrian Governments who would report on the outcome of those negotiations.

4.1.2 **Mr Fugger (Governments)** briefly presented the provisional agreement on the new Founding Regulation.

- Eurofound's regulation had been debated within the context of the other tripartite agencies Cedefop and EU-OSHA and had been prolonged by the wait for the Cross-Agency evaluation findings report, which it was good to have. In the European Parliament three different rapporteurs had been appointed for the files, which also led to some complications. Nevertheless, a provisional agreement had been reached in October 2018 and decision in the European Parliament was anticipated in December 2018.

He outlined the main points in the new regulation.

- Contrary to the Common Approach which called for smaller management boards, the fully tripartite structure of the Governing Board had been retained.
- The scope of the objectives and tasks of Eurofound had been slightly enlarged in comparison to the previous regulation — it was now stated that Eurofound provided support to the European Commission, EU Institutions, Member States and Social Partners — but the text largely reflected the actual situation.
- There was now an explicit focus in the text that Eurofound should provide policy-relevant research.
- There was some new wording e.g. Management Board, Executive Board and Executive Director. However, there were no great changes in the tasks assigned to the various bodies.
- For the first time the European Parliament had some influence in the Agency with what could be considered an advisory role, with an independent expert nominated by the Parliament to the Management Board as a member without a vote, a hearing for the selected candidate for the post of Executive Director before the Parliament, and some influence in the evaluation process of Eurofound too.
- The role of Eurofound had been strengthened with the provision that where studies were needed and before taking policy decisions in this policy field, the EU Institutions should first take into account Eurofound's expertise and any studies that it had conducted in the area or was able to conduct.
- It was stated that members of the Management Board should have the necessary managerial, administrative and budgetary skills and expertise in the Agency's core tasks. There was no change to the procedure for nominating members.
- The tasks of the Management Board were clearly defined and although there were not many changes, the text was more developed than previously, stating that the Management Board would give strategic orientation to the work of Eurofound. One change was that in future, the Management Board would appoint the Executive Director based on a list provided by the European Commission, which was the opposite of the current procedure.

- The Management Board would establish and dissolve Advisory Committees (explicitly mentioned in Article 12) and authorise cooperation agreements with third countries and international organisations.
- After much discussion the liaison office in Brussels had been retained.
- The main tasks of the Executive Board were set out and they were not different to those of the Bureau currently.
- The task of the Executive Director was to be responsible for the management of the Agency in accordance with the strategic direction set by the Management Board.
- One of the big discussions between the European Parliament and the Council had been around the position of the Deputy Director, and it was good that a compromise had been found and that the regulation provided for the Executive Director to select and appoint a Deputy Director.
- Surveys were explicitly mentioned as a priority of Eurofound's work.
- Following much discussion, the regulation mandated that the services of the Translation Centre be used, but it was stated that Eurofound and the Translation Centre should jointly elaborate indicators for quality.

4.1.3 **The Chair** thanked the member for this very clear overview and invited any comments.

4.1.4 **Mr Scherrer (Workers)** on behalf of the Group made the following comments.

- Most importantly it should be stated that the good news was that the tripartite structure of the Governing Board had been maintained, contrary to the original proposal of the Commission which had been completely unacceptable to the Social Partners.
- It was welcome also that the lengthy process was now concluded.
- In relation to the post of the Deputy Director the Social Partners had argued for the retention of the post as a sign of a balanced approach to the leadership in Eurofound. Although the Group were pleased that the post of Deputy Director had been retained in the regulation, they were not happy that it had been decided as it was presented, because it was felt that the impact would be to reduce the influence of the Social Partners. It sent out a wrong signal at a time when there were calls for greater democracy and more influence of civil society in the Institutions. More influence of the Social Partners would have been better. Nevertheless, it had been decided and it was necessary now to accept that.
- The Group called for a continuation of the spirit of cooperation that had developed over the years, and one that was embodied by the current Director. Although it was stated that the Director should be independent and not take instruction it was important to foster a climate of consensus which was a contributor to the success of Eurofound. This would be important in the decision to be reached on recruitment of the post of the Deputy Director, which would

take place in the following year.

4.1.5 **Ms Smith (Employers)** on behalf of the Employers' Group supported the statement by the spokesperson for the Workers' Group.

- The retention of the tripartite structure of the Management Board had been essential and was to be welcomed. The Group had shared the concerns at the start of the discussions at the proposal in the Council to reduce the number of Social Partners in the Boards of the tripartite agencies, and the signal this gave to the Social Partners.
- Regarding the Deputy Director it was the joint position of the Social Partners that the post was important, and although the preference had been to retain the previous procedure, the retention of the post was important. And in fact, despite misgivings during a long process, in the end there were no major changes in the new regulation.
- She agreed with Mr Scherrer that a good level of consensus had been established between the different groups on the Management Board, but also between the Board and the Director and Deputy Director and the staff and it would be worthwhile to look at how practically such cooperation and trust could be ensured so that the Social Partners would be involved going forward, once a Deputy Director had been appointed.

4.1.6 **Ms Kauffmann (Commission)** wished to state that the Commission had never questioned the tripartite structure of the Boards in the tripartite agencies. It was necessary however to lead the discussion as to how to implement the Common Approach which called for smaller management boards.

4.1.7 **Ms Smith (Employers)** agreed and said that it had not been clear perhaps that she was referring to the 'Common Approach' and that the Commission had been very much in favour of retaining the tripartite structures.

4.1.8 **Mr Ciechański (Governments)** on behalf of the Governments' Group made the following points.

- As discussed in the Bureau on the previous day, it was essential to ensure that under the new rules the person selected and appointed as Deputy Director was a person of the highest competence and somebody with whom the Director could cooperate.
- And as there were a number of issues that were not written in to the Founding Regulation such as for example the appropriate term of office of the future Deputy Director, the conditions of removal from office etc it would be important to provide clarity on this in the vacancy notice, in order not to create a Deputy Director who was forever the Deputy Director and ultimately de facto leading the organisation.

- 4.2.1 **The Chair** noting that this touched on another item for discussion (GB 92/4b) moved the discussions to the vacancy notice for the Deputy Director.
- The recruitment of a Deputy Director had been discussed by the Bureau in recent months, she said. A draft vacancy notice for the post had been discussed by the Bureau and circulated to the members before the Governing Board meeting.
- In light of the new regulation, the appointment of a Deputy Director would be the responsibility of the Director and so it was necessary to understand how the procedure would go ahead in light of the various changes in the coming months.
- 4.2.2 **Mr Ciechański (Governments)** said that the Group believed that the recruitment of the Deputy Director should proceed under the new founding regulation and that the selection procedure should be run as per any selection procedure in Eurofound, in a way also to constrain the kinds of costs incurred under the previous procedure (national-level advertising etc). The Board members could be asked to disseminate the message within their own Member State.
- It was felt that the vacancy notice was the responsibility of the Director and that the Board or Bureau should not be involved in drafting it.
- It went without saying that an ideal candidate should be well-versed in Eurofound's tasks and should be sensitive to the quadripartite nature of the organisation.
- 4.2.3 **Mr Scherrer (Workers)** said that the Workers' Group could not guarantee that the vacancy notice would be without comment.
- 4.2.4 **Ms Kauffmann (Commission)** clarified for the record that the recruitment would be carried out under the terms of the new regulation.
- 4.2.5 **The Director** thanked the members for their comments.
- The recruitment would be launched under the new procedure.
 - He thought that it would be wise of the Executive Director to listen to the opinion of the Governing Board on the matter, and therefore he was making the vacancy notice available to them.
 - He agreed with the statements that it was important that the Deputy Director should have the competence and knowledge applicable to a tripartite organisation like Eurofound, and that the vacancy notice should reflect that.
- 4.2.6 **The Chair** thanked the Director for these assurances.
5. Programming Document 2019 (GB 92/5)
- The Governing Board adopted the draft work programme for 2019.**
6. Programming Document 2020 (GB 92/6)
- 6.1 **The Chair** noted that this latest draft included some minor changes to adapt the general context to recent developments. She invited comments from the Groups.

6.2 **Ms Smith (Employers)** said that the document had improved, and she welcomed the fact that comments of the Group had been taken into account in this latest draft.

- In the opinion of the Group the section on well-functioning and inclusive labour markets could be redrafted. It was unfortunate that even though there remained a task within that section related to skills shortages the justification for the task was no longer included in the description.

The issues around skills shortages were extremely important and the Group often heard that a key issue for employers' organisations and individual companies was finding workers with the right skills. They were somewhat concerned about the new initiative in this section which was an exploratory study on the evolution of free movement, wages and employment. The objectives of the research were not clear, and it was felt that more in-depth changes were required here to clarify the objectives.

6.3 **Ms Bulgarelli (Governments)** said that in their discussions on the previous day the Governments had concluded that although this was the end of the programming period, the 2020 programming document should also form a bridge to the future multiannual programme. Some of the new activities that had been included in the 2020 programme such as the evolution of free movement of citizens and workers in Europe, should be utilised as a bridging point.

- **Mr Ciechański (Governments)** said that indeed discussions in the Group meeting had been that the 2021-2024 programming period should look in a more focused way on the issue of labour mobility in a very broad sense of the term. Some suggested immigration from third countries should be included because this was something that would be very important for the Member States. The other areas of relevance were the digital age and its impact on working life and social dialogue.
- The Group appreciated the broader approach to labour mobility and migration issues in the *Well-functioning and inclusive labour markets* but agreed with the Employers that as a topic and project it should be better developed.
- The Group strongly supported the surveys as the hallmark of Eurofound's work, which should be further developed. For the future, there were areas where they felt the current sample size was inadequate to get to the details of issues for example regarding the impact of digitalisation on work.
- If economies were required, the Group supported retaining the Foundation Forum which was a showcase for Eurofound's research and a way to demonstrate that Eurofound was at the centre of the European debate, in preference to for example the Foundation Seminar Series.
- Though there had been some support within the Groups to look at the social consequences of Brexit, it was now at a point where it was better to return to the topic when more information was available, prior to finalising the 2020 programme. The Groups had also discussed the Representativeness Studies.

Comments on the draft would be forwarded to Eurofound in writing.

6.4 **Ms Hoffmann (Workers)** gave the comments on behalf of the Workers' Group.

- It was welcome that earlier Group comments had been incorporated in the document. She thanked the Director who had come to the Workers' Group meeting to clarify some misunderstandings.
- The Director had explained that two projects (one focusing on cross-border mobility and another on labour shortages) had been taken out and replaced with a more ambitious project about free movement of labour and differentials in employment and wages.

Having discussed these it was felt that the Group would prefer to revert to the initial proposal of two separate projects, one on cross-border labour mobility and one on labour shortages. However even though there was some interest in the proposal to look at day-to-day commuting across borders, it was felt that the issue had many other dimensions that the Group would like to see covered. They would discuss within the Group further and get back to Eurofound.

- As with the Employers, the Group were interested in skills, but felt there was scope to go deeper in the project, to include for example the under-utilisation of skills, the link between skills and the workers' participation arrangements, particularly in the European Company Survey. The link and the benefit of having worked with Cedefop on the European Company Survey, would mean a much deeper grasp of skills in the 2020 programme.

The Group would forward their comments in writing.

6.5 **Ms Kauffmann (Commission)** thanked Eurofound for the changes in this draft of the document. In the Bureau meeting, she had already requested more explanation of the intentions in the research on the European Semester.

The Commission shared the concerns about the cross-border labour mobility project and added that it was important to identify a value-added component to the reports, and to consider the research in light of the Commission's regular reports on labour mobility, and employment and social development. Digitalisation was important for Eurofound to address. But, with so many actors in the area of digitalisation of work, it was important to identify the added-value of the Eurofound research.

6.6 **The Director** thanked the Groups for their comments.

- 2020 was the final year of the multiannual programme, and he agreed with the statement by the Governments Group that the 2020 programme should be a bridge to the new multiannual one and noted that Eurofound had decided to undertake a full revision of the multiannual strategy in 2019 which could look at this.
- Eurofound had listened to the feedback of the members that the areas of mobility, migration, integration, freedom of movement were important issues with great policy relevance and so Eurofound had been trying to propose two research

projects in the area, one with a focus on commuting (which was qualitative research) and another on labour shortages. No Group it seemed, was particularly enthusiastic about the proposals and there had been calls for a more ambitious research project, which was proposed in this draft. It was a more exploratory kind of research and therefore it was rather open and vague at this stage (and possibly over-ambitious, his researchers informed him). The Governing Board needed to make a decision.

- He reassured the Board members that the surveys were a key output for Eurofound, but they were expensive and there were other ways of gathering information that might be explored such as using big data. Eurofound proposed to have a proper discussion on the surveys within the framework of the multiannual strategic discussions. It would be helpful if the members would support the need for funding to meet the requirement, in their own discussions regarding the EU budget.
- He asked the Groups to send their comments in writing. As discussed, the document would be amended when more information was available on the European Labour Authority with final approval in January, once the EU budget had been finalised.

6.7 **Ms Smith (Employers)** in case there was the impression that no Group supported the two projects on mobility, she said that the Employers supported the retention of the proposal on skills shortages. Labour mobility was one way to deal with skills shortages, but it was not the only way, as reform of education training systems was also important.

Any consideration of labour mobility should bring out the positive aspects of this mobility for well-functioning labour markets.

6.8 **Ms Hoffmann (Workers)** agreed with the statement of the Employers and said that the Workers' Group was interested in the two initial proposals for projects. The project on labour shortages was important and included a list of measures with questions to be covered, some of which were more interesting to the Workers, some of which were more interesting to the Employers. The Group would support further development of the project in line with the comments received.

In relation to the project on cross-border labour mobility, it was the concern of the Group that this was a small project of a complex nature and so the Group wondered if it would be possible to free up resources to look more deeply at the impact of cross-border labour mobility on working conditions, be they positive or negative impacts. The Group were supportive of both projects, with some changes in the text there.

6.9 **Ms Bulgarelli (Governments)** said that the Group favoured something more ambitious than cross-border labour mobility but was not in a position yet to elaborate on the details. The Group would prefer to have a focus on intra-EU labour mobility.

And free movement of citizens in Europe was a key issue of interest which would also require Eurofound's attention. The Group would try to elaborate their proposal with the idea to come with an ad hoc request in 2020 or possibly before that.

6.10 **The Director**, to pre-empt any unrealistic expectations, said that both research on cross-border labour mobility and on labour shortages concerned relatively concrete and small-scale projects, and that the area of skills shortages was not Eurofound's area of expertise.

6.11 **The Chair** thanked the members for their comments which should be sent in writing within two weeks.

The draft would be approved formally by a written procedure in January 2019, once the budgetary figures had been finalised, and the Bureau had reviewed the changes.

7. Farewell to long-standing members of the Board

7.1 Prior to breaking for coffee, the Chair thanked a number of long-serving members who would step down from the Board.

From the Employers she thanked Mr Waeyaert (Belgium) who had first joined the Board in 1993 (replacing at that time Ms Thyssen, who was the present Commissioner) and Mr Pena Costa (Portugal) and Mr Csuport (Hungary).

She also wished farewell to her long-standing colleague on the Bureau, Mr Fonck who had resigned after 20 years in the Governing Board, but who was attending the meeting as an observer.

She remarked on his spirit of service, his deep awareness of the responsibilities as a representative of the Social Partners, as a member of the Board and Bureau, and spoke of his ability to seek compromises. She thanked him personally and on behalf of the Governing Board and the staff of Eurofound.

7.2 **Mr Fonck** thanked the Chair for her nice words. He had enjoyed the work and had enjoyed seeing the improvements in Eurofound noting how it had become more professional in many ways, internally and externally, with good involvement of the tripartite partners and the Commission also in the Bureau. He wished to express his high esteem for the work of Eurofound and the staff.

8. **Ms Dumitrescu (Romania)** presented the plans for the EU Presidency 1 January-30 June 2019.

- The Romanian Presidency of the EU coincided with several challenges namely: the BREXIT process, the transition to a new legislative cycle following European elections, the end of the mandate of the European Commission and European Parliament and of course the new multiannual financial framework.
- It would be a citizen-centred Presidency with attention to the 500 million citizens and in this respect would contribute to support the efforts towards a more democratic union. To ensure equal treatment for all Member States and European citizens, the aim was to bring the decision-making process closer to

citizens. To highlight stability and continuity in the context of the European elections.

- The Presidency would focus on four main pillars: Convergence (growth, cohesion, competitiveness, connectivity); Building a Europe of Safety (strengthening internal safety, border management, combating crime and terrorism, cyber security), Making Europe a stronger global actor (common security and defence policy and the efficiency of European external action); a Europe of common values (support from all partners in democracy, freedom and respect for human dignity, combating racism, xenophobia, intolerance and populism).
- In the pillar, a Europe of common values, the labour and social policy Ministry would cover the following areas: labour mobility as a basic element in ensuring the balance of the labour market, Preventing risks and promoting safer and healthier working conditions, Ensuring equal opportunities for women and men on the labour market.
- She outlined the events including conferences on labour mobility, an informal meeting of the EMCO Employment Committee and a meeting of the EURES (European Jobs Network) national coordinators (April 2019); a plenary of higher officials responsible for labour inspection (SLIC) in May 2019, as well as a conference on Health and Safety, in April 2019.

A conference on equal opportunities for women and men as well as a meeting of the high-level group on gender mainstreaming would be held in February 2019.

8.2 **The Chair** thanked the member for the very clear and detailed presentation and wished her and her colleagues all the best with a busy agenda.

9. Programming Document 2021-2024 Schedule (GB 92/7)

9.1 **The Director** briefly introduced the proposed schedule for drafting and approving the next multiannual programming document.

He noted that in January he would have high-level meetings with the stakeholders and in parallel would organise a workshop with multiple stakeholders such as the social affairs attachés, members of the EESC, some MEPs if they were available.

It was hoped to have a first draft by May, with a broader discussion in June and adoption after that.

9.2 **Ms Hoffmann (Workers)** asked that the Advisory Committee meetings be included in the planning schedule.

9.3 **Ms Bulgarelli (Governments)** said that the Government's Group hoped to send some initial suggestions to feed in to the brainstorming discussion with the stakeholders in March 2019.

9.4 **The Director** said that the Advisory Committees were included in the internal planning schedule.

10. Election of the Chair and Vice-Chairs and composition of the Bureau (G 92/8)

10.1 The **following were elected:**

- Ms Bulgarelli (Governments) Chair
- Ms Rossi (Employers) Vice-Chair
- Mr Gran (Workers) Vice-Chair
- Ms Kauffmann (Commission) Vice-Chair

The **Bureau members were also appointed** [new appointments in italics]

- Governments: Ms Bulgarelli (Chair), *Mr Ciechański (Coordinator)*, Ms Skrebiskiene (Member); *Mr Voigtländer (Alternate)*; *Mr Ferreira (Alternate)*
- Employers: Ms Rossi (Vice-Chair), Ms Smith (Coordinator), Mr Mühl (Member) (vacancies to be appointed later)
- Workers: *Mr Gran (Vice-Chair)*, Mr Scherrer (Coordinator), Ms Hoffmann (Alternate Coordinator), *Mr Essemyr (Member)*, Ms Keleman (Alternate).
- Commission: Ms Kauffmann (Vice-Chair), Mr Tagger (Member)

11. Draft schedule of Governing Board and Bureau meetings in 2019 (GB 9)

As the proposed date of the Board meeting in November would once more clash with an important meeting of BusinessEurope it was proposed to **change the dates of the Groups and Management Board to 7-8 November 2019.**

With this amendment the schedule was adopted.

12. Advisory Committees - Composition and meeting dates 2019 (GB 92/10)

12.1 The paper was presented for information only, further changes to the schedule were possible.

The Director called on the stakeholders to ensure that their Groups were adequately represented, for example that alternates would attend in the absence of members.

He reminded the coordinators that if there were problems ensuring representation, then it was possible to substitute with persons who were not members of any committee. It was important that all Groups were represented.

12.2 **Mr Ciechański (Governments)** said that the Group were satisfied with the way the committees worked, that they gave members of the Governing Board direct insight into the execution of the work programme in their areas.

It was important to allow members to give input also at the early stages of research project design.

The Group wished to continue their representation as recorded in the document.

12.3 **The Chair** thanked the Director and said that his comments and those of the Governments Group had been noted.

12. Results of the interim evaluation of Programming Document 2017-2020 (GB 92/11)

- 12.1 The item was presented by **Ms Schmidt**, Eurofound's monitoring and evaluation officer.
- Routine monitoring and evaluation of the programme was a requirement of the founding regulation. In 2018 Eurofound had conducted an interim evaluation of the four-year programme looking firstly at the planning process and the programme structure i.e. what had been done to develop the programme and how had Eurofound developed the structure of the programme to meet the needs of the stakeholders (i.e. the Governing Board and policy-makers).
 - They then looked at implementation of the programme and the management of resources vis-à-vis the ambitions of the programme to see how they matched. They specifically looked at the alignment between the research programme and its communication, in order to evaluate whether the research Eurofound provided made an impact on the policy-makers with the ultimate goal to contribute to better informed policies for upward convergence of living and working conditions.
 - The findings were firstly, that Eurofound was doing very well, with high performance on the key indicators, working well with the stakeholders and strategic partners. When the information was delivered it was policy-relevant, of high scientific quality and timely from the point of view of the policy makers.
 - However, an ongoing dilemma was that choices had to be made in light of certain constraints, for example the upcoming multiannual financial framework. Considering the financial constraints, could Eurofound continue with the methodological tools used currently with most of the resources assigned to the surveys and observatories? In that scenario what should happen with the rest of the research? Would Eurofound have the capacity to continue as at presently. Eurofound currently had too much on its plate and was having to juggle several priorities. The members had seen the figure for the programme delivery performance indicator in the Director's progress report and this was an indication of that.
 - There was a risk of incoherence in the programme, something that had been identified already in the evaluation of the 2015 programme. It would not be possible to continue like this in the future.
 - The conclusion for the current programme was that there was a need to focus, consolidate and select in future.
- 12.2 **Ms Kauffmann (Commission)** asked whether it would be possible to discuss the final report which would be available in December in the Bureau meeting in January. **The Director confirmed this would be possible.**
- 12.3 **The Chair** thanked Ms Schmidt for her presentation which she hoped would also guide the Board in preparations for the next multiannual programme planning. The final report would be discussed in the Bureau meeting in January 2019.

13. New internal control framework (GB 92/12)
 - 13.1 **The Deputy Director** presented the new internal control framework which should be adopted by the Governing Board with a mandate for the Director to adopt measures for the implementation of the new framework as of 2019 at all levels of Eurofound.

It was composed of five internal control components and 17 internal control principles.

The aim was to be ready for a first annual overall assessment to be reported in the Authorising Officer's report (CAAR 2019).

It represented a shift from a compliance to a principles-based approach, for those organisations having a level of maturity that would suit that.
 - 13.1 **The Governing Board mandated the Director by delegation to the Deputy Director to adopt measures for implementation of the Internal Control Framework (ICF)**
14. Action plan following Eurofound 2013-2016 evaluation (GB 92/13)
 - 14.1 **The Chair** invited the Director to introduce the item, which was for information only.
 - 14.2 **The Director** noted that the document was not considered final because Eurofound would first like to see what was in the Staff Working Paper of the Commission (which was imminent), to see if further adjustment was required.

It included several actions which had already been presented to the Bureau, for example in relation to the quality and reliability in the Network of European Correspondents, the strategic focus on the surveys, reinforced cooperation with the agencies, recommendations on the involvement with the various committees like the EMCO and SPC. There were a number of selective actions for the national-level outreach, one such was his earlier invitation to propose thematic events on which Eurofound could collaborate.
15. Brexit – state of play for Eurofound (GB 92/14)
 - 15.1 **The Director** said that the Members would find all the information available at present in the note to the Board. Confirmation had just been received that a deal had been struck, but the instructions from the Commission were to prepare for a no-deal scenario.
 - 15.2 **Mr Ciechański (Governments)** noted that the document had been discussed in the Governments' Group. The Group hoped that a decent solution would be found and applied to the Eurofound staff members who were UK nationals. On the other hand, in relation to the research it should be clear that a divorce was a divorce and that Eurofound should rely on experts and contractors from Member States.
 - 15.3 **The Chair** noted the comments.

16. Administrative questions
- 16.1 Adoption of implementing rules
- 16.1.1 **Mr Grimmeisen** explained that the implementing rules concerned whistleblowing and the function of adviser and should be adopted by the Governing Board.
- They followed the so-called model decisions, drafted by the Commission and the Agencies and adapted to the specific needs of the agencies.
- 16.1.2 **The Governing Board adopted the following implementing rules**
- **GB 92/15.1 Decision concerning the function of adviser**
 - **GB 92/15.2 Guidelines on whistleblowing**
- 16.2 **Appraisal of the Director**
- 16.2.1 **The Chair** gave the floor to Ms Kauffmann of the Commission.
- 16.2.2 **Ms Kaufmann (Commission)** said that the reporting officers during the annual appraisal of the Director concluded that in accordance with his excellent performance a reclassification of the Director would be justified.
- If the Governing Board agreed she would take this information to the Commission who would have to make the decision as the Appointing Authority for the Director.
- 16.2.3 **The Board agreed. The Chair stated that the Governing Board endorsed the assessment of the reporting officers that the Director had performed excellently and that reclassification to AD 15 was therefore justified.**
17. **The Chair** thanked the interpreters and the Eurofound staff and closed the meeting of the Governing Board
- The next meeting of the Governing Board would be on **Friday 8 November 2019 in Dublin.**

[A. Bulgarelli]

[J. Menéndez-Valdés]

Chairperson

Director

**DECISIONS OF THE 92nd GOVERNING BOARD
FRIDAY 16 NOVEMBER 2018**

1. Adopted the draft agenda.
2. Adopted the 2019 Programming document.
3. Elected Ms Bulgarelli (Governments) as Chair, with Ms Rossi (Employers), Mr Gran (Workers) and Ms Kauffmann (Commission) as Vice-Chairs. The Board also decided the composition of the Bureau.
4. Adopted the schedule of meetings of the Governing Board, Bureau and Groups in 2019 with one change – the Group and Board meetings would instead be held on 7 and 8 November 2019.
5. Mandated the Director by delegation to the Deputy Director to adopt measures for implementation of the Internal Control Framework (ICF)
6. Adopted the following implementing rules:
 - GB 92/15.1 Decision concerning the function of adviser
 - GB 92/15.2 Guidelines on whistleblowing
7. Endorsed the assessment of the reporting officers that the Director had performed excellently and reclassification to AD 15 was therefore justified.

List of Participants

	Surname	First Name	Group	Country	Status
1.	ANGELOV	Iskren	Government	Bulgaria	Alternate
2.	ANTAUER	Igor	Employers	Slovenia	Alternate
3.	ANTILA	Juha	Trade Union	Finland	Member
4.	ARGYRIDES	Panikos	Trade Union	Cyprus	Member
5.	ARLAUSKAS	Danukas	Employers	Lithuania	Member
6.	BENEDETTI	Rossella	Trade Union	Italy	Member
7.	BORGMANN- PREBIL	Yuri	European Commission	/	Observer
8.	BRANKOV	Dimiter	Employers	Bulgaria	Member
9.	BULGARELLI	Aviana	Government	Italy	Member, Chair
10.	CANALES GUTIÉRREZ	Miguel	Employers	Spain	Member
11.	CIECHAŃSKI	Jerzy	Government	Poland	Member
12.	CSUPORT	Antal	Employers	Hungary	Member
13.	DASKALAKI	Aikaterini	Employers	Greece	Alternate
14.	DE GOLS	Michel	Government	Belgium	Member
15.	DRBALOVA	Vladimira	Employers	Czech Republic	Member
16.	DUMITRESCU	Ioana	Government	Romania	Alternate
17.	EAMETS	Raul	Employers	Estonia	Alternate
18.	ESSEMYR	Mats	Trade Union	Sweden	Member
19.	FERREIRA	<i>Nelson</i>	<i>Government</i>	<i>Portugal</i>	<i>Member</i>
20.	FONCK	Herman	Trade Union	Belgium	Observer
21.	FUGGER	Harald	Government	Austria	Member

	Surname	First Name	Group	Country	Status
22.	GANS	Roel	Government	Netherlands	Member
23.	GRAN	Stefan	Trade Union	Germany	Member
24.	GREGÁREK	Matěj	Government	Czech Republic	Alternate
25.	GREGORCOVÁ	Silvia	Government	Slovak Republic	Member
26.	GRYP	<i>Stijn</i>	<i>Workers</i>	<i>Belgium</i>	<i>Member</i>
27.	HOFFMANN	Aline	Trade Union	/	Deputy Coordinator
28.	JIMÉNEZ-VALLADOLID	Domingo Jesús	Government	Spain	Member
29.	JONSSON	Jonna	Government	Sweden	Member
30.	KARLSSON	Patrik	Employers	Sweden	Member
31.	KAUFFMANN	Barbara	European Commission	Belgium	Member, Vice-Chair
32.	KELEMEN	Melinda	Trade Union	Hungary	Member
33.	KOMEL	Vladka	Government	Slovenia	Member
34.	KONJAR	Maja	Trade Union	Slovenia	Member
35.	KORDATOS	Panagiotis	Trade Union	Greece	Alternate
36.	KOUWENBERG	Jan	Trade Union	Netherlands	Member
37.	LOREAL	Pierre-Gaël	Trade Union	France	Member
38.	LYLY-YRJÄNÄINEN	Maija	Government	Finland	Member
39.	MESSIOS	Orestis	Government	Cyprus	Alternate
40.	MIßLBECK-WINBERG	<i>Christiane</i>	<i>Employers</i>	<i>Denmark</i>	<i>Member</i>
41.	MÜHL	Lutz	Employers	Germany	Member
42.	NIC GIOLLA MHICÍL	<i>Dearbháil</i>	<i>Government</i>	<i>Ireland</i>	<i>Member</i>

	Surname	First Name	Group	Country	Status
43.	O'BRIEN	Brenda	EU-OSHA	/	Observer
44.	O'HARE	Pauline	Employers	Ireland	Alternate
45.	OLSZEWSKI	Bogdan	Trade Union	Poland	Member
46.	PENA COSTA	Manuel Marcelino	Employers	Portugal	Member
47.	RIGNEY	Peter	Trade Union	Ireland	Alternate
48.	ROSSI	Stefania	Employers	Italy	Member, Chair
49.	RUDKA	Andrzej	Employers	Poland	Member
50.	SCHEELE	Dirk	Government	Netherlands	Alternate
51.	SCHERRER	Peter	Trade Union	Belgium	Coordinator
52.	SEIFERT	Nenad	Employers	Croatia	Alternate
53.	SELLERS	Paul	Trade Union	United Kingdom	Member
54.	SKARBERG	Anna	Government	Norway	Observer
55.	SKREBIŠKIENĖ	Rita	Government	Lithuania	Member
56.	SMITH	Rebekah	Employers	Belgium	Coordinator
57.	STUDNIČNÁ	Lucie	Trade Union	Czech Republic	Member
58.	SUBOTIĆ	Vatroslav	Government	Croatia	Member
59.	TUNSCH	Gary	Government	Luxembourg	Member
60.	VAN MIERLO	Mario	Employers	Netherlands	Member
61.	VOIGTLANDER	Thomas	Government	Germany	Member
62.	WAEYAERT	Roland	Employers	Belgium	Member

Also in Attendance

SURNAME	NAME	GROUP	COUNTRY
MENÉNDEZ VALDÉS	Juan	Director	Eurofound
MEZGER	Erika	Deputy Director	Eurofound
GRIMMEISEN	Markus	Secretary to the Governing Board	Eurofound
SCHMIDT	Barbara	-	Eurofound
ROELEN	Evi	-	European Commission
CABRITA	Jorge	Staff Committee	Eurofound

Regrets received from

SURNAME	NAME	GROUP	COUNTRY
TARA	Ineta	Governments	Latvia
MICHALIDOU	Despoina	Governments	Greece
HOCKE	Cornelia	Employers	Austria
BUGEJA	Joseph	Workers	Malta
ALVES	Carlos	Workers	Portugal
COELHO	Augusto	Workers	Portugal