

ELA Consolidated Annual Activity Report 2023

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Management Board assessment

The Management Board of the European Labour Authority (ELA or Authority) takes note of the *Consolidated Annual Activity Report 2023* prepared by ELA for the 2023 financial year and submitted for adoption to the Management Board via written procedure on July 2nd, in accordance with Article 22(4), point (e), of the ELA regulation (EU) 2019/1149). The Management Board provides herein its assessment of the report, as required by Article 18(1), point (c), of the ELA regulation.

The Management Board, based on its analysis and assessment of the *Consolidated Annual Activity Report 2023*, recognises the accomplishments of the Authority in delivering on its mandate and achieving the objectives set out in the single programming document for 2023–2025, particularly the 2023 work programme, despite the challenges stemming from the ongoing growth and development of the organisation, while also adapting its activities to respond to current trends and challenges. The Management Board takes note of ELA's 2023 achievements and would like to particularly highlight the following.

- The focus on the construction sector bringing together several strands of ELA's tasks, including the information and awareness rising campaign #EU4FairConstruction, delivered in cooperation with the Member States' authorities, social partners and other stakeholders, continuing delivering on the framework for action on road transport and related campaign, #Road2FairTransport.
- More than doubling the number of joint and concerted inspections carried out in 2022 (37) to 76 in 2023 with the participation of 26 Member States (MSs). An estimated 8 400 individual workers and 1 103 companies were checked. The Management Board encourages national authorities to submit post-inspection reports, as provided for in the founding regulation, to strengthen the follow-up of the inspections.
- The consolidation of ELA's analytical capacity, offering the operational analysis as an important tool to support the cross-border inspection activities of the MSs; welcomes the strategic analytical report of construction sector delivered in 2023 and encourages wider strategic analysis in the future.
- The launch of ELA's mediation procedure, including the delivery of the first non-binding opinion as a result of a mediation case.
- The activities seeking to further facilitate the use of digital and supporting innovation, including the organisation of the second ELA TECH Conference dedicated to artificial intelligence.
- The deepening of cooperation with MSs' authorities, and other EU bodies and organisations (e.g. the European Foundation for the Improvement of Living and Working Conditions, the European Centre for the Development of Vocational Training, the European Agency for Safety and Health at Work, the Administrative Commission for the Coordination of Social Security Systems), aiming to avoid overlaps and seek possible synergies, and welcoming the reinforcement of the operational dimension of cooperation and joint projects. The Management Board also welcomes the continued cooperation and involvement of social partners, including at sectoral level, and encourages ELA to further deepen and structure the cooperation.

The Management Board takes note of the efforts of the Authority to strengthen the internal coordination of its activities. Particularly, the Management Board welcomes the creation of horizontal task forces as an operational level of coordination in the field of free movement of workers, posting of workers, social security coordination and road transport. The Management Board encourages ELA to continue working on efficient coordination in the upcoming years.

Almost all planned activities in the 2023 work programme were fully implemented, with the following exceptions.

- Guidance for inspections in relation to genuine posting planned for the third and fourth quarters (Q3–Q4) of 2023. It is currently envisaged that the guidelines will be available in Q2 2024.
- The Authority implemented several measures to ensure the decrease of the environmental impact of its activities. However, the Authority has not developed a written environmental strategy yet and plans to commence the preparation and finalisation of the strategy in 2024.

- A small number of actions planned to be completed in 2023 were finished early in 2024, while the main preparatory work was carried out in 2023 (e.g. ELA TECH Conference, workshop on the European Register of Road Transport Undertakings).

The Management Board considers that the results achieved by ELA in its fourth year of activity demonstrate ELA's specific contribution to the fair and effective labour mobility as provided for in its mandate, while also completing the setting up phase and becoming a fully operational agency by 2024.

The Management Board notes that there are no critical issues to be reported by ELA.

The ELA Management Board, having concluded the above assessment, taking into account Article 18(1), point (c), of the ELA regulation, hereby instructs the Secretariat of the Management Board to finalise the process. Namely, to submit the *Consolidated Annual Activity Report 2023*, together with this assessment, to the European Parliament, the Council of the European Union, the European Commission and the European Court of Auditors and to make the report public by 1 July 2024.

For the Management Board

Tom Bevers

Chairperson of the Management Board



Executive summary

The European Labour Authority (ELA) entered the final year of its set-up growth in 2023. This phase involved the continuous expansion of its activities in all areas of its mandate and the growth of human resources to ELA's planned size. This resulted in reaching full operational capacity, as regards both operational activities and resources as of 2024.

By the end of 2023, the Authority employed 140 staff members, almost reaching the full planned staff occupancy of 144 staff members.

The Authority continued in its mission to ensure effective and fair labour mobility for individuals, workers and employers. ELA's activities were structured around six strategic areas:

1. facilitating access to information and knowledge;
2. enabling cooperation and information exchange;
3. enhancing cross-border enforcement;
4. providing knowledge and planning;
5. contributing to capacity building;
6. delivering operational excellence.

The updated approach towards the list and structure of the activities of the Authority was implemented for the first time in 2023 and contributed to the clarity of ELA's work, paving the way for better coordination throughout the organisation.

In 2023 ELA developed a roadmap addressing the identified labour-mobility issues in the construction sector by applying different strands of its activities. Following this roadmap, ELA organised three dedicated inspection weeks of actions with a number of concerted and joint inspections (CJIs) supporting cross-border enforcement in the construction sector. Aiming to provide evidence for targeted activities in the construction sector, ELA prepared the analytical report covering areas of the posting of workers, including its social security dimension, access to information, cooperation and enforcement issues. The dedicated information and awareness raising campaign #EU4FairConstruction was launched in October 2023 to raise awareness about the rights and obligations of workers and employers in the construction sector, with a focus on the posting of workers. The campaign was delivered via multiple communication channels, including social media, information flyers and out-of-home campaigns in select locations. The campaign activities were coupled with the organisation of three information events for employers, dedicated to the topic of the posting of workers. ELA also contributed to the facilitation of mobility in the construction sector by providing support to the organisation of dedicated job days focusing on the construction sector, and by placing specific focus on the construction sector in the 2023 shortages and surpluses report.

In 2023 ELA successfully passed the milestone of having supported the organisation of 100 CJIs since its establishment. The 76 inspections carried out in 2023 mainly covered the sectors of construction, road transport, and HORECA (hotels, restaurants and catering). The Authority continued with the organisation of the inspections thematic weeks of actions focused on a particular sector, with the participation of inspectors from several Member States (MSs), while shifting the support for inspections gradually towards concrete cases proposed by the MSs. The consolidation of ELA's analytical role was completed in 2023, offering both operational analysis for specific issues requested by the MSs and strategic analysis focused on selected labour mobility issues or a specific sector (e.g. construction in 2023). ELA also continued its activities in the area of tackling undeclared work, with the support of the European Platform Tackling Undeclared Work, looking more closely at social ID cards, teleworking and related challenges in tackling undeclared work and the situation among refugees coming from Ukraine.

ELA continued in its effort to improve cooperation and information exchange among national competent authorities. The mutual learning and understanding programme, POSTING 360, was launched in 2023, bringing together labour law and social security experts looking at posting-related issues, including the posting of non-EU nationals and subcontracting. The transport support programme was also deployed in 2023, with a predominant focus on road transport, while also covering cooperation issues in other sectors, particularly the aviation sector. In addition, two reports focusing on cooperation practices between the MSs were prepared in 2023, one on the road transport sector and the other on the posting of the non-EU nationals. ELA continued its support of bilateral and multilateral cooperation between the MSs, with the national liaison officers continuing to play a considerable role in supporting this cooperation.

ELA's mediation function became fully operational in 2023. It received four cases for mediation, where one of these cases led to the adoption of a non-binding opinion in 2023.

ELA adopted the multiannual capacity-building strategy in 2023. The capacity-building activities continued to be provided, including dedicated trainings for national authorities under ELA's remit, with some of these specifically focused on the training labour inspectors participating in CJIs. ELA also organised a call for good practices focusing on two topics: road transport and assistance for persons granted temporary protection.

ELA also continued to carry out its responsibilities regarding the European Coordination Office of the European Employment Services (EURES) network, including the preparation of the 2022 report on labour shortages and surpluses, the publication of which was marked by the joint event with the European Foundation for the Improvement of Living and Working Conditions (Eurofound). Aiming to improve the EURES portal, ELA developed the EURES portal strategy and started its implementation after endorsement from the Management Board.

The facilitation of digitalisation remains a cross-cutting topic for the Authority, be it through supporting users of the EU systems for cooperation in place via the IMI-PROVE programme, focusing on the use of the European Register of Road Transport Undertakings (ERRU) system in road transport or mapping existing digital tools and solutions at national level, collecting information related to technological solutions used and sharing best practices among technical experts and policymakers. In 2023 ELA focused on digital solutions employing artificial intelligence, including the solutions specifically implemented in the field of social security. This, combined with a dedicated call for papers targeting the private and public sectors, along with academia, and workshops with IT specialists from national authorities, culminated in the preparations for the ELA TECH conference dedicated to the topic of artificial intelligence.

The ELA annual conference was organised in June as a policy conference looking at the future of labour mobility shaped by current developments on the labour market and the tightening situation with labour shortages across the single market.

ELA continued and further intensified its cooperation with other bodies and EU agencies through the organisation of dedicated events, such as an event focused on skills organised with 'sister' agencies (European Centre for the Development of Vocational Training (Cedefop), Eurofound, European Training Foundation, European Agency for Safety and Health at Work (EU-OSHA), and dedicated joint projects, for example, with the Administrative Commission for the Coordination of Social Security Systems (AC), particularly regarding the one focused on information. ELA started to explore possibilities for cooperation with authorities from third countries supporting ELA's objectives, while also assisting candidate countries in their accession to the EU. ELA completed the establishment of the Brussels Liaison Office in 2023.

Internally, the coordination structures at technical and managerial levels were put in place in 2023, structured across the main thematic areas under ELA's remit and contributing to better information exchange and horizontal coordination of activities across the organisation. The full deployment of an internal managerial tool, operational plan, brought more efficiency to the planning, delivery and monitoring of ELA's activities. The Authority also

contributed to the first evaluation of its mandate, provided for in the founding regulation, by supporting the Commission's work during the evaluation.



**Part I. Achievements
of 2023**

1.1. Multiannual strategic objectives and key performance indicators

In November 2022, the Management Board of the European Labour Authority (ELA) adopted the single programming document (SPD) for 2023–2025, providing new structure to presenting ELA’s activities and reaffirming ELA’s commitment to promoting fair and effective labour mobility throughout the EU. The SPD for 2023–2025 formulates six strategic objectives and establishes a comprehensive set of 33 key performance indicators (KPIs) to guide the multiannual performance monitoring of the authority in the years ahead. The following sections provide an overview of initiatives that ELA has implemented in light of the KPI(s) set to measure the fulfilment of multiannual objectives by 2025.



Strategic objective 1 – facilitating information and knowledge

Aligned with its strategic aim to enhance access to information regarding labour mobility and to facilitate EU-wide job matching and recruitment, ELA has:

- successfully supported 92 % of planned awareness and information-raising initiatives, including campaigns targeting specific themes;
- assisted MSs in providing information on labour mobility through peer reviews and the development of common templates;
- processed 151 translation requests from MSs;
- supported all requests for European Job Days, as outlined in the annual work programme.

Strategic objective 2 – enabling cooperation and information exchange

To foster cooperation and information exchange among MSs’ authorities, ELA has:

- strengthened cooperation channels through the national liaison officers (NLOs) network, aiding MSs in administrative cooperation and mutual assistance;
- focused on enhancing thematic cooperation between national administrations, supported by the NLO network;
- organised events in MSs to promote cooperation and address challenges in labour mobility;
- continued the development of digital tools for cooperation, including the IMI-PROVE mutual learning programme;
- monitored the application of EU labour mobility law and provided mediation services in cross-border disputes, ensuring the implementation of the mediation procedure.

Strategic objective 3 – enhancing cross-border enforcement

ELA's emphasis on enhancing cross-border enforcement is crucial for promoting fair labour mobility within the EU. Key initiatives included:

- supporting CJIs to help national enforcement authorities in ensuring compliance with labour mobility rules;
- proactively proposing inspections based on own analysis and intelligence, alongside organising wide enforcement initiatives to address irregularities;
- strengthening cooperation with EU agencies, national and sectoral partner organisations, and stakeholders to promote effective enforcement activities;
- providing capacity-building activities for national enforcement authorities to enhance their implementation of labour mobility rules.

Strategic objective 4 – Providing intelligence and foresight

In this strategic area, ELA enhanced its analytical and risk assessment capabilities to provide insights into labour mobility trends and risks. By gathering and analysing data from various sources, including EURES, external sources and operational activities, ELA produced both operational and strategic risk assessments. These assessments contributed to fair labour mobility by identifying strategies to combat undeclared work and improve our understanding of labour mobility issues. Leveraging digital tools and data sources, ELA developed scenarios and strategies for EU-wide labour mobility, ensuring that its activities are based on solid operational conclusions.

Strategic objective 5 – contributing to capacity building

In this strategic area, ELA offered support and training to MSs and stakeholders to enhance the application and enforcement of EU labour mobility law. Through various capacity-building activities, including training sessions, online learning methods and the promotion of national good practices, ELA strengthened the administrative capacities across MSs. Cooperation with the EURES network and the European Platform Tackling Undeclared Work is integral to these efforts, as ELA works to foster collaboration and share expertise among relevant stakeholders.

Strategic objective 6 – delivering operational excellence

In 2023 ELA remained committed to delivering operational excellence through:

- advancing towards a fully operational, digital and future-proof organisation;
- ensuring sound governance and efficient management of resources;
- cultivating a value-based, inclusive and environmentally responsible organisation.

As we diligently monitor our advancement towards our ambitious 2025 targets, it is essential to acknowledge that assessing our performance against these objectives may not offer a fully accurate representation of our efforts. Nevertheless, it is noteworthy that our endeavours to meet the 2025 KPIs have resulted in significant progress. The annual activity report for 2023 is primarily dedicated to tracking our progress towards strategic objectives and activities. Specifically, we have already achieved the proposed quantitative operational KPIs for several of them, demonstrating a strong trajectory towards our long-term goals.

In addition to the quantitative KPIs, ELA has also implemented several qualitative KPIs. To measure these qualitative indicators, ELA conducted a survey among stakeholders at both national and EU levels (national authorities, social partners, EU institutions, etc.). Stakeholders expressed satisfaction and recognised the positive impact of ELA's activities, including those focusing on enforcement. Several areas for improvement were identified, such as the need for enhanced coordination and communication, the approach to cooperation, the optimisation of data resources, the approach to inclusivity in campaigns, the involvement of social partners and the need to address all types of undeclared work.

In 2023 ELA made significant strides in fulfilling its strategic objectives, showcasing unwavering commitment to assisting MSs and stakeholders in advancing equitable labour mobility throughout the EU. During this period, ELA planned 475 initiatives for its operational activities, successfully executing 452 of them.

1.2. Activity 1 – information and services

Under the information and services activity, ELA aims to facilitate access to information on labour mobility for individuals, workers, employers and social partner organisations, and to relevant services to improve the availability, quality and accessibility of information on rights and obligations related to cross-border labour mobility. ELA's activities in this field are supported by the Working Group on Information.

In 2023 ELA persistently advanced its mission to facilitate access to information and services pertaining to labour mobility across the EU. As part of its information and services activities, ELA completed 487 initiatives successfully, mainly focusing on three main areas: posting of workers, freedom of movement of workers, and road transport. At the same time, the first activities related to social security aspects were started. Furthermore, ELA engaged in initiatives designed to further enhance collaboration with EU-level information sources and to reinforce support for national-level service providers, not necessarily with a specific thematic focus.

Posting of workers and social aspects of international road transport

ELA continued to contribute to improving national websites and information material on the posting of workers through peer reviews, developing guidelines and information materials, analysis of existing information sources and good practice collections.

Other activities focused on improving information for workers and employers in the road transport and construction sectors through local information events directly addressing workers and employers, and the development and distribution of information material, including campaign material.

With the aim to aggregate sector-specific information into an easily accessible and interactive web tool on labour mobility information (a chatbot to be developed from 2024 onwards, drawing on existing web information through artificial intelligence (AI) technologies and providing answers to end-user questions in multiple languages), a systematic mapping of relevant websites and potential end-user questions was started.

Free movement of workers

ELA continued its work related to information provision in the field of seasonal work by organising interactive mutual learning and exchange workshops for national stakeholders, including the scoping of a digital exchange forum which could in the future facilitate networking and exchange among stakeholders to complement the physical meetings. Key takeaways from the 2022 workshops have been summarised. Furthermore, preparations for the 2024 campaign on winter tourism started by developing key messages for said campaign.

In the field of virtual labour mobility, ELA started a compilation of existing channels and tools addressing the information needs of (online) platform workers. Preparations to explore the information needs related to virtual labour mobility have been started (e.g. procurement, exchange with stakeholders).

Furthermore, ELA developed and launched a survey among national stakeholders to identify existing multi-stakeholder fora dealing with the topic of transnational labour mobility, and to learn about their key characteristics and support needs, for further exploration of follow-up activities by ELA (e.g. mutual learning, sharing of good practices, cooperation support).

Social security coordination

In 2023 ELA successfully started its information and services activities related to social security aspects. After the design of a joint programme of activities to be implemented in cooperation with the AC, the first phase of this programme was launched. This entailed the identification of relevant EU-level and national information websites, including some first profiling and high-level reviewing of these websites.

Horizontal information and services activities

ELA continued its collaboration with EU-level information providers, aiming to improve web information and enhance cooperation. Additionally, a report based on the findings of a survey on social partners’ and EURES’ awareness about EU-level labour mobility services was published. The findings were translated into concrete action points for ELA which will be followed up from 2024 onwards.

ELA continued its efforts to translate information materials for MSs through the Translation Facility for Information, while striving to ensure the quality of these services by developing the corporate terminology glossary project initiated in 2022.

From a digital perspective, ELA finalised the preparation of requirements (functional and non-functional) for ELA’s web tool on labour mobility, with the completion of the related feasibility study and the development of complementary mock-ups with proposed design and layout. A concrete roadmap for the development of the tool from 2024 onwards was developed and approved by the Management Board.

ELA planned 491 initiatives and carried out 487 of them successfully in 2023 ⁽¹⁾.

Action/project	Output	Number of delivered outputs
Posting of workers		
Further improvement of national posting websites through website reviews and workshops	Peer review reports (on-demand activity)	Number of reports: 2
	Workshop reports (on-demand activity)	Number of requests received
Information provision on posting in the construction sector	Aggregated information on posting in construction ('web hub' ⁽²⁾)	Number of mapping documents: 1
	Information and awareness-raising campaign in the construction sector (scope and key messages)	Number of information materials on the construction sector: 2
	Local information events	Number of events: 3
	Participation in the 2023 good practice call (construction sector) Exchange forum for national liaison offices on posting ⁽³⁾	Number of good practices collection: 1 No designated meeting for NLOs for posting only

⁽¹⁾ A survey on national exchange fora on information provision to seasonal workers was developed, launched, and finalised; analysis is still ongoing. The analysis on information needs in virtual labour mobility was delayed due to late signature of the relevant Framework Contract. First activities have been started, e.g. exchanges with stakeholders. The mutual learning events on information provision related to virtual labour mobility have been placed on hold because of the ongoing negotiations on the platform work directive.

The local event for road transport drivers in Romania had to be cancelled due to expiry of the Framework Contract.

⁽²⁾ Instead of a web **hub**, a web **tool** on labour mobility is going to be developed.

⁽³⁾ This activity was partially integrated with the meetings on IMI-PROVE by the cooperation support sector; reporting under Activity 3.

	Developing a concept for a ‘sample outline’ for effective information provision (activity outside the annual work programme)	Number of concept notes: 1
Free movement of workers		
Exchange forum on information related to seasonal work	Analysis of availability and characteristics of national exchange fora	Number of surveys conducted: 1
Promoting awareness raising on seasonal work	Providing and promoting awareness-raising material and communication products to interested stakeholders	Number of information materials on seasonal work: 1 ⁽⁵⁾
	Mutual learning events on information provision related to seasonal work (including the establishment of a Community of Practice) ⁽⁴⁾	Number of events: 3 Number of analysis/study: 1 ⁽⁶⁾
Online web hub ⁽⁷⁾ on the ‘virtual free movement of workers’	Identification of information needs	Number of mapping documents: 1
	Conceptualisation of an online information hub	Number of analyses/studies: 1
Road transport		
Further improvement of national posting websites through website reviews and workshops	Peer-review reports (on-demand activity)	Number of reports: 1
	Workshop reports (on-demand activity)	Number requests received
Local information roadshow on road transport	Local workshops	Number of events: 4
Promoting awareness raising on road transport	Providing and promoting awareness-raising material and communication products to interested stakeholders	Number of information materials on road transport: 1 ⁽⁸⁾
Information provision on posting on road transport	Aggregated information on posting in road transport (‘web hub’)	Number of mapping documents: 1
	Collection of Q & As from drivers and operators	Number of Q & A documents / surveys: 1

⁽⁴⁾ Under Activity 8, this project has been executed by the information and services sector organising the mutual learning events and analysing digital exchange tools for the participants.

⁽⁵⁾ This material covers the existing campaign material, including videos, leaflets, posters, infographics and other media templates.

⁽⁶⁾ Exploration of a digital exchange tool for the participants of this community.

⁽⁷⁾ Instead of a web hub on virtual labour mobility, a web tool on labour mobility will be developed.

⁽⁸⁾ This material covers the existing campaign material, including videos, leaflets, posters, infographics and other media templates.

Horizontal information and services activities		
Cooperation with EU-level information and services providers	Analysis of awareness of and perceived information needs from national stakeholders related to EU-level information and services	Number of analyses/studies: 1
	Further improvement of websites	Number of reports: 2
	Further improvement of networking	Number of cooperation items: 7
Support to national-level information and service providers' networks	Exchange and mutual learning events	Number of events: 1
	Assistance to developing national websites	Number of reports: 7 ⁽⁹⁾
Translation Facility for Information	Translation of information material for MSs	Number of documents translated: 151 Number of documents produced: 287 Number of events: 1
Support to the Working Group on Information	Working group meetings organised	Number of events: 3
Actions delivered outside annual work programme	Systematic analysis of information on social security coordination	Number of mapping documents: 1

1.3. Activity 2 – EURES

ELA is responsible for managing the EURES European Coordination Office and is the system owner of the EURES portal. ELA continued to coordinate the EURES Network of National Coordination Offices (NCOs), EURES advisers and staff and new members and partners, and to maintain and further develop the functionalities of the portal for external (jobseekers and employers) and internal (EURES network) users.

As regards the governance of the EURES network, ELA continued supporting the EURES Coordination Group (ECG) by organising, chairing and following-up on ECG meetings. It supported EURES NCOs in their annual planning activities, in compiling the information required for the annual activity report and in collecting the information for the Performance Measurement System (PMS). Several improvements were introduced in this context, and mutual learning sessions / workshops were organised within the network.

ELA continued to assist in NCOs' job matching and recruitment support work by facilitating the organisation of European (Online) Job Days. To support this, ELA maintained the respective online platform and facilitated the planning and implementation of the events.

ELA engaged in a wide spectrum of communication activities and supported the EURES countries in their outreach activities, for example through the provision of templates and material or the exchange of experiences. For EURES' 30th anniversary in 2024, a comprehensive package of communication and awareness-raising measures has been developed.

⁽⁹⁾ This activity was carried out and financed by resources of the information and services sector facilitating the improvement of national EURES websites (Activity 2).

ELA also continued its activities related to the EURES Training Academy. Along with the continuous provision of training offers, new programmes were developed and tested, and the quality assurance mechanisms for the training programme were further enhanced.

Throughout 2023, ELA oversaw the EURES portal’s operation, focusing on the identification of business needs, translating them into technical specifications and liaising with the technical solutions provider for their implementation. In November, the EURES portal strategy for 2023–2030 was finalised, including a first implementation plan of activities for 2023–2024.

In the field of EURES information provision, ELA finalised the *EURES Report on Labour Shortages and Surpluses 2022* and presented it to the public in a launch event jointly organised with the European Foundation for the Improvement of Living and Working Conditions (Eurofound). In preparation of the reorganisation of the EURES portal’s labour market information section, a study reviewing the methodology and provision of information was carried out, resulting in the identification of concrete potential for improvement.

As part of this activity, ELA designed 149 initiatives and implemented them successfully.

Action	Output	Number of delivered outputs
EURES network governance		
ECG meetings	Meetings	Number of events: 3
EURES Communication Working Group	Meetings	Number of events: 3
EURES Training Coordinators’ Working Group	Meeting	Number of events: 2
EURES Interoperability Contacts Working Group	Meeting	Number of events: 1
EURES line managers’ meeting	Meetings	Number of reports: 1
Support to the programming of NCOs	2023 national and ECO work programmes	Number of work programmes:33
	2023 work programmes – assessment report	Number of reports: 1
	2022 activity reports	Number of activity reports: 26
	2022 activity reports assessment report	Number of reports: 1
	Workshops/roundtables	Number of events: 2
Support to the EURES PMS	2022 PMS report 2023 first semester PMS report 2022 PMS joint analysis report 2023 PMS workshops	Number of reports: 3 Number of events: 2
	Data delivery to single market scoreboard and to single digital gateway (SDG)	Number of tables with data for the single market scoreboard and for the SDG platform of the Commission: 2
	Support to data protection and data processing	Data transfer/processing agreements with NCOs Template cooperation agreement: 1

		ELA provided continuous support to data protection and data processing, but fortunately no data breaches were recorded so there was no need to sign any data processing agreement
Support to extending the network	Update the list of EURES members and partners on the extranet Create an interactive dashboard of EURES members and partners	Number of registers: 1 Number of inventories (registers): 1
Contribution to improving national EURES websites	Website review reports	Number of reports: 7
Campaign related to EURES activities	Campaign material and active campaigning activities	Number of information materials: 1
EURES communication activities	Social media posts, articles, newsletters, etc.	Number of social media posts: 2,188 Number of articles produced: 92 Number of newsletters published: 20
EURES Training Academy	EURES annual training programme Survey on training needs analysis	Number of plans: 1 Number of training events 74 Number of participants: 1 658 (on-site and online) Number of reports with the results: 1
EURES in Action	EURES in Action event	Number of participants: 383 (on-site and online)
European (Online) Job Days	European (Online) Job Days events	Number of post-event evaluation reports: 28 Number of job fairs: 28 Number of mutual learning workshops: 2 Number of annual performance reports: 1
EURES portal		
Provision of EURES portal helpdesk services	Helpdesk services	Helpdesk services were available to provide user support (11 098 valid tickets processed in total during 2023)
Translations of EURES portal information	EURES translation requests	Number of translation requests: 100
EURES portal operation and maintenance, including for the purpose of the EU talent pool pilot initiative	Working EURES portal functionalities, including portal and extranet content management	The proper functioning of the EURES portal functionalities was ensured
EURES portal improvements	Technically improved, upgraded, modernised portal functionalities	Number of strategies: 1

		Number of cooperation agreements: 1
EURES information provision		
Review of labour market information, living and working conditions, shortages and surplus data collection and presentation	Concept papers on improved methodology and presentation and use of information from EURES	Number of analyses/studies: 1 Number of events: 1 Number of reports: 1

1.4. Activity 3 – cooperation and national liaison officers’ office

In 2023 ELA further progressed with facilitating enhanced cooperation and information exchange between MSs, particularly in the areas of posting of workers and transport, while continuing with efforts to promote the use of digital tools for data exchange and innovative approaches to cross-border cooperation. ELA supported specific bilateral and multilateral cooperation meetings between MSs while fulfilling its reporting obligations with respect to unresolved requests submitted under Article 7(1) of the founding regulation.

In 2023 ELA launched two new initiatives to address cooperation challenges in the field of posting and in the transport sector. These initiatives led to the adoption of the POSTING 360 and TRANSPORT SUPPORT mutual learning and understanding programmes.

POSTING 360 aims to promote cooperation between the Commission, national authorities and social partners on the posting of workers and on other posting-related work conducted as part of other ELA initiatives. Under the umbrella of the POSTING 360 programme, ELA also introduced the biannual Forum on the Posting of Workers, in cooperation with the Commission, which ensures the continuity of some of the tasks that were previously carried out by the Committee of Experts on Posting of Workers. A separate workstream on the posting of third country nationals, which was considered a priority, was launched in 2023 with several related workshops organised to address the challenges in this area.

TRANSPORT SUPPORT programme is designed to support cooperation in the transport sector, including mutual learning and understanding actions in the road transport and the air transport sectors.

Additionally, ELA continued with the activities of its IMI-PROVE programme dedicated to providing users from the national authorities and the Commission with an in-depth focus on the modules for the posting of workers and road transport. During 2023, ELA also started preparations to launch another programme in the area of social security, specifically in relation to the electronic exchange of social security information system.

The PROGRESS programme, which by the end of 2023 was still awaiting approval, is a joint initiative between the AC / the Technical Commission on Data Processing and ELA to support the implementation and operation of the electronic exchange of social security information system in all participating countries. More details on the mutual learning and understanding programmes can be accessed through Activity 8.

ELA published two analytical reports on cooperation challenges in the field of posting of third-country nationals and the implementation of social legislation in the road transport sector: *Report on the cooperation practices, possibilities and challenges between Member States – specifically in relation to the posting of third-country nationals* ⁽¹⁰⁾ and the *Report on cooperation obligations and practices in the enforcement of EU rules on international road transport in the EU* ⁽¹¹⁾. These reports provide insights and operational recommendations to

⁽¹⁰⁾ <https://www.ela.europa.eu/en/news/cooperation-posting-third-country-nationals-ela-releases-new-report>

⁽¹¹⁾ <https://www.ela.europa.eu/en/news-event/newsroom/cooperation-road-transport-sector-elas-latest-report>

address the main challenges in these areas. The reports served as a basis for work carried out in the mutual learning and understanding programmes POSTING 360 and transport support.

Further to the promotion of the IMI system for the exchange of information, under the IMI-PROVE programme, ELA prepared a workshop to inform the competent national authorities about the changes adopted by the Commission to the ERU system. The workshop eventually took place in 2024.

ELA continued with the promotion of cooperation and awareness-raising initiatives in the field of labour mobility by supporting the organisation of six national events ⁽¹²⁾ on different topics of interest for the organising Member State, including the posting of workers and road transport, and twelve bilateral and multilateral cooperation meetings and visits to ELA by national stakeholders.

ELA completed the definition of workflow guidelines and model forms for the exchange of information between the MSs through the network of NLOs, with a view to setting up appropriate information and communications technology (ICT) tools in the coming year. ELA fulfilled its reporting obligations to the Commission by issuing two semester reports about the information exchanged between the MSs via the network of NLOs, including about unresolved requests.

As part of this activity, ELA planned 33 initiatives and carried out all of them successfully in 2023.

Action/projects	Output	Number of delivered outputs
Improvement and facilitation of cooperation exchange between the MSs in all areas of labour mobility	Toolbox for the exchange of information between MSs (workflow guidelines, templates, model forms)	Number of guidelines: 1
	Report(s) and follow-up workshop(s) on cooperation practices and challenges between MSs in specific sectors	Number of reports: 2
	Report(s) on (unresolved) requests between MSs	Number of requests made by MSs
	Provision of information to support MSs in the effective application of EU labour mobility legislation	
Fostering and supporting specific projects between two or more MSs willing to enhance cooperation and exchange of information on specific topics	Provision of logistical and technical support, including translation and interpretation services, to national and cross-border initiatives related to specific cooperation challenges and arrangements	Number of events: 12
	National events (initiated by ELA's NLOs) aimed at improving cooperation between MSs and ELA's outreach	Number of events: 6

⁽¹²⁾ In Czechia, Denmark, Ireland, Malta, the Netherlands and Portugal.

	NLOs missions to the MSs for the execution of cooperation and liaison functions	Number of events: 11
Promotion of further digitalisation and use of existing digital tools and innovative approaches to effective and efficient cross-border cooperation and exchange of information.	Workshop to assess challenges with the use of the European Register of Road Transport Undertakings Implementation of recommendations on ICT, including data security and data protection	The preparatory work done in 2023; activity implemented in Q1 2024 Our organisation offered continuous support for implementing ICT recommendations, including data security and data protection
Non-binding guidelines, shared definitions and common concepts	Set of operational recommendations in the area of posting of Third Country nationals	Number of reports: 1

1.5. Activity 4 – mediation

In 2023, ELA continued facilitating solutions in cases of disputes between two or more MSs regarding individual cases of application of EU labour mobility law by launching a mediation procedure upon request. A total of four disputes were submitted to ELA for mediation, one of which reached a successful conclusion with the adoption of a non-binding opinion. The remaining three mediation cases were prematurely closed due to the refusal of the other party to participate in the mediation procedure. As regards the referral channels, three cases were submitted by a Member State, while one was referred through mutual agreement between two SOLVIT centres.

The Authority remained committed to its reporting obligations, as stipulated in the founding regulation. In 2023 ELA submitted two biannual reports to the Commission detailing both pursued and unpursued mediation cases.

ELA continued its efforts in providing information on mediation and carrying out communication initiatives to inform the relevant institutional stakeholders, including national authorities and social partners, on its rules of procedure and working arrangements. Furthermore, in 2023, several information and communications products were developed with the aim of improving the use of the ELA mediation procedure.

In addition, ELA continued to expand the knowledge of the national authorities, along with the appointed mediators and members of the mediation board. This was achieved through several training sessions organised at national level, which included the sharing of good practices and experiences gained from mediation with other stakeholders dealing with dispute resolution around labour mobility, such as the AC and the SOLVIT network.

As part of this activity, ELA developed and successfully executed 26 initiatives.

Action	Output	Number of delivered outputs
Implementation of the mediation procedure	Individual cases submitted to ELA, including from SOLVIT, or suggested on ELA’s own initiative, and related activities of the Mediation Board	Number of mediation cases: 4
	Provision of translation and interpretation services during mediation procedures	Provided upon request

	Provision of legal assistance during the mediation procedure	
Provision of information and communication	Frequently asked questions document on mediation function, in particular the rules of procedures and working arrangements	Number of Q & A documents: 1
	Organisation of information sessions on the use of mediation in different MSs	Number of training materials: 6 Number of information materials: 2
	Development of communication materials	
	Development and maintenance in an electronic format of a record of disputes processed through its mediation procedure	Number of communication materials: 6 Number of inventories: 1 (with 171 documents)
Monitoring, evaluation and reporting	Biannual report to the Commission on mediation activities	Number of reports: 2
	Report on the implementation by the MSs of the opinions and recommendations delivered during the first and second stages of the mediation procedure	Number of reports: 1
Non-binding guidelines, shared definitions and common concepts	Guidance on the workflow procedure for mediators and the mediation board	Number of guidelines and workflows: 4

1.6. Activity 5 – concerted and joint inspections

Under this activity, ELA continued to deliver on its mandate to coordinate and support CJIs under Articles 8 and 9 of the ELA regulation. ELA continued providing conceptual, logistical and technical support, and legal expertise, including interpretation services and the translation of inspection-specific documentation to facilitate the enforcement of labour mobility and social security coordination rules in MSs. To respond to the increased demand and the need to organise CJIs at a short notice, in November 2023 ELA concluded a new framework contract with the objective of facilitating the speed and efficiency of the logistical support services. ELA also continued to work on the digitalisation of inspection-related procedures.

In 2023 the main sectors in which the CJIs took place were road transport and construction, in line with the priorities identified in the work programme. ELA also supported CJIs in agriculture, HORECA, meat processing and manufacturing and expanded its activities to new sectors such as inland waterways, recycling and healthcare. The scope of inspections included a range of sectors and issues within ELA’s remit and reflected the requests from MSs and issues identified by ELA under the analysis and risk assessment activity. ELA more than doubled the number of inspections (from 37 in 2022 to 76 in 2023) and is making them increasingly targeted, focusing on specific cases or irregularities within the jurisdiction of the respective national enforcement body.

Throughout 2023, ELA regularly published information about CJIs to increase awareness about cross-border inspections and their results among enforcement authorities, social partners and the public. One challenge ELA continues to face when reporting and analysing the results of the CJIs, however, remains the non-submission of

post inspection reports. Despite the obligation under Article 9(6) of the ELA regulation, so far, the reports have been submitted only for seven CJIs that took place in 2023.

The Working Group on Inspections continued to advise and guide ELA in the CJi-related activities. In 2023, the working group met in March, July and November and the support of its members has been pivotal in discussing the details of ongoing and planned CJIs, along with possible follow-up actions, and it has proved to be an efficient platform for sharing sensitive operational CJi-related information with national enforcement authorities.

Based on labour mobility analyses and risk assessments, in close consultation with MSs, ELA regularly launched enforcement campaigns targeting specific problematic sectors or irregularities of a cross-border nature. Weeks of action to facilitate engagement in inspections were organised in road transport (in February, May and November) and construction (in April and October) sectors, and within the work of the European Multidisciplinary Platform Against Criminal Threats (EMPACT) (in June and a dedicated week of action in agriculture in September). These were accompanied by actions related to awareness raising, provision of information and capacity building, all delivered in close cooperation with ELA’s other operational units.

Operational and strategic cooperation with other agencies, such as Europol, the European Union Agency for Criminal Justice Cooperation (Eurojust) and the Fundamental Rights Agency, is expected to continue in 2024, with a focus on specific upcoming threats in relation to labour mobility infringements.

From this activity, ELA planned 92 initiatives and carried out all of them successfully in 2023.

Actions/projects	Output	Number of delivered outputs:
Provision of conceptual, logistical, legal, technical and analytical support to concerted and joint inspections	Support provided, staff deployed at on-site and premises inspections	Number of completed CJIs: 76 (including weeks of actions)
Deploy experts, including national liaison officers, on the spot	Biannual CJi reports, internal reports with the preliminary results of CJIs	Number of internal reports: 76 Number of reports: 2
	Preparatory/debrief meetings organised in order to prepare the inspection and discuss their results	
	Organisation of seven weeks of action	Number of translation requests processed: 4
	Translation of CJi-related documents	
Proposal of concerted or joint inspections to MSs based on ELA’s own intelligence and foresight, including that based on cases submitted by social partner organisations at national level	Cases proposed	One case was submitted by SPOs, but it did not comply with the criteria set out in the Guidelines on CJIs Work started on one possible case to be proposed to MSs
Make available efficient tools and procedures to facilitate cross-border inspections, including to ensure quick, data-protection-compliant and secure information exchange	Tools and procedures are made available Start of use of INSP application	Number of procedural rules/applications prepared: 2

	Internal guide on handling concerted and joint inspections	
Boosting cooperation with strategic partners	Organised joint activities	Number of events: 1
	Cooperation with EMPACT and Aquapol (law enforcement network aiming to strengthen the security on Europe’s main inland waterways) Confederation of Organisations in Road Transport Enforcement: contribution to the work of the enforcement working group meeting, training sessions on social rules in road transport	Number of inspections prepared jointly: 24
Strengthening the capacity of stakeholders in the area of enforcement to tackle cross-border irregularities	Three plenary meetings of the Working Group on Inspections	
	Online training on concerted and joint inspections	Number of events: 3
	Preparation of quarterly cross-border inspections bulletins	Number of training materials: 1
	Flyer on support to CJIs Press releases and social media updates on CJIs	Number of external communication products: 23
	Study visits and staff exchanges	
Non-binding guidelines, shared definitions and common concepts	Guidance (checklist) for inspections in relation to genuine posting	Delivery planned for the second quarter (Q2) of 2024

1.7. Activity 6 – tackling undeclared work

ELA continued to support MSs in tackling undeclared work while creating and exploiting synergies with its other activities, particularly the concerted and joint inspections, capacity building, knowledge-sharing activities, labour mobility analyses and risk assessments. ELA focused on the cross-border aspects of undeclared work and continued to support MSs in relation to the national dimensions of undeclared work. Trends and policy developments having an impact on the undeclared work situation in MSs were also considered. The European Platform Tackling Undeclared Work (‘the platform’) continued to be an important structure supporting ELA’s work in this area.

Among other things, ELA continued supporting the cooperation aiming to address the risks of undeclared work among refugees and displaced persons from Ukraine by holding two meetings on the platform subgroup dedicated specifically to these risks.

ELA aimed to further improve the capacity of various relevant stakeholders to tackle undeclared work, with activities focused on, among others, possible interplay between teleworking and undeclared work, e-services preventing undeclared work by making declared employment easier and more beneficial, social ID cards, or

investigative methods and instruments to gather evidence of undeclared work. Other activities aimed to increase public awareness and knowledge of issues related to undeclared work.

ELA also encouraged MSs to step up their efforts to tackle undeclared work. It supported the development of expertise and analysis and encouraged and facilitated innovative approaches. To fulfil those objectives, the activities of the platform continued promoting its holistic approach to tackling undeclared work with a view to transforming undeclared work into declared work.

Under this activity ELA planned 26 initiatives and successfully delivered 24 in 2023.

Action/projects	Output	Number of delivered outputs
Enhancing cooperation between MSs' relevant authorities and other stakeholders to tackle undeclared work	Two plenary meetings of the platform; three subgroup meetings, staff exchanges and two peer-learning dialogues	Number of events: 2
	Output papers and other documents for these meetings	Number of reports: 4
Improving the capacity of MSs' relevant authorities and other stakeholders to tackle undeclared work	Learning resource papers and other supporting documents	Number of reports: 5
	One seminar, two workshops, one webinar and one study visit	Number of events: 3
Improving the knowledge of undeclared work	Studies on e-services preventing undeclared work by making declared employment easier and more beneficial, methods and instruments to gather evidence of undeclared work; and studies on evaluating policy responses to prevent undeclared work in public procurement	Number of studies concluded: 2
Disseminating information and raising awareness about undeclared work	Preparation and distribution of awareness-raising materials	Number of information materials: <ul style="list-style-type: none"> ▪ 2 newsletters ▪ 27 country factsheets on undeclared work finalised
	Contributing to information campaigns	
Showcasing good practices in different countries and covering various topics, building on examples from events, studies and other activities	Good practice documents	Number of good practices: 20 good practice documents prepared or in preparation

1.8. Activity 7 – analysis and risk assessment

ELA reached the full capacity to deliver on its mandate to carry out an analysis and risk assessment (Article 10 ELA regulation) by the end of 2023. This function includes a range of tasks related to enforcement and information provision, including with the involvement of social partners. The analysis function at ELA is integrated into both broader strategic planning and specific operative activities, such as concerted and joint inspections. The operational risk assessment supports targeted inspections, and the analytical reports and projects inform ELA's broader activities and serve as a strategic baseline.

In 2023 ELA started to offer operational risk assessments analysing the risk of non-compliance stemming from specific entities when they are required to support concerted and joint inspections. In November 2023, ELA launched the analytical support as part of the services offered to the MSs. Launching this service involved acquiring full access to databases required for this task, establishing a standard operating procedure for operational risk assessment processes and putting in place procedures and decisions required by data protection legislation. This type of support is delivered in the form of an analytical report upon the request of a national competent authority. The report contains background information on entities within the scope of the inspection and aims to support labour inspectors in building their case.

ELA continued to develop the strategic risk assessment capacity, identifying situations associated with a risk of non-compliance with legislation under ELA’s remit. This included identifying sector-specific challenges and recurring problems in the application of labour mobility and social security legislation. Analytical activities led by ELA included mapping exercises and analyses in the fields of labour mobility and social security coordination across the EU. ELA’s first sectoral flagship report, ‘Construction sector: Issues in information provision, enforcement of labour mobility law, social security coordination regulations, and cooperation between MSs’, was published in 2023. Moreover, ELA started analytical work on the HORECA sector, posting of third-country nationals, and social security coordination. The corresponding analytical reports will be published to inform ELA’s operational activities in the subsequent years.

Closely intertwined with the analytical activities, ELA organised outreach activities that enhance risk assessment capacities in national competent authorities and the knowledge and mutual understanding of different systems and practices. Since 2022 ELA has been working together with Europol to convene the EMPACT analytical workshop, which brings together analysts working in labour inspectorates and law enforcement authorities on cases of labour exploitation.

In 2023 ELA launched the programme ‘Artificial Intelligence and algorithms in risk assessment: Addressing bias and other ethical issues’, a series of events that have been particularly appreciated by the MSs. ELA’s outreach activities included workshops supporting risk assessment capacities, and peer reviews on a voluntary basis, with the aim of supporting and enabling bilateral cooperation involving the exchange of data between MSs. Finally, there were also analytical, and foresight activities associated with information and data from the EURES portal.

In sum, ELA continued its work in analysing and assessing issues related to cross-border labour mobility, conducting various activities related to enforcement and the dissemination of information, and designing 15 initiatives and implementing all of them in 2023.

Action	Output	Number of delivered outputs
Operational risk assessment	Technical and analytical support for concerted and joint inspections	Analytical support for CJIs was offered – legal and technical preparatory work finalised in 2023
Strategic risk assessment	Increased internal analytical capacity Construction sector: issues in information provision, enforcement of labour mobility law, social security coordination regulations, and cooperation between MSs	Number of analyses/studies: 1
Other analytical activities	A handbook on ethical issues related to algorithms, automation and AI Overview of the measures taken by MSs and European Free Trade Association countries regarding the	Number of analyses/studies: 3 Number of guidelines: 1

	employment and social security of displaced persons from Ukraine: comparative summary report and individual country documents	
Outreach	<p>Workshops providing a platform to analysts in competent authorities for discussions, peer learning and exchange of practices in risk assessment, outlined below.</p> <p>Training courses and workshops on AI and algorithms in risk assessment</p> <p>Launch event of the report in the construction sector</p> <p>Focus group on data collection from prior declaration tools</p> <p>EMPACT analytical meeting</p> <p>CEPOL training course on labour exploitation and workshop</p> <p>Launch event on labour shortages and the drivers behind</p>	Number of events: 6
Analysis of labour shortages and surplus data	<p><i>EURES Report on Labour Shortages and Surpluses 2022</i></p> <p>Shortages and surpluses dashboard 2022</p>	Number of reports: 2
Strategic foresight on labour mobility	Scenarios on labour mobility in the EU, analysis identifying the main strategic domains and actions of competent Member State authorities, with an emphasis on enforcement, information dissemination, capacity building and cross-border cooperation	Number of analyses/studies: 1

1.9. Activity 8 – capacity building

ELA continued supporting MSs in building capacity for the purpose of fostering and promoting consistency in the application of EU law. ELA strengthened the capacity of national authorities by providing operational assistance across the activities covered by ELA’s mandate, including through developing practical guidelines, establishing and delivering training and peer-learning programmes, identifying and promoting the exchange and uptake of good practices and knowledge, facilitating study visits and developing a mutual understanding of different national systems and practices as established in the founding regulation.

In 2023 ELA supported MSs in strengthening the capacity of national authorities in the areas of labour mobility and social security coordination. This was ensured through developing sectoral and cross-sectoral training programmes to respond to emerging trends, needs and demands in the MSs, with a view to addressing the

challenges linked to the future of work, including for labour inspectorates and social partners and in line with Article 11 of the founding regulation. The pilot research on training needs for national authorities enforcing labour mobility rules was also conducted.

ELA organised its annual training on the basics of EU labour mobility, aimed at giving an introduction to all areas of EU labour mobility law to junior staff from different national institutions, and launched its first edition of modular training for cross-border inspectors. This offered participants a holistic and practical approach to the EU rules pertaining to labour mobility and social security coordination, aiming to enhance inspectors’ knowledge and skills in conducting cross-border inspections. Moreover, ELA also built up the capacity of national SOLVIT centres to ensure the correct application of single market rules on labour mobility.

ELA also introduced training courses for national authorities, addressing national inspectors’ specific needs regarding EU labour mobility knowledge. In 2023 ELA and other stakeholders covered a range of tools and topics, including road transport, other means of transport, seasonal workers, the construction sector and new labour market challenges such as online cross-border work (telework, hybrid work, remote work, platform work).

A number of cross-border staff exchanges were also facilitated in 2023 across 25 MSs, involving over 150 individuals and aiming at establishing and improving mechanisms in the areas of information, cooperation and enforcement linked to labour mobility, social security coordination and undeclared work.

With a view to forging efficient cooperation between national authorities and national and sectoral social partners, ELA aimed to promote the identification, exchange, dissemination and uptake of good practices, experiences and knowledge in its different areas of operation, including cooperation with other stakeholders in capacity building. Awards were also presented during the ELA annual conference to four practices which were considered as exemplary following an evaluation of all practices received.

Moreover, in cooperation with national authorities and, where appropriate, the social partners, ELA sought to develop common non-binding guidelines, shared definitions and common concepts, building on relevant work at national and EU levels, for use by MSs and the social partners.

During 2023, ELA launched a call to establish a database of experts to support it with the fulfilment of its mandate and attainment of its objectives and tasks. The call was open to natural persons, both academics and practitioners with relevant experience in the fields of activity within ELA’s remit who may be requested to provide services concerning training and other activities in the fields covered by ELA’s mandate. This will facilitate a direct provision of knowledge and cooperation with experts for various ELA activities. Also during 2023, ELA started its preparations to establish an online learning platform, to provide training courses and learning resources through digital means.

Last but not least, ELA’s capacity-building strategy for 2024–2030 was adopted by the Management Board. It outlines ELA’s mission and vision for its capacity-building activities, with the goal of becoming a key partner in Europe in matters related to labour mobility.

Out of 34 initiatives planned for this activity, 29 were carried out in 2023.

Actions/projects	Output	Number of delivered outputs
Supporting MSs in strengthening the capacity of national authorities in the areas of labour mobility and social security coordination	Training on various areas related to EU labour mobility Training needs analysis for inspectors enforcing labour mobility rules, followed by training	Number of training materials: 6 Number of analyses/studies: 1 Number of training materials: 6 (specifically for inspectors)

	<p>Staff exchanges and secondment schemes</p> <p>A pilot staff exchange call in risk assessment related to labour mobility and social security coordination</p>	<p>Number of staff exchanges: 42</p>
<p>Supporting mutual learning and assistance and promoting the mutual understanding of different national systems and practices</p>	<p>Mutual learning and understanding framework – IMI-PROVE</p> <p>Mutual learning and understanding framework – road transport</p> <p>Mutual learning and understanding framework – posting</p> <p>European Platform Tackling Undeclared Work activities (seminars, workshops and webinars, staff exchanges, peer-learning dialogues, mutual assistance projects, peer-reviews)</p> <p>Mutual learning events on information provision related to seasonal work (including the establishment of a community of practice) ⁽¹³⁾</p> <p>Mutual learning events on information provision related to online cross-border work (telework, hybrid work, remote work, platform work)</p> <p>Mutual learning events on information provision targeting free movement bodies</p>	<p>Number of events: 3 Number of guidelines: 1</p> <p>Number of events: 1</p> <p>Number of events: 4</p> <p>Number of events: 3</p> <p>Number of analyses/studies: 1 ⁽¹⁴⁾</p>
<p>Promoting the exchange, dissemination and uptake of good practices, experiences and knowledge</p>	<p>Good practices examples collected in different areas of ELA’s work</p> <p>Database of good practices accessible to ELA stakeholders</p> <p>Presentation of good practices at an ELA event</p>	<p>Number of good practices selected: 22 (out of 37)</p> <p>Number of events: 2</p>

⁽¹³⁾ This activity has been executed by the information and services sector organising the mutual learning events and analysing the digital exchange tool for the participants.

⁽¹⁴⁾ Exploration of a digital exchange tool for the participants of this community.

Providing capacity-building workshops, seminars and other events	Workshops on road transport	Number of events: 1
	Workshops on thematic issues related to labour mobility	Number of training materials: 1
	Annual workshop with mediators and experts of the mediation board, and other stakeholders dealing with dispute resolution in labour mobility	Number of events: 1
	Workshops on procedures, legal issues and information technology (IT) solutions in relation to risk assessment in the domain of labour law, social security and labour mobility in the EU	
Supporting cooperation with other stakeholders in capacity building	Strengthening cooperation with national training centres for labour inspectors	Number of events: 3 Number of inventories of documents: 1
	Cooperation with other European and international stakeholders in capacity building, including on the grants	Number of events: 5
Other capacity-building activities	Preparation for the setting-up of the community of practice	Number of strategies: 1

1.10. Activity 9 – social partners liaison function

Social partners, both trade unions and employer organisations, play a significant role in ELA’s activities and can actively contribute to ELA’s mandate. Under Activity 9, ELA engages with social partners at European, national and sectoral levels in a comprehensive and structured way to enhance the cooperation on and input into ELA’s work.

Dedicated staff under this activity provides a secretariat function to the Stakeholder Group to ensure its efficient and compliant functioning. The Stakeholder Group held three meetings in 2023 (one held jointly with the Management Board). The social partners liaison function also continued to be the first contact point in ELA for European social partners, helping to handle the cases reported to ELA under Article 8 of the founding regulation. In 2023 a potential case related to aviation was received and its processing facilitated internally. The discussion is still ongoing given the complexity of the case. Sectoral social partners were also involved to provide information on the practical operation of labour mobility rules in the aviation sector via a dedicated workshop in April 2023. Preparatory work to get social partners’ input for ELA’s activities in HORECA sectors began in 2023.

Under this activity, ELA planned four initiatives and successfully implemented them in 2023.

Action	Output	Number of delivered outputs
Providing a secretariat function to the Stakeholder Group	Efficient functioning of the Stakeholder Group	Number of events: 2

Coordination of cases reported to ELA by social partners	Structured output and communication with social partners on cases submitted to ELA	One potential case under discussion
Organising workshops or seminars with social partners	Collection of inputs from sectoral social partners on labour mobility issues Two to four workshops or seminars	Number of events: 1 (on aviation) Completed preparatory work for a workshop on the HORECA sector

1.11. Activity 10 – facilitation of digital tools supporting labour mobility

Under this activity, ELA enables:

- the collection and sharing of knowledge on the use of innovative-technology-driven approaches to effective and efficient cross-border cooperation;
- easier access to information on rights and obligations regarding labour mobility;
- better enforcement of labour mobility rules and access to data and fraud detection;
- the promotion of good practices in full respect of data protection and fundamental rights.

After piloting the first edition of ELA TECH, ELA continued to foster digital innovation in 2023 via dedicated mapping focusing on the use of digital solutions employing AI and on innovative digital solutions in the field of social security. Following the mapping, dedicated workshops were organised. ELA also continued to organise open calls for papers and conferences to engage stakeholders from governmental and non-governmental organisations, industry and academia, enabling further knowledge sharing and insights about how new digital technologies can be used to the benefit of labour mobility.

ELA laid down the groundwork and completed preparations for the second edition of the ELA TECH Conference and workshop for IT specialists focusing on digital innovation, taking place in the beginning of 2024.

Under this activity, ELA planned three initiatives and completed them successfully in 2023.

Action	Output	Number of delivered outputs
Structured engagement with national authorities on digital tools supporting labour mobility	Mapping of digital solutions	Number of mapping document: 1
Workshops and seminars	Facilitation of knowledge sharing on digital innovative solutions and tools- structures – Structured output from the workshops and seminars	Number of events: 1
Public call for papers	ELA TECH Conference	Number of events: 1

1.12. Activity 11 – governance and coordination

Under Activity 11, ELA focused on strengthening governance, improving the functioning of governing bodies and respecting legal obligations related to programming and reporting.

In 2023 ELA continued to enhance internal processes, reinforce coordination and improve planning and reporting with a dedicated project (service delivery model) and with the introduction of the operational plan and setting up of a monitoring system for KPIs through the creation of an online application.

Regarding programming, ELA continued to improve the preparation of the SPDs, finalising the SPD for 2024–2026 and the first draft of the one for 2025–2027. The consolidated annual activity report (CAAR) was finalised and submitted for adoption by the Management Board as well.

In terms of policy coordination, ELA focused on the horizontal coordination of operational activities along with strategic policy coordination. The coordination structures (task forces) covering thematic areas of ELA’s mandate were established. ELA also managed to prepare a business continuity plan.

In the field of external relations, ELA continued to nurture its relations with stakeholders, including EU institutions, social partners and other EU agencies. ELA continued in ad hoc cooperation or cooperation based on the formal instruments. The latter type of cooperation was further operationalised via action plans. ELA also started to explore possibilities for cooperation with third countries.

Under this activity, ELA also continued to carry out the secretariat function of the Management Board and Stakeholder Group. For the first time, ELA organised an informal meeting of the Management Board to enhance the exchange of views between Management Board members.

Finally, ELA submitted all documents as requested by the regulatory framework (SPDs, CAAR, report on financial management) to the EU institutions, Moreover, ELA provided input for the questionnaires distributed within the framework of the discharge procedure.

In total, 16 initiatives were planned and 15 were successfully executed within this framework throughout the year.

Action	Output	Number of delivered outputs
Providing a secretariat function to the Management Board	Efficient functioning of the Management Board	Number of events: 3 Number of events (outside of formal meetings): 1 (informal Management Board meeting)
Programming, planning and reporting	<i>Consolidated Annual Activity Report 2022</i> Multiannual work programme 2024–2026 Initial draft multiannual work programme 2025–2027	Number of reports: 1 Number of programming documents: 2
Performance management system and monitoring; evaluation of services delivery model	Internal reports on progress in delivering the work programme Improvements in services and internal processes	Number of reports: 3 (reporting platform, operational plan, service delivery model) Number of mapping documents: 1 (prepared for service delivery model)
Internal governance framework development and monitoring	Internal procedures Efficient workflows and coordination	Number of Executive Director decisions: 21

		Number of standard operating procedures: 6
Policy coordination	Leading internal projects and task forces	Number of strategies: 1
	Terminology glossary	The terminology glossary project is currently ongoing.
	ELA annual conference	Number of events: 1
External relations	Engagement related to accountability to the European institutions	Number of events: 1
	Meetings and other engagement activities with stakeholders	
Organising cooperation with agencies and other relevant bodies	Concluding or updating memorandums of understanding and/or other forms of cooperation arrangements	The cooperation continued at operation level (action plans)
Ensuring business continuity	Development of business continuity plan	Number of strategies: 1

1.13 Activity 13 – communication and awareness-raising campaigns

Under this activity, ELA ensured effective internal and external communication on its activities, prepared information and awareness-raising campaign material on issues under its remit and led EU-wide coordinated campaigns on topics related to labour mobility.

In 2023 ELA continued its dissemination and outreach activities, consolidating collaboration with national multipliers, including media, in MSs and with EU-level stakeholders. ELA’s communication and dissemination plan was updated, building on experiences and lessons learned from previous years. Dedicated communication materials and activities were produced for the ELA TECH conference and other events organised by ELA. In line with its planning, ELA delivered/implemented 2 073 communication materials in 2023.

Digital presence reinforcement

ELA reinforced its digital presence, compared with the previous year, developing its social media strategy to ensure increased exposure, followers and reach.

ELA now has 27 000 followers on its social media channels and an engagement rate often three times higher than that of another organisation of the same size. ELA’s click-through rate was on average 4–6 % (on 8 of 22 posts above 5 %), with peaks of 9–15 % ⁽¹⁵⁾. ELAS’s engagement rate in many social media posts was around 8–10 %, with peaks of 15 % in some cases.

The update of the website architecture, functionalities and content management system, initiated in 2022, was finalised, aiming to improve information on activities and outputs, and attract more visitors to the website, including those seeking recruitment information. The introduction of specific new functionalities, new pages and content began in 2023 and was achieved in 2024. The newsletter functionality with subscription management in compliance with the GDPR rules was deployed in 2023 and the first newsletter will be published in early 2024.

⁽¹⁵⁾ Reference value: according to LinkedIn ‘a CTR above 2 % is considered good, while a Click-Through Rate above 5 % is considered excellent’. The average engagement rate for accounts of our size is 5 % for 2023 according to the 2023 LinkedIn benchmark report published by Rival IQ <https://www.rivaliq.com/blog/linkedin-benchmark-report/>.

EU-wide coordinated campaigns

ELA prepared an EU-wide coordinated information and awareness-raising campaign for the construction sector on selected labour mobility issues. During the planning phase, the target audience analysis, dissemination strategy, and media and social media strategy were set. This was followed by the preparation of campaign materials, setting up and coordinating a dedicated EU-wide network of campaign partners. During the campaign delivery phase, ELA conducted active campaigns in relevant media and coordinated dedicated periods of action with campaign partners. Monitoring of media and analyses of campaign analytics were also conducted. The campaign reached 27 million followers in 2023 via social media and logged over 8 million views of campaign videos. The 2023 social media campaign started later than the one in 2022 and continued into Q1 2024 due to the seasonal nature of the construction sector.

Smaller targeted campaigns

In addition to large-scale campaigns, smaller and targeted ELA campaigns on specific topics were planned. As part of information and awareness-raising activities, ELA produced communication and information materials and distributed them via several media channels and as part of inspection and information events.

ELA’s communication and awareness-raising activities in 2023 were focused on enhancing its presence, disseminating information effectively and leading coordinated campaigns to address labour mobility issues.

Action	Output	Number of delivered outputs
Social media strategic planning	Increase in followers and reach	Followers increase from 20 000 in 2023 to 27 000 in December 2023 Engagement rate in social media is up to 15 % (average for size of organisation 5 %)
Media relations strategy setting and engagement with media	Consolidated media relations management and maintenance activities and increased understanding of ELA activities and deliverables	Relations established with 158 journalists in all EU and other relevant countries Three press events were organised ELA participated in several press events organised in MSs 21 press queries and 8 interview requests were received and replied to A media monitoring activities contract was signed at the end of 2023 after a procurement exercise; the monitoring starts in January 2024 and will produce reports of ELA’s media outreach A media training session was organised for relevant ELA staff
Website restructuring (continued from 2022)	Completed restructured website	Website restructuring was completed in 2023, with the launch of new pages,

		functionalities and content planned for early 2024
Annual conference promotion	Annual conference communication activities and material	Part of the preparation of communication and information materials
Update of ELA's communication and dissemination plan	Updated communication and dissemination plan	The communication and dissemination plan was drafted and adopted by the Management Board The drafting of a subsequent standard operating procedure (SOP) was initiated
Preparation and coordination of an EU-wide information campaign for the construction sector	Target audience analysis	The target audience analysis was prepared by ELA
	Production of information and awareness-raising campaign material	All materials were produced and distributed to campaign partners in the MSs: <ul style="list-style-type: none"> - seven videos - one leaflet - one visual identity and logo - eight templates to partners - Out Of Home materials
	Coordination of the information campaign across the EU	Meetings and information sessions with campaign partners were organised to coordinate the campaign across the EU
	Analysis of campaign results	The campaign continued in Q1 2024, so the final report was not available at the end of 2023
Targeted ELA campaigns on selected topics	Active campaign (posting and advertisement)	Twelve 'mini' campaigns related to specific subjects (e.g. mediation, annual conference), events, procurements, vacancies, etc., were organised
Preparation of information material on labour mobility issues, corporate communication material and material for conferences such as the ELA TECH conference	Production of campaign material	<ul style="list-style-type: none"> - HR video - Corporate video - Inspection video - Mediation video - Corporate leaflet - Mediation leaflet - ELA Website illustrations - Roll up, banner, back drop designs - Social media post designs - Promotional short videos for various activities
	Flyers, brochures and other communication material for ELA's operational activities	

Part II. Management

This section includes updates on the horizontal activities, including governance and coordination, management of resources and ELA's other support activities. It also contains an overview of significant risks and control issues signalled to and discussed with the Management Board and significant items approved or decided by the Management Board.

2.1.1. Management Board

ELA is governed by a Management Board, which provides strategic orientation, oversees the Authority's activities and meets at least twice a year. The Management Board is composed of one member from each MS, two members representing the Commission, one independent expert appointed by the European Parliament and four members representing cross-industry social partner organisations at EU level, equally representing trade union and employer organisations. The representatives from non-EU countries that are applying EU law in areas covered by the founding regulation participate as observers. A representative of Eurofound, a representative of EU-OSHA, a representative of Cedefop and a representative of the European Training Foundation also hold observer status.

The Management Board met three times in 2023 (March, June, November). In addition, there was an informal meeting of the Management Board in September, where the board was presented with 49 documents and adopted 19 decisions. The main decisions of the Management Board include:

- 1) Decision No 4 – Implementing rules concerning the Data Protection Officer of the European Labour Authority pursuant to Article 45(3) of Regulation (EU) 2018/1725
- 2) Decision No 6 – ELA communication strategy 2023–2026
- 3) Decision No 14 – Adoption of the ELA capacity building strategy 2024–2030
- 4) Decision No 16 – Adoption of the ELA anti-fraud strategy 2024–2026

2.1.2. Executive Director

The Executive Director is ELA's legal representative and is responsible for the day-to-day management of the authority and the implementation of the tasks assigned to it by the founding regulation. In 2023 Mr Cosmin Boiangiu, who was officially appointed on 10 December 2020 and took office on 16 December 2020, completed his third full year as ELA's Executive Director.

In 2023 the Executive Director adopted 21 decisions related to ELA's daily management, including those related to the consolidation of ELA's coordination structures, decisions seeking to further reinforce internal structure and procedures (e.g. on financial circuits), the decision to ensure transparency (meeting register, and provided detailed arrangements to carry out or better calibrate ELA's activities), the decision on meeting with interest representatives, the decision on providing guidelines on whistleblowing and the decision on the business continuity plan. Finally, the Executive Director adopted several decisions seeking to improve staff working conditions (e.g. the decision on the usage of green transport by ELA's staff and the decision on home office equipment).

The Executive Director actively presented ELA at various fora including key stakeholders – national administrations, EU institutions and social partners. Particularly, the Executive Director continued to nurture relations with the MSs, by being present at some of the national events or inspections organised by ELA, through individual visits or by welcoming high-level representatives to the authority. The Executive Director encourages

national authorities and social partners to use the authority's support and capacities and to actively contribute to its work.

To maintain a strong link with the EU institutions, the Executive Director participated in an exchange of views with the Members of the European Parliament to update them on ELA's activities and priorities. The Executive Director also welcomed the official delegation of the European Parliament at its first visit to ELA. He also participated in the event focused on skills which was organised jointly with the EU agencies in the European Parliament. The Executive Director also had meetings with the President of the Committee of Regions and President of the European Economic and Social Committee to explore the possibilities for future cooperation. The relations with other EU agencies were also nurtured by the Executive Director in 2023, particularly, heads of all EU agencies under the remit of the Directorate-General for Employment, Social Affairs and Inclusion (European Training Foundation, Cedefop, European Agency for Safety and Health at Work and Eurofound). The Executive Director also met the Chair of the Network of European Public Employment Services. Finally, the Executive Director also held meetings with the representatives of the Slovak authorities to hold regular exchanges on the operation of the headquarters agreement.

2.1.3. Stakeholder Group

The Stakeholder Group is composed of two representatives of the Commission and ten representatives of EU-level social partners, equally representing trade union and employer organisations, including recognised EU sectoral social partners representing sectors that are particularly concerned by labour mobility issues. The members of the Stakeholder Group are designated by their organisations and appointed by the Management Board.

The Stakeholder Group gives advice and recommendations and may submit opinions on issues related to EU labour mobility, on the annual activity report and on ELA's SPD. In 2023 the Stakeholder Group held three meetings: in February, June (joint meeting with the Management Board) and October. During these meetings, the Stakeholder Group discussed several issues, including the presentation of the POSTING 360 programme, social partners' involvement with EURES activities, targeted capacity-building events for social partners, and the main findings and conclusions of the report on construction.

2.1.4. Compliance and internal control

Under this activity, ELA ensured that its activities were conducted in a legally compliant way and implemented an effective internal control system.

Legal function

The legal function provided legal advice on the implementation and interpretation of the founding regulation and ELA's institutional framework, supporting compliance with the authority's institutional and regulatory framework, such as the staff regulation and the financial regulation. It provided legal advice to ELA's operational units regarding their activities and external cooperation with EU partners, third countries, international organisations and other stakeholders.

Personal data protection

ELA appointed a data protection officer in March 2022 to align its activities with Regulation (EU) 2018/1725 on the protection of personal data. An exercise to allocate responsibilities and identify processing operations with personal data at ELA was performed, including identifying controllers and declaring ongoing processes to the general public, as required by Article 31 of the regulation. ELA's data protection officer conducted a risk assessment of all activities in order to identify risks and allocate responsibilities for risk mitigation. A public register was set up to declare activities involving personal data, with privacy statements accessible to the general

public. Other relevant registers were established to monitor personal data breaches, data subject requests and high-risk activities.

Internal control function

The internal control function aims to ensure that ELA has an effective internal control system in place to maximise performance, handle risks and opportunities, and execute tasks efficiently while complying with applicable regulations. Internal workflows and standard procedures were developed to clarify procedures, responsibilities and stakeholders. These policies supported managerial oversight in decision-making processes, ensured appropriate information flow, and enhanced control structures and compliance with the regulatory framework. The development of workflows and procedures was based on internal risk assessments, identified areas of potential internal control deficiencies, and audit findings and recommendations from the Internal Audit Service (IAS) and European Court of Auditors (ECA).

Action	Output	Number of delivered outputs
Providing legal advice	Various internal documents, revisions, input, feedback	Throughout the year, the legal function provided advice on the implementation and interpretation of both the founding regulation and ELA’s institutional and regulatory framework
Strengthening ELA’s internal control framework	Risk management Support of audits Handling non-conformity events Anti-fraud strategy Monitoring activities	Throughout the year, the internal control function provided support to the implementation and further development of ELA’s internal control framework and support or audits (ECA, IAS, <i>ex-post</i>)
Providing access to document requests	Provision of documents and related communication	Number of documents: 8
Handling complaints and inquiries	Handling of external complaints and inquiries	Number of complaints/inquiries: 46
Managing personal data breaches	Guidance and flowchart on personal data breaches SOP for personal data breaches Register of personal data breaches	Number of personal data breaches: 5
Dealing with data subjects’ requests when exercising their rights	Guide on data subjects’ rights Register of data subjects’ requests and a report to the Executive Director	Number of data subjects’ requests: 3
Increasing awareness on personal data protection	Internal web-based collaborative platform on personal data protection Various internal documents	Number of training sessions provided: 12

Monitoring processing operations with personal data	Internal and public register	Number of processes identified: 84 Number of processes covered by a record: 67
Preparing a risk assessment analysis	Data protection plan 2022 Risk assessment on personal data protection (general and detailed reports)	General risk assessments for ELA: 5 Individual risk assessments: 21, with 3 of them resulting in a data protection impact assessment

2.2. Major developments

The following sections provide updates on the developments in the financial, human resources (HR), corporate service, communications, and information communications technology areas, supporting ELA’s growth during 2023.

2.2.1. Budgetary and financial management

ELA’s 2023 budget amounted to EUR 39.9 million, of which EUR 20.4 million was for operational expenditure and EUR 19.5 million was for administrative expenditure. The budget execution rate was 94 %, reflecting a high level of commitment and absorption of the available funds. The payment execution rate was 74 %, which is a significant increase compared to 2022. ELA implemented its budget in accordance with the principles of sound financial management, ensuring the economy, efficiency and effectiveness of its operations. ELA also complied with the relevant financial rules and regulations, and with the internal control standards and risk management framework.

ELA continued to review and update its business processes, in order to streamline and simplify its workflows, reduce the administrative burden and enhance the quality and timeliness of its services.

ELA established its annual procurement plan for 2023, based on the needs assessment and the priorities of its work programme. The procurement plan covered both operational and administrative contracts and was regularly monitored and updated throughout the year. From 2023 onwards, all e-procurement modules, e-tendering, e-submission and e-preparation (the PPMT) became operational and were used by all relevant ELA staff.

ELA also reviewed the use of the financial management ICT tool, which is an online platform that allows the authority to manage its financial operations and introduced it from 1 January.

The Authority also participated in several interinstitutional framework contracts, i.e. agreements between the Commission and external service providers, that can be used by other EU institutions and agencies. ELA joined these framework contracts for the purpose of resource sharing and achieving economies of scale.

Action	Output	Delivered output
Establishing an annual procurement plan	Plan prepared, monitored and updated	Procurement plan for 2024 established in Q1 2023
Establishing a multiannual procurement approach	Documented strategic procurement initiatives necessary to deliver the current SPD and more	After re-prioritisation this action was postponed to 2024
Establishing a finance and procurement reporting dashboard	Up-to-date dashboard available to key stakeholders	Finance reporting dashboard established in Q1 2023

		After re-prioritisation the procurement dashboard was postponed to 2024
Revising business processes	Reviewed and updated business processes	Decision on financial circuits and functions in the financial and procurement workflows and asset management policy were adopted in Q4 2023

2.2.2. Delegation and sub-delegation

The mechanism of delegation is set up through decisions signed by ELA’s Executive Director which identify the scope of responsibilities per budget lines.

The Executive Director acts as an authorising officer. In line with the ELA’s financial rules, the authorising officer has delegated his power of implementation of revenue and expenditure to the heads of units for all transactions; for budget lines they are in charge up to EUR 60 000. The only exception is applicable for the transactions related to administrative budget, as the Head of Unit – Resources has unlimited rights on administrative budget lines and on operational budget lines in the absence of the authorising officer.

Delegations are granted without time limits. The function of the authorising officer by sub-delegation is not applied. Co-delegation is applied on a limited number of budget lines.

2.2.3. Human resources management

2023 has been a dynamic year in growth and development with ELA’s HR management contributing to the horizontal objective of delivering operational excellence, ensuring the efficient, transparent and compliant management of HR, and cultivating a value-based, attractive and inclusive organisation. The main achievements of the ELA’s HR management activities of were the following.

Recruitment and onboarding

By the end of the year, ELA successfully closed its 2023 recruitment procedures and built a reserve list of establishment plan posts. ELA has reached the highest occupancy rate since its foundation: 97 %, representing 140 permanent staff positions occupied (contract agents (CAs) / temporary agents (TAs) / seconded national experts (SNEs) / NLOs) out of 144, an 8 % increase on the 2022 occupancy rate. ELA placed a strong focus on the successful onboarding and integration of newcomers. ELA hired a total of 67 new staff during 2023 and also focused on the quality and efficiency of the process, reducing the average time of a recruitment procedure by 30 % versus past years. ELA has concluded a new contract for the administration of interims and welcomed the second group of ELA trainees.

HR administration and working conditions

ELA continued developing the necessary HR rules, policies, guidelines, tools and processes. The HR intranet and Sysper modules have been some of the new e-HR tool developments. ELA continued with the timely adoption and implementation of HR rules and regulations, in line with its mission and objectives and the staff regulations (Article 110). Among other responsibilities, the ELA rules on the function of the advisors. In 2023 ELA closed its annual appraisal exercise and implemented the reclassification exercise. The ELA well-being survey was conducted in 2023, revealing an increase in job satisfaction at work. The results shaped the well-being journey initiative, complemented by a comprehensive well-being playbook, thematic discussions and workshops, along with the establishment of the first five confidential counsellors. ELA continued offering flexibility in working conditions, teleworking policy and work time, aiming at operational efficiency, business continuity, effectiveness and attractiveness.

Organisational design and development

ELA’s organisational development focused, among other aspects, on the effective development of its staff, work relations and work culture. ELA’s strategic learning and development plan continued to provide staff with numerous opportunities for development. On average, a statutory staff member at ELA has attended 7.5 days of training in 2023. ELA started a new HR project on talent and knowledge management, with a talent and knowledge management framework put in place in 2023, and various actions and developments (e.g. competency framework, job descriptions, etc.) are to be finalised in 2024. ELA improved the diversity among TAs/CAs, now representing 21 EU nationalities. Furthermore, ELA has signed the EU Agencies Network (EUAN) Charter on Diversity and Inclusion, a strong commitment to equality, diversity and inclusion at work. Regarding organisational design, in 2023, in the interest of service, ELA has adapted its organisational structure strengthening organisational effectiveness, efficiency and internal governance. ELA is strongly committed to continuing the promotion of ethics and integrity, equality, diversity, anti-harassment and respectful behaviour as part of its workplace culture. ELA has revamped and created, together with all its staff and after consulting the Management Board, its five organisational values: respect, transparency, collaboration, accountability and fairness.

Given the completed stage of having 144 posts filled at ELA in 2023, the authority is outlining for the first time the numbers related to the job screening / benchmarking methodology, i.e. overheads /operational ratio (see Annex IV).

All planned HR initiatives listed below were successfully implemented.

Action	Output	Delivered output timeline
Coordinating the selection and recruitment of ELA staff	Closure of recruitment procedures and building reserve list of establishment plan posts of target year N	Continuous
Coordinating the selection and recruitment of ELA trainees	Start of trainees as planned	Continuous
Recruiting and coordinating interim staff	Contract implementation, information and support provided	Continuous
Onboarding newcomers	Provided induction, welcoming information and support	Continuous
Developing e-HR	Further implementation of Sysper	Q4 2023
Developing an annual strategic learning and development plan	Document developed and shared with all staff	Q1 2023
Implementing the annual appraisal exercise	Eligible ELA staff subject to the performance appraisal undergo evaluation in the yearly exercise	Q3 2023
Implementing the annual reclassification exercise	Procedure started, implemented and closed	Q4 2023
Developing the HR intranet page	HR information shared, uploaded and designed in the joint intranet	Q4 2023
Further developing recruitment webpage content	Improved webpage content	Q4 2023
Reviewing the well-being survey and working conditions	Follow up actions from the well-being survey and feedback from 2022, and plans for a new survey	Q3 2023

2.2.4. Strategy for efficiency gains

ELA continued to implement various electronic systems to improve the efficiency of its internal workflows. Implemented systems include the advanced records system (ARES) for document management, the Sysper system for HR processes, e-procurement, and Speedwell for financial transactions. To improve the planning and monitoring of ELA's activities, the operational plan application was fully deployed in 2023, including the KPI monitoring platform. ELA continued to cooperate with the Commission and other agencies on shared operational projects. This included the use of shared services (e.g. sharing the accountant post). ELA has decided to sign a service-level agreement whereby FRA makes accountants available to the authority. ELA finalised the establishment of the Brussels Liaison Office to achieve further efficiency gains in carrying out its operational activities, and savings of the associated costs.

2.3. Assessment of audit and *ex-post* evaluation results during the reporting year

In 2023 independent audits were carried out by the Commission's IAS and by the ECA. External independent audits on the financial accounts and on *ex-post* controls were also carried out by private audit firms contracted by ELA via a framework contract concluded by the Commission.

2.3.1. Internal Audit Service

In line with ELA's strategic internal audit plan for 2023–2025, the IAS conducted an audit on ELA's internal control framework (ICF). The IAS finalised the audit fieldwork in October 2023. The scope of the audit included the presence, design and implementation of the internal control system, risk assessment and management, along with the management of the monitoring activities, and the reporting and communication on the ICF.

ELA received the final audit report on the ELA's ICF on 14 March 2024, which reflects the situation as of 31 October 2023. The report highlighted the strengths identified during the audit for the development and implementation of the IT tool linked to the work programme called operational plan, for example, which will support the monitoring component of ELA's ICF, as well as the establishment of ELA task forces and the Management Preparatory Group, which support the planning, coordination and synchronisation of the operational activities, taking into account the authority's priorities and work programmes.

The IAS identified one important and two very important findings, which were accepted by ELA, especially as several actions linked to the findings were implemented already in 2023 and/or finalised in 2024. Based on the recommendations, ELA developed an action plan to comply with the recommendations and submitted it to the IAS. The implementation of the action plan is monitored.

2.3.2. Internal audit capability (where applicable)

Not applicable.

2.3.3. European Court of Auditors

The ECA conducted its 2023 audit on ELA's accounts in October 2023 and February 2024. The ECA's audit approach comprised analytical audit procedures, direct tests of transactions and an assessment of key components of the authority's supervisory and control systems. This was supplemented by evidence resulting from the work of other auditors, and by an analysis of information provided by ELA's management.

At the time of the preparation of this report ELA received only the preliminary observations of the ECA, which provided a favourable opinion on the legality and regularity of transactions and the reliability of annual accounts for the year ended 31 December 2023. The payments linked to ELA’s accounts for the year ended 31 December 2023 are legal and regular in all material respects, except for the effects of irregular payments amounting to 3,8 % of the total payment appropriations available in 2023, which were mainly linked to the implementation of one framework contract which was considered irregular and which resulted in a qualified opinion as the materiality threshold set for the audit was exceeded. The ECA also identified weaknesses in the *ex-ante* controls, and high rates of carry-overs.

However, the observations do not call the ECA’s positive opinion into question.

2.4.1. Follow-up of recommendations and action plans for audits and evaluations

The IAS, in line with its strategic internal audit plan, performed its first audit on ELA’s ICF in 2023, hence no recommendations were provided regarding the 2022 financial year. However, for the 2023 financial year, the IAS provided one important and two very important findings with recommendations. ELA prepared and submitted to the IAS an action plan to implement the recommendations.

ELA contracted an external private audit firm to perform an *ex-post* audit for the 2023 financial year. No *ex-post* audit was performed for the financial year 2022. At the time of preparation of this report, ELA received recommendations on strengthening *ex-ante* controls related to two findings. ELA is following up on the recommendations issued by the external private audit firm to further strengthen its *ex-ante* controls.

In line with Article 40 of ELA’s founding regulation, by 1 August 2024, and every 5 years thereafter, the Commission shall assess the authority’s performance in relation to its objectives, mandate and tasks. At the time of preparation of the report, no recommendations were available.

2.4.2. Follow-up of recommendations issued following investigations by the European Anti-Fraud Office

No investigation was conducted by the European Anti-Fraud Office.

2.5. Follow up of observations from the discharge authority

The following describes the follow-up to the observations made within the framework of the 2021 discharge procedure – the first discharge procedure for ELA. The replies were provided by ELA to the discharge authority in September 2023.

Observation of the discharge authority	Response from and measures taken by ELA	Status/reference
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<p>4) <i>Recalls the importance of strengthening management and control systems to ensure the proper functioning of the authority; strongly insists on the requirement of effective management and control systems to avoid potential cases of conflict of interest, missing ex-ante/ex- post controls, inadequate management of budgetary and legal commitments, and failures to report issues in the register of exceptions;</i></p>	<p>In 2022 ELA continued to improve its management and control system. Financial and <i>ex-ante</i> training sessions were provided for staff and <i>ex-post</i> controls were introduced in 2023. ELA developed an SOP for exception and noncompliance event reporting, and it maintains the register for the nonconformity events. ELA also developed business processes related to financial workflows and stakeholders and provided financial training sessions. The authority allocated staff/units responsible for ensuring sound financial management and that the budget and legal commitments are adequately managed.</p>	<p>Ongoing implementation</p>
<p>5) <i>Notes that the project dedicated to the development of a structured performance management system that will support the development of coherent key performance indicators, initially planned for 2021, was delayed and is currently under implementation; calls on the Authority to report any developments in that regard to the discharge authority;</i></p>	<p>A project was implemented and finalised in 2022 with the aim of developing and implementing KPIs for ELA's activities in order to ensure a structured performance management system. The KPIs have been implemented and are now an integral part of ELA's SPD and the annual working programme. ELA has also initiated the implementation of an automated tool to monitor the KPIs throughout the year.</p>	<p>Implemented, and ongoing implementation (for the tool)</p>
<p>9) <i>Notes with appreciation that the Authority deepened its cooperation with other Union bodies and organisations; welcomes the first agreements with the SOLVIT network and the Administrative Commission for the Coordination of Social Security Systems completed in 2021; notes, furthermore, that the Authority started the negotiations of other cooperation arrangements, including with the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and the European Agency for Safety and Health at Work (EU-OSHA); notes, moreover, that in September 2021, the Authority and the European Union Agency for Law Enforcement Cooperation (Europol) supported Member States' efforts to fight labour exploitation in seasonal work; urges the Authority to further explore possibilities for extending its working</i></p>	<p>In 2022 ELA further deepened its cooperation with other EU bodies and organisations. The authority signed a memorandum of understanding with the Commission's Directorate-General for Employment, Social Affairs and Inclusion, and established official arrangements with its sister agencies, as stipulated in the founding regulation. ELA concluded a memorandum of understanding with Eurofound and Cedefop and a framework for cooperation with the European Agency for Safety and Health at Work. The general aim of these cooperation agreements is to avoid overlap, promote synergies and ensure cooperation between the decentralised agencies. Moreover, in 2022 ELA also began discussions with Europol on a possible future cooperation agreement. Beyond the formal instruments of cooperation, ELA also cooperates with other institutions, agencies and bodies to strengthen synergies and information exchange. This cooperation includes Europol, the Senior Labour Inspectors' Committee and Eurostat. ELA will also continue to expand its cooperation with other EU institutions, agencies and bodies.</p>	<p>Implemented</p>

<p><i>arrangements and resources sharing of overlapping tasks with other Union bodies</i></p>		
<p><i>13) Notes the lack of gender balance within the Authority’s senior management, with 4 out of 6 (67 %) being men; notes the lack of gender balance within the Authority’s management board, with 20 out of 33 (61 %) being men; further notes the lack of gender balance within the Authority’s overall staff, with 23 out of 43 (53 %) being women; notes the gender balance among seconded national experts (including national liaison officers) of 49 % women and 51 % men; notes, furthermore that the Authority had 14 nationalities based on its establishment plan posts (statutory staff) at the end of 2021 and that it envisaged to further increase the nationalities represented to 18 in 2022; urges the Authority to consider with utmost priority geographical balance in its recruitment procedures and report any developments in this regard to the discharge authority; recalls the importance to ensure staff gender balance and calls on the Authority to take this aspect into consideration with regards to future appointments within its senior management; further calls on the Member States to take this into account when nominating the members of the management board or seconded national experts;</i></p>	<p>In 2021 ELA’s workforce experienced noteworthy growth after intensive recruitment efforts. ELA’s capacity grew significantly in 2021 with the onboarding of 41 new staff members by December 2021, including all heads of units and the first 14 SNEs. The recruitment of all 27 NLOs was completed at the beginning of 2021. By the end of the year ELA had 84 staff members distributed among all categories of staff. In its recruitment procedures ELA has prioritised diversity, and geographical and gender balance. ELA is committed to promoting and acting on equality and diversity at work. The authority has a clear statement on its website and in all vacancy notices that ELA is an equal opportunity employer. In this regard ELA ensures that its recruitment procedures do not discriminate on the grounds of gender, colour, race, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, national minority status, property, birth, disability, nationality, age, sexual orientation or gender identity. Regarding disabilities, candidates are asked to inform HR at ELA and indicate which arrangements or adjustments related to the disability are necessary, so that ELA can ensure equal participation in the interviews and tests. The authority’s premises are completely set to accommodate the needs of persons with disabilities: ELA constantly makes sure to provide that which candidates, visitors and staff consider necessary to enable them to take part in interviews, meetings and other activities. In 2022 and 2023 ELA further increased the geographical balance, having by the end of 2022 18 nationalities represented among statutory staff. Out of the 5 middle management posts at ELA, 2 posts are occupied by women (40 % female</p>	

	<p>middle managers). ELA constantly monitors the geographical and gender balance in its recruitment. Statistics with geographical and gender representation are presented to middle and senior management for consideration prior to the recommendation of a job offer.</p>	
<p><i>15) Notes that the Authority adopted the policy on protecting the dignity of the person and preventing psychological and sexual harassment in March 2022, following which started to organise compulsory anti-harassment workshops for all staff including external contractors, as well as dedicated sessions for managers; notes, furthermore, that the Authority launched in June 2022 a call for expressions of interest of confidential counsellors; calls on the Authority to report any developments in that regard to the discharge authority;</i></p>	<p>ELA is strongly committed to providing a work environment that is free of harassment, where all people are treated with respect and dignity.</p> <p>After the adoption of ELA’s policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment, ELA organised compulsory anti-harassment workshops and training sessions for all. These workshops are addressed to staff working at ELA (not only statutory staff and SNEs, but also external contractors) and separate dedicated sessions are addressed to ELA’s managers (Executive Director, heads of unit and heads of sector). In addition, internal information sessions were organised to clarify the policy for ELA staff and promote its adoption, namely the informal and formal procedures. Lastly, ELA appointed six confidential counsellors on 25 November 2022. Training, awareness-raising and supervision sessions for confidential counsellors take place on a regular basis.</p>	<p>Implemented</p>

<p><i>16) Recalls the importance of developing a long-term human resources policy on work-life balance, lifelong guidance and the offer of specific training possibilities for career development, gender balance at all staff levels, teleworking, the right to disconnect, the enhancement of a geographical balance to have an appropriate representation from all Member States, and the recruitment and integration of people with disabilities as well as ensuring that they are treated equally and that their opportunities are widely promoted.</i></p>	<p>Being a newly established EU agency, various developments, HR policies and initiatives have been planned or put in place to attract, support, integrate and retain staff and to sustain ELA as an attractive workplace. ELA offers working conditions in a multicultural, respectful and appreciative environment, with the possibility to shape the work of the authority. Collaboration and open and constructive dialogue are encouraged while building effective work relations. Working time is based on a 40-hour working week. ELA offers flexible working arrangements, where flexitime and hybrid working is the norm. ELA has adopted the EU agencies' applicable legal framework on learning and development; for more information see the decision of the Management Board providing a framework for learning and development. In addition, there is the appraisal and reclassification of its staff, offering lifelong learning and development. ELA has a unique staffing structure, having 27 National Liaison Officers (NLOs), one from each MS, seconded at the seat of the authority. ELA's commitment in its founding regulation aims to ensure gender balance within the authority. ELA is growing and in its start-up phase has already proven to be an inclusive, flexible, cooperative and diverse workplace with rich workplace culture. ELA has created, together with all its staff, its values statement – representing the diversity and culture of its staff.</p>	<p>Implemented (several HR policies), and continuous implementation of several initiatives</p>
<p><i>19) Notes that the Authority is in the process of developing a comprehensive policy on conflicts of interest and that the rules of procedures of the Authority's bodies (management board, stakeholder group, the Authority's working groups) contain provisions relating to conflicts of interest; notes, moreover, that conflict of interest declarations for management board members are in place and public;</i></p>	<p>A comprehensive conflict of interest policy was adopted by the Management Board in November 2022. It covers the members, alternates and observers of the Management Board, the Stakeholder Group, ELA's working groups and panels, the European Platform Tackling Undeclared Work, external experts and SNEs, including NLOs.</p>	<p>Implemented</p>

<p>20) Notes that the Authority publishes the CV of its executive director and is working on the publication of other relevant CVs in 2023; calls on the Authority to report any developments in that regard to the discharge authority;</p>	<p>The curriculum vitae (CV) of the Executive Director is published on ELA’s website: Cosmin-Boiangiu-CV.pdf (europa.eu)</p> <p>The short CVs belonging to members of middle management are published on ELA’s restructured website, launched at the end of 2023.</p>	<p>Ongoing implementation</p>
<p>21) Notes that in 2021 the Authority had meetings with external stakeholders such as trade union representatives, employer organisation and business representatives, as well as national authorities and national institutions; notes with concern that the Authority does not have a centralised register of relevant meetings with external stakeholders and does not envisage the establishment of such a register until 2023; calls on the Authority to put in place such a register as soon as possible and to report any developments in that regard to the discharge authority;</p>	<p>In 2023 ELA adopted a decision of the Executive Director on the publication of information on meetings with interest representatives and other external parties. With this decision ELA must make public any information on meetings held by the Executive Director, the Management Board Chair and Deputy Chair, when acting in this capacity, and meetings between ELA’s heads of units, interest representatives and other external parties.</p> <p>The information on these meetings shall be made public on ELA’s website on a quarterly basis.</p>	<p>Implemented</p>
<p>23) Insists on the need to put in place systematic rules on transparency, incompatibilities, conflicts of interest, illegal lobbying and revolving doors; calls on the Authority to strengthen its internal control mechanisms, including the setting up of an internal anticorruption mechanism;</p>	<p>ELA has further strengthened its internal control mechanism. As part of its revised anti-fraud strategy for 2024–2026, ELA will analyse the possible adoption of a future anti-corruption strategy. Furthermore, ELA has already adopted the comprehensive conflict of interest policy and the decision on the publication of information on meetings with external parties.</p>	<p>Ongoing implementation</p>
<p>24) Notes with concern that although, according to the Court’s report, the Authority’s management board approved the Commission’s internal audit service mission charter (in 2021) and the Authority’s internal control framework (ICF) (in 2020), the Authority had not yet adopted an appropriate risk management and control strategy nor had it adopted the charter of the authorising officer or the charter of the authorising officers by sub-delegation, or the charter of the accountant, and that those gaps hinder the implementation of the</p>	<p>ELA adopted the charters of the authorising officer, authorising officers by sub-delegation and the charter for the accountant. ELA regularly performs its annual risk assessment exercise and developed its risk register and action plan. It also regularly monitors the implementation of the risk action plan. The internal control system is further strengthened and the effectiveness and functioning of the system is evaluated through KPIs.</p>	<p>Implemented</p>

<p><i>Authority’s internal control framework; notes from the Authority’s reply that it finalised the risk-assessment process and has several policies, and procedures in place to implement the ICF and that it continuously works to strengthen its ICF further and plans the adoption of the relevant charters; calls on the Authority to report to the discharge authority on the development of its internal control system and risk management;</i></p>		
<p><i>27) Notes that the Authority acknowledged the need to set up the appropriate structure internally, to introduce formalised procedures based on direct evidence in reply to the Court’s observation; notes that the Authority is using direct controls for training activities, and that from 2023, it will establish a mechanism for direct controls, under which the Authority’s staff will participate in 10 % of training provided by EURES, covering examples of all training types and formats, observe the training implementation, and that the assessed training will be followed up by a satisfaction survey among participants</i></p>	<p>ELA introduced the direct control mechanism for staff to participate in 10 % of training activities provided by EURES, covering examples of all training types and formats, to observe the implementation of the training sessions. This participation is tracked through a checklist and is followed by a satisfaction survey.</p>	<p>Implemented</p>
<p><i>30) Notes that the Authority’s cyber security policy is going to be developed in 2023 with input from ICT Strategy and Agencies approach to the new Cybersecurity regulation; calls on the Authority to report any developments in that regard to the discharge authority;</i></p>	<p>ELA developed a set of security operating procedures, updated their security configurations to CERT-EU recommended standards and successfully passed third-party penetration testing. Developing a policy and fulfilling obligations related to the cybersecurity regulation is heavily constrained by a lack of ICT resources. ELA has just two ICT positions. In the context of the new cybersecurity regulation, ELA is requesting an additional CA IV position.</p>	<p>Ongoing implementation</p>

<p>31) <i>Recalls the importance of increasing the digitalisation of the agency in terms of internal operation and management but also in order to speed up the digitalisation of procedures; stresses the need for the agency to continue to be proactive in this regard in order to avoid a digital gap between the agencies; draws attention, however, to the need to take all the necessary security measures to avoid any risk to the online security of the information processed;</i></p>	<p>ELA is following the ICT strategy and is developing a set of solutions based on the Microsoft Cloud environment. A data and analytics study were performed to map areas where digital solutions may significantly enhance ELAs performance in delivering key objectives. The result of the study will be used to direct a multi-year development plan. In every development, security by design and data protection by design principles are observed. The authority also commenced several initiatives for the increased use of digital technologies in the reporting of its activities and in its operational activities (e.g. development of digital tools for information exchange in CJs).</p>	<p>Ongoing implementation</p>
<p>32) <i>Encourages the Agency to work in close cooperation with ENISA (the European Union Agency for Cybersecurity); suggests offering regularly updated cybersecurity-related training programmes for all staff within the Authority; calls on the Authority to develop its cybersecurity policy swifter, delivered it before the 31st of December 2023 and report back to the discharge authority;</i></p>	<p>ELA includes cybersecurity training in the obligatory staff training portfolio. The content is mainly based on CERT-EU material, but ENISA recommendations are also included.</p> <p>ELA developed a set of cybersecurity operating procedures and will develop the full policy in 2023. However, the obligations stipulated in the cybersecurity regulation cannot be achieved without additional resources, therefore a new CA IV position was requested</p>	<p>Ongoing implementation</p>
<p>34) <i>Notes with concern from the Court’s report that the Authority has not yet adopted a business continuity plan and that the lack of an established and comprehensive business continuity plan constitutes a major internal weakness; notes from the Authority’s reply that, due to the COVID-19 pandemic, a teleworking business continuity solution was in place on daily basis, and that the Authority recognises the importance of a comprehensive document describing the business continuity plan, which is planned to be completed in 2023 procedures; calls on the Authority to report any developments in that regard to the discharge authority;</i></p>	<p>ELA started the development and implementation of a business continuity plan in 2023. A comprehensive document describing the plan will be completed and formally adopted in September 2023. In addition, the authority successfully held its first simulation exercise of a major incident in 2023, following the procedures included in the draft business continuity plan.</p>	<p>Ongoing implementation</p>

<p><i>36) Notes that during 2021, the Authority further developed its communication activities, with an increasing number of social media followers, the creation of new sites in further social media platforms and an increase in interactive and more engaging content, such as videos, and continued to develop its website, visual identity, logo and other artefacts that will increase the visibility and recognition of the Authority; calls on the Agency to step up its efforts and report relevant performance information to the Union citizens and general public in clear and accessible language; urges the Agency to ensure greater transparency and public accountability by better- utilising media and social media channels;</i></p>	<p>The information ELA provides to external audiences is relevant for individuals involved in various forms of labour mobility, employers and employees active in the EU/EEA. ELA’s professional audience includes primarily the competent authorities in the MSs and EEA countries, social partner organisations at EU and national levels, and other stakeholders from educational and research organisations.</p> <p>According to its founding regulation ELA is tasked with facilitating access to information on rights and obligations regarding labour mobility across the EU, and to relevant services. To this end, the authority, among others, assists MSs in further improving their national websites and information material related to the posting of workers, the free movement of workers, social security coordination and the social aspects of international road transport. ELA also provides relevant information on its website. The website is in the process of being restructured and new content is being added. Special attention is being given to accessibility of information at all levels, including content in clear and accessible language.</p> <p>In addition, ELA recently adopted its new communication strategy for 2023–2026 to ensure that communication is tailored to the needs of ELA’s target audiences, uses language which is relevant and easy to understand, takes into account accessibility aspects, and uses the right channels and networks. Some of the key priorities of the strategy include: increasing ELA’s visibility and reputation; increasing awareness about the impact of ELA’s work; striving for more approachability in all communications.</p> <p>ELA will regularly set goals for its communication activities, monitor the implementation and success, and collect feedback on a regular basis. This will help ELA to adapt or change the goals where necessary. Since 2021 ELA has publicised information regarding the meetings, members and decisions of its Management Board. The same applies to other reports and documents. The authority has also doubled its social media followers every year since its establishment. In 2022 ELA focused on the road transport sector with an EU-wide multilingual information and awareness-raising campaign, #Road2FairTransport. It aimed to reach drivers and operators with information on applicable EU social legislation in the road transport sector, and to raise awareness of the benefits of declared work. A ten-week active campaign took place in close cooperation with campaign partners in MSs, social partners and the</p>	<p>Implemented</p>
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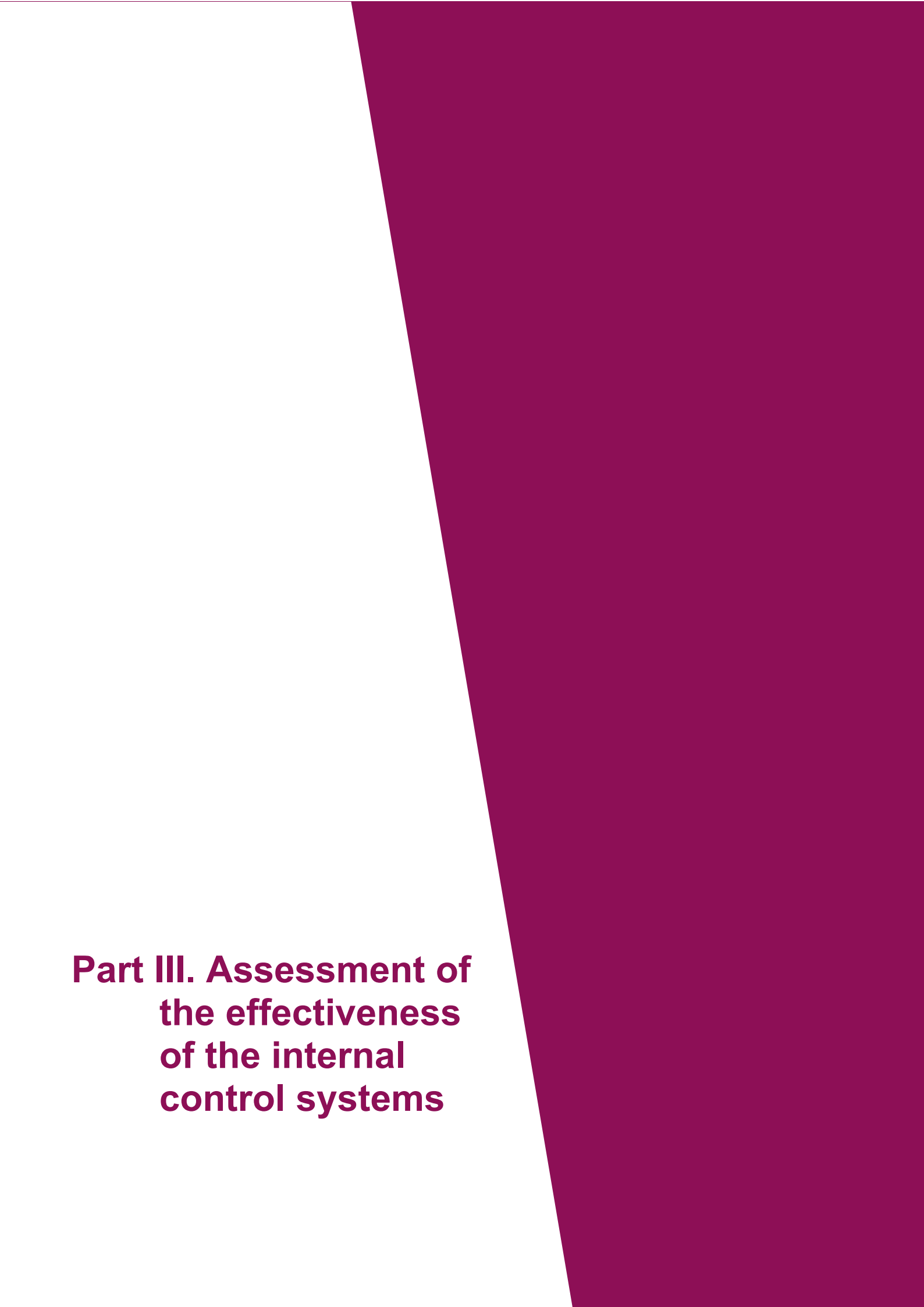
	<p>Commission. In addition to a social media campaign with 125 million impressions, an outdoor advertising campaign was launched with informative billboards and posters were placed in rest areas along one of Europe’s main highways and disseminated via a mobile application. ELA also launched a campaign website, and produced leaflets, posters, templates and thematic videos for drivers. ELA is constantly developing more interactive and appealing material to be spread via social media.</p>	
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2.6. Environment management

Annex VII provides information on the actions taken by ELA to reduce its carbon footprint, including efforts seeking to measure and limit the environmental impact of its activities.

2.7. Assessment by management

Overall, ELA has progressed in significantly in implementing its management structures and internal processes to ensure the delivery of its mandate and sound governance of its human and financial resources. In 2023, the final year of the Authority’s growth, the internal processes were further standardised and developed (e.g. the finalisation of the business continuity plan, development of more detailed internal control framework, consolidation of internal procedures. The system will be further developed in the coming years

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**Part III. Assessment of
the effectiveness
of the internal
control systems**

3.1. Effectiveness of internal control systems

With Decision No 26/2020 of 15 December 2020, the Management Board adopted ELA's ICF, which is in line with the Commission's revised ICF. ELA's ICF consists of five components and 17 principles. The internal control principles (ICPs) were adapted to ELA's specificities, adopted by the Executive Director, through Decision No 2/2024 on further implementation of ELA's ICF principles and its performance indicators.

The methodology applied for the assessment of the ICF is compliant with the Commission's implementation guide. In line with this guide, the assessment of the internal control system (ICS) is performed based on two approaches, ongoing and periodic assessment. The ongoing monitoring of the effective functioning of the ICS is built into business processes and performed on a real-time basis at all levels of the organisation. This enables the authority to react in a timely manner to changing conditions and to correct deviations from intended performance and effectiveness levels. The periodic assessment is conducted by the management team to provide a global overview on the state of play of their internal control at a given moment in time. The scope and frequency of the periodic assessment is decided by management, but it shall be performed at least once a year.

The ICS assessment was carried out at the following three levels.

1. At the level of principles, based on the analysis of the detected strengths and deficiencies. This includes:
 - a review of the compliance documents available at ELA for each ICP;
 - the analysis of the set of 73 internal control monitoring indicators and their results for the year 2023;
 - the review of the functioning of the 17 ICPs and the identification of the improvements needed;
 - other sources of information such as audit results (ECA, IAS, *ex-post* audit), internal surveys, self-assessment and consultation with responsible staff members.
2. At the level of the internal control components, based on an analysis of the results at principal level.

The review of the functioning of the 17 ICPs shows that, in spite of ELA's start-up phase, none of the control components have been assessed as partially or not functioning (category 3 or 4, respectively, based on the principles classification). One component fell under category 1 (the principle is present and functioning well) and four components fell under the category 2 (the principle is present and functioning, but some improvements are needed).

Several deficiencies have been identified, but the severity of these has been reassessed, due to the existence of other compensating controls and/or due to developments related to certain deficiencies identified by audits, for example.

Two deficiencies fell under category 3 (major). These deficiencies are caused by the structure of ELA staff with regard to the high number of SNE posts, and by the carry overs and *ex-ante* controls that happened during the start-up phase. However, the controls linked to these deficiencies can be considered effective due to the current compensating controls and improvements made since the identification of the deficiencies by audits which ensure that the authority can reach its objectives.

3. The internal control framework as a whole, based on an analysis of the results at component level.

Based on the points above, it can be stated that ELA's internal control system is present and functioning. All the components are present and functioning for their intended purpose, but improvements are needed. Based on the methodology and the assessment performed, and the deficiencies identified, the main areas for improvements are the following:

 - continue working on job descriptions and competency management;
 - strengthen budget implementation and *ex ante* controls;
 - continue working on document management policy;

- further develop financial guidance materials;
- integrate existing controls into a comprehensive control strategy;
- address the challenges in ELA's activities resulting from the large number of temporary staff (SNEs and interim workers) in comparison to statutory staff.

3.2. Conclusions of assessment of internal control systems

Based on the analysis of the five internal control components and 17 principles, using both quantitative and qualitative elements and including a set of 73 internal control indicators, it is assessed that the components of the ICF were present and functioning, but improvements are needed. The assessment concluded that the ICS effectively reduced to an acceptable level the risk of not achieving ELA's annual and multiannual objectives related to operations, reporting, and compliance, and necessary improvements and reinforcements are being implemented.

3.3. Statement of the manager in charge of risk management and internal control

ELA does not have a dedicated position of manager in charge of risk management and internal control. This is a shared management responsibility, where the Executive Director is supported by the heads of units. The process is facilitated by the internal control and audit assistant. Within the annual activity report preparation process, each manager shall produce a statement serving to support the Executive Director's declaration of assurance.

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**Part IV. Management
assurance**

1. 4.1. Review of the elements supporting assurance

The building blocks of assurance underpin the reasonable assurance provided by the authorising officer in his declaration of assurance in the CAAR. The reliability of the information contained in this report is supported by the following building blocks of assurance:

- the director's own knowledge of the management and control system in place;
- the regulatory achievements;
- the review of the functioning of the 17 ICPs, identification of deficiencies and need for improvements;
- the results of the risk assessment and action plan;
- analysis of the non-conformity reports for 2023;
- implementation of the antifraud action plan for 2023;
- outcomes of the internal and external audits performed for 2023 (ECA, IAS, *ex-post* audit);
- observations of the discharge authority;
- accounting officer's report on the validation of the local system.

This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a complete coverage of the budget delegated to ELA's Executive Director.

4.2. Reservations

The authority analyses major weaknesses, if any, in achieving its objectives, reputational risks, any significant weaknesses in the control system and recurrent errors. These weaknesses might involve the use of resources, sound financial management and the legality and regularity of transactions. The significance of a weakness is evaluated on the basis of:

- the nature and scope of the weakness;
- the duration of the weakness;
- the existence of mitigating controls which reduce the impact of the weakness;
- the existence of effective corrective measures (action plans and financial corrections).

Based on the European Court of Auditors preliminary observations, a contract for designing and organising training events was considered irregular because the winning financial offer was higher than the maximum contract value of the tender specification. As a result, all payments under this contract were considered irregular. Although the irregular amount is material, being above the accepted threshold of 2 %, its use was considered necessary to achieve ELA's operational objectives.

The decision as to whether a weakness is significant is made by the authorising officer. In this evaluation the overall impact of a weakness needs to be identified and an assessment needs to be made on whether the issue is material enough to have an influence on the decisions or conclusions of the users of the assurance declaration.

The management decision to employ an irregular contract until the new one came into force was driven by the need to mitigate risks. By doing so, ELA aimed to safeguard its reputation and maintain a consistent level of service delivery. ELA's commitment to executing planned activities remained unwavering. The irregular contract acted as a bridge, allowing ELA to continue its essential operational functions without disruption.

Based on the facts presented in the preceding sections, and in the light of the opinion expressed by the European Court of Auditors on the reliability of the accounts and the legality and regularity of the transactions linked to the accounts, it can be stated that the authority has established a working environment where risks are managed and the internal control system works effectively (although improvements are needed) and contributes to the achievement of the objectives. The agency's management has reasonable assurance that the resources assigned to the activities described in the CAAR have been used for their intended purpose and in accordance with the

principles of sound financial management, and that the controls put in place can provide the necessary guarantees concerning the legality and regularity of the underlying transactions.

This conclusion takes stock of ELA's efforts to strengthen existing controls, maintain full compliance with the requirements of the ICF and ensure that it will continue to achieve the objectives set out in its work programmes in the years to come.

Part V. Declaration of assurance

Statement of the Executive Director

Declaration of assurance

I, the undersigned,

Executive Director of European Labour Authority (ELA),

In my capacity as Authorising Officer,

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

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

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, [the work of the Internal Audit Service – delete this if not applicable] [and the lessons learnt from the reports of the Court of Auditors – delete this if not applicable] for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of ELA.

[However, the following reservations should be noted:] (delete this sentence if not applicable)

Place date

(signature)

[Name of the Executive Director]

Statement of the Head of Unit

I, the undersigned,

Head of Unit within the European Labour Authority (ELA),

In my capacity as Authorising Officer by Delegation for the operating (administrative) budget / Authorising Officer by Delegation for the operational budget,

I hereby certify that the information provided in Section 1 / Section 2 of the present annual activity report and in its annexes is, to the best of my knowledge, accurate and complete.

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

Declare that in accordance with ELA’s internal control framework, I have reported my advice and recommendations on the overall state of internal control to the Executive Director.

Place date

(signature)

[Name of the Authorising Officer by Delegation]

Annexes

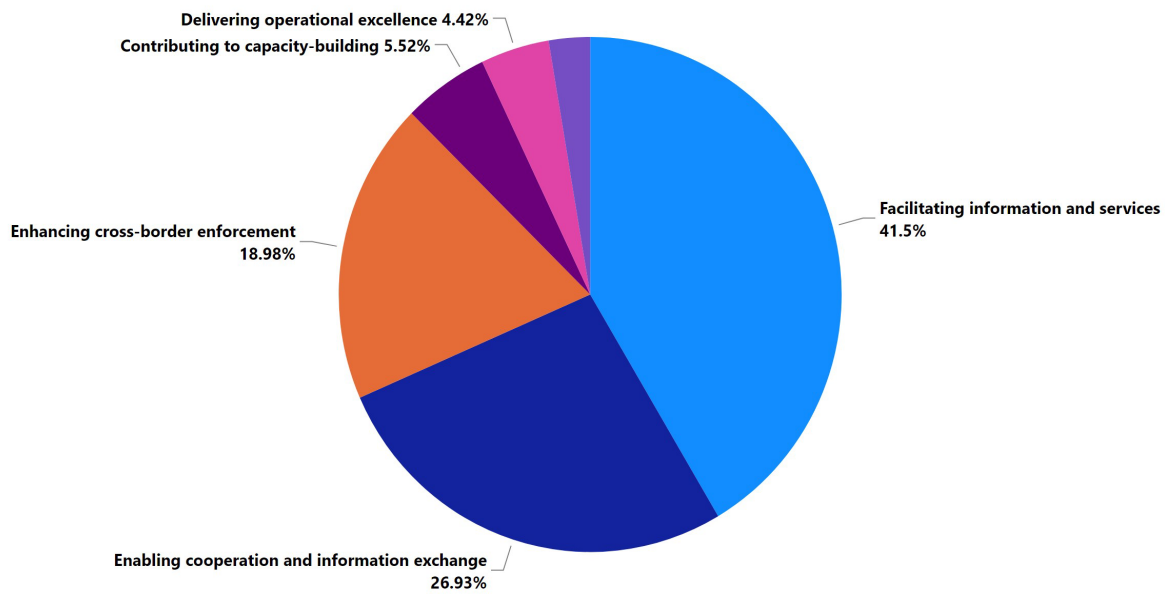
Annex I. Core business statistics

The statistics provided here pertain solely to the main action types planned by ELA, as tracked and documented within our operational plan application. They play a crucial role in evaluating the implementation of our key strategic objectives and activities.

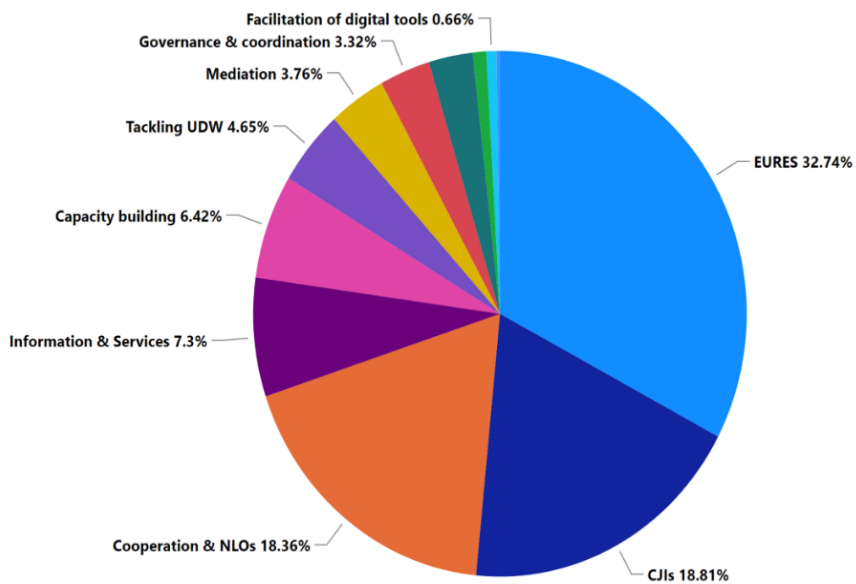
Total number of action types and their delivery status in 2023

Action type	Planned	On track	Delayed	On hold	Cancelled	Finished	Total
Analysis		2	1			12	15
Business continuity management						1	1
Case identification for CJIs						1	1
Coordination and support for CJIs						78	78
Corporate monitoring and reporting						8	8
Developing guidelines and recommendations			1			3	4
ELA working structures						12	12
EURES network support						126	126
EURES portal management						4	4
External corporate communication						1	1
Good practices provision		2		1		4	7
Governing bodies coordination						4	4
Improvement of national information						7	7
Information campaigns		1				4	5
Information provision					1	29	30
Internal policy coordination		1				3	4
Labour mobility support						1	1
Mediation process						6	6
MSs cooperation support	1	1				19	21
MSs digitalisation support						2	2
MSs information exchange support			3			65	68
Mutual learning provision		1	1	1	1	26	30
Operational risk assessment						1	1
Stakeholders' engagement		1		1		11	13
Technical workshops		1				6	7
Training provision	1					16	17
Translation for MSs						2	2
Total	2	10	6	3	2	452	475

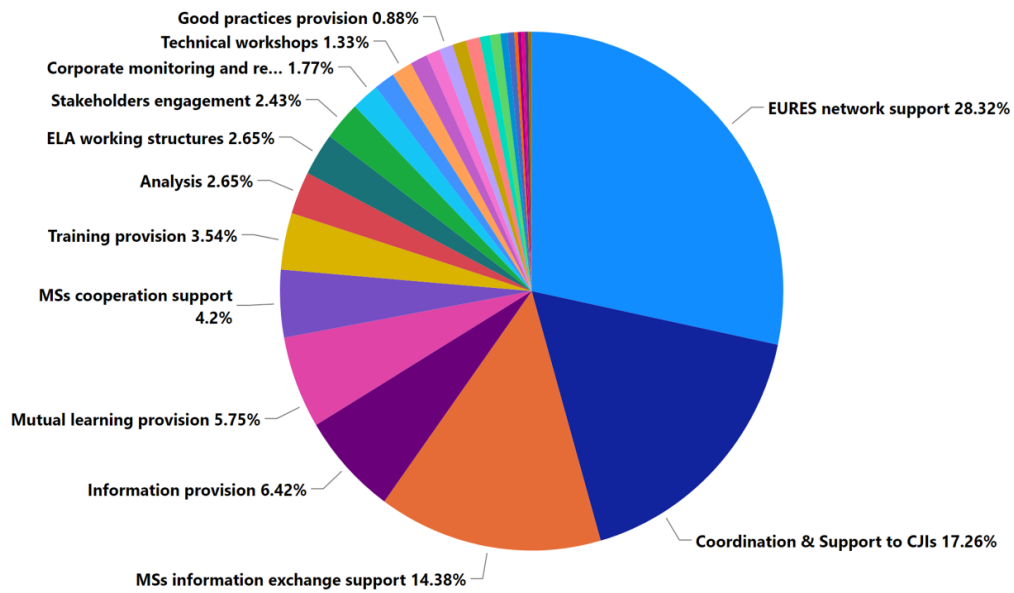
Percentage of delivered outputs under the strategic objectives in 2023



Percentage of delivered outputs under the core business activities in 2023

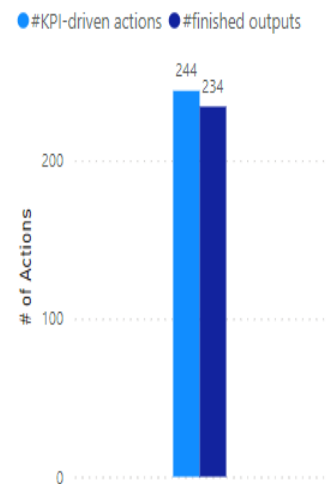


Percentage of the main action types delivered in 2023



Percentage of KPIs for the core business activities in 2023

KPI Code	KPI Title	KPI %	numerator	denominator
KPI1	Information awareness and raising initiatives	91%	31	34
KPI10	Mediation procedures	100%	4	4
KPI11	Actions to promote EU digital tools & procedure	100%	3	3
KPI13	MSs participating in CJJ	100%	27	27
KPI14	MSs proposed/requested CJJ	100%	76	76
KPI16	Labour mobility analytical activities	89%	8	9
KPI2	Information provision initiatives	88%	7	8
KPI20	Capacity Building activities	77%	10	13
KPI21	MSs participating in Capacity Building Activities	100%	32	32
KPI6	Supported EU Job Days	100%	28	28
KPI8	MSs requests for cooperation	58%	34	59
KPI9	MLUF completed activities	100%	6	6



Annex II. Statistics on financial management

Table II.1. Budget execution

Title	Commitment appropriation (EUR)	Committed (EUR)	Committed (%)	Payment appropriation (EUR)	Paid (EUR)	Paid (%)
Title 1	13 161 330	12 108 205.32	92,00	13 161 330	11 280 830.84	85,71
Title 2	5 615 000	4 547 469.04	80,99	5 615 000	1 102 991.90	19,64
Title 3	21 197 000	20 806 387.27	98,16	10 976 000	9 703 527.51	88,41
Total	39 973 330	37 462 061.63	93,72	29 752 330	22 087 350.25	74,24

Table II.2. Budget out-turn and cancellation of appropriations (EUR)

Budget out-turn	2023	2022
Revenue received (+)	27 748 643	26 427 635
Payments made (-)	22 087 350	19 597 415
Carry-over of appropriations (-)	5 486 852	8 468 586
Cancellation of appropriations carried over (+)	757 090	
Adjustment for carry-over of assigned revenue appropriations from the previous year (+)	2 650	1 175 064
Exchange rate differences (+/-)	135	214
Total	934 046	- 463 516

Table II.3. Automatic carry-over of appropriations corresponding to obligations duly contracted in 2022 (C8)

Title	Carried over (EUR)	Paid (EUR)	Paid / carried over (%)
Title 1	2 030 156.55	1 742 568.97	85,83
Title 2	3 398 179.39	3 050 273.24	89,76
Title 3	20 952 406.61	11 817 578.47	56.40
Total C8	26 380 742.55	16 610 420.78	62.96

Table II.4. Appropriations from internal assigned revenue received in 2023 (EUR)

Title	CA	Committed	PA	Paid
Title 1	24 681.06	0.00	24 681.06	0.00
Title 2	0.00	0.00	0.00	0.00
Title 3	2 962.00	0.00	2 962.00	0.00

Table II.5 Appropriations from internal assigned revenue carried over from 2022 to 2023 (EUR)

Title	CA carried over	Committed	PA carried over	Paid
Title 1	30 292.92	0.00	30 292.92	0.00
Title 2	0.00	0.00	0.00	0.00
Title 3	0.00	0.00	0.00	0.00

Table II.6. Automatic carry-over of appropriations corresponding to obligations duly contracted in 2023 (EUR)

Budget title	L1	L2		Total
		year of origin 2022	year of origin 2023	
Title 1: staff expenditure			827 374.48	827 374.48
Title 2: infrastructure and operating expenditure		0.00	3 444 477.14	3 444 477.14
Title 3: operational expenditure	10 219 353.78	1 524 544.69	14 738 510.75	26 482 409.22
Total	10 219 353.78	1 524 544.69	19 010 362.37	30 754 260.84

Annex III. Organisational chart

Organisational chart valid on 31 December 2023



The circular shape of the organisational chart highlights the cooperation and interconnectivity of ELA's activities. Ensuring fair labour and effective mobility is a multi-faceted endeavour that requires the pooling of expertise (labour and social security law), coordination and complementarity between enforcement, mediation, the provision of information and service, and the tight involvement and support of EU, national and social partners. No part is sufficient on its own. The pooling of all resources into one permanent structure is what provides a strengthened forum for cooperation and joint activities, creating the valuable synergies necessary for ensuring and enabling fair and effective labour mobility.

Annex IV. Establishment plan and additional information on human resources management

Staff	Year N-1 (2023)		
	Establishment plan posts	Authorised budget	Filled as of 31 December 2023
Administrators (ADs)	52	50	96
Assistants (ASTs)	15	15	100
Assistants/secretaries (AST/SCs)	2	2	100
Total establishment plan posts	69	67	97
External staff	Full-time equivalent authorised budget	Full-time equivalent as of 31 December 2023	Execution Rate (%)
Contract agents (CAs)	15	14	93
Seconded national experts (SNEs)	60	59	98
Total external staff	75	73	97
Total staff	144	140	97

Information on recruitment grade / function group for each type of post

Key functions	Type of contract (official, TA (temporary agent) or CA)	Function group (FG), grade of recruitment	Indication whether the function is dedicated to administrative support and coordination, operational or neutral
Executive Director (level 1 in the structure)	TA	AD14	Operational

Head of Unit (level 2 in the structure)	TA	AD10	Operational or administrative support and coordination
Head of Sector (level 3 in the structure)	TA	AD8	Operational or administrative support and coordination or neutral
Senior Officer (including Business Manager)	TA	AD7	Operational
Officer	TA, CA	AD5-AD6 FG IV	Operational or administrative support and coordination or neutral
Assistant	TA, CA	AST3 AST4 AST/SC 2 FG III	Operational or administrative support and coordination or neutral

Job screening/benchmarking (year 2023) ELA

Job type (sub)category	2023 (%)
Administrative support and coordination	13.29
Administrative support	9.79
Coordination	3.50
Operational	81.12
General operational	11.19
Programme management	67.83
Top level operational coordination	1.40
Evaluation and impact assessment	0.70
Neutral	5.59

Finance/control	5.59
Linguistic	0.00
Total	100.00

HR implementing rules adopted in 2023

- 2023/10 Management Board Decision – concerning the function of adviser.

Annex V. Human and financial resources by activity

The table below provides the allocation of the committed resources per activity.

2023					
No	Activity	TA	CA	SNE	Budget (EUR)
1	Information and services	6		5	1 903 987
2	EURES	5	2	4	11 949 807
3	Cooperation and NLOs office	5		30	4 900 790
4	Mediation	2		1	396 113
5	Concerted and joint inspections	7		7	2 635 802
6	Tackling undeclared work	2	1	2	1 800 498
7	Labour mobility analysis and risk assessment	7		2	2 321 578
8	Capacity building	4	1	3	2 767 875
9	Social partners liaison			1	272 843
10	Facilitation of digital tools supporting labour mobility			1	380 903
11	Governance and policy coordination	6		2	1 300 292
12	Compliance and internal control	3	2	1	693 986
13	Communication and awareness raising campaigns	3	1	1	3 014 647
14	Financial resources	4	4		925 315
15	Human resources	5	2		809 651
16	ICT and facilities	3	2		578 322
17	Management and support	7			809 651
	Total	69	15	60	37 462 062

Annex VI. Contribution, grant and service level agreements, and financial framework partnership agreements

ELA has not entered into any contribution, grant and framework partnership agreement. The table below shows the service level agreements that have been signed and are still valid.

Signature date	Legal entity	Subject
2019	Directorate-General for Informatics (DIGIT)	IT procurement, website, NDP, EU CV Online, EU signature and sealing certificates, ARES support
2019	DIGIT	Digital workplace services
2019	Directorate-General for Human Resources and Security	Sysper and related services, learning and development, medical services, complaints
2019	Translation Centre for the Bodies of the European Union	Translation and other language services
2019	European Personnel Selection Office	Hiring employees
2019	European School of Administration	Training
2019	Directorate-General for Interpretation	Conference interpretation
2019	Paymaster Office (PMO)	Insurance service in the context of work-related travel
2019	PMO	PMO IT services
2019	EUAN Shared Support Office (SSO)	Inter-agency service level agreement of the EUAN SSO
2019	Directorate-General for Budget	Accrual-based accounting (ABAC) system, Treasury services
2020	British International School	Schooling services
2020	Office for Infrastructure and Logistics, Brussels (OIB)	Renting premises in Belgium, OIB staff
2021	Ministry of labour, Social Affairs and Family of the Slovak Republic	Assistance services
2021	American International School Vienna	Schooling services

2021	Agreement with St Michal's Hospital on cooperation in the provision of healthcare services	Medical services
2021	Primary School – Základná škola Beňovského 1	Schooling services
2021	Lycee Francais in Vienna	Schooling services
2021	Cambridge International School	Schooling services
2021	Montessori Kindergarten – The Children's House	Pre-schooling services
2021	Funiveristy Kindergarten Bratislava	Pre-schooling services
2022	French International School in Bratislava	Schooling services
2022	Quality International School Bratislava	Schooling services
2022	Kindergarten Anjelic	Pre-schooling services
2022	Danube International School	Schooling Services
2022	Vienna International School	Schooling Services
2022	DIGIT	Cloud Brokering
2022	DIGIT	e-Procurement services
2022	Handprints International	Pre-school services
2022	Fairyland Kindergarten Bratislava	Pre-school services

2022	HR	Building, staff and information security policy
2023	European Research Council Executive Agency	Speedwell, Bluebell
2023	European Union Agency for Fundamental Rights	Accounting services
2023	International School of Budapest	Schooling services
2023	Kindergarten Schmetterling	Pre-schooling service
2023	Ministry of Labour, Social Affairs and Family of the Slovak Republic	Assistance services
2023	Zahrajda Kindergarten	Pre-schooling services

Annex VII. Environment management

In 2023, ELA conducted a project to exercise the environmental review of the authority. The project, among other things, provided an overview of the applicable legal requirements, the environmental aspects analysis considering the following parameters such as the energy use, green-house gas (GHG) emissions, material consumption waste management, water management air emissions, soil and biodiversity, transport and mobility procurement and training of staff. Based on the analysis, the direct and indirect aspects were identified, and their significance was assessed. Furthermore, the existing processes, practices and procedures in ELA were assessed. The review concluded that, while the set-up of environmental procedures in ELA is at a very good level, a formal environmental management system (EMS) has not been implemented so far. Several procedures and operations that are in place were identified as needing to be integrated into the implementation of the envisaged EMS. See some of the measures and procedures implemented so far in the next section. The environmental review also identified several proposals for the improvement of the EMS, such as setting up environmental objectives, assessing the trend of environmental KPIs, the formalisation of environmental policy and assignment of an environmental team with defined roles and to pursue EMAS Certification. The proposals will be followed up by the authority, taking into account its context and the drafting of an environmental strategy.

The seat of the authority is in a newly constructed building, Landererova 12, completed in 2018. The building was awarded a Leadership in Energy and Environmental Design (LEED) gold certificate. The building uses 32 % less primary energy and 50 % less drinking water than conventional buildings, resulting in a total consumption of energy of 75 kWh/m² per annum, with primary energy of 116 kWh/m² per annum, and CO₂ emissions of 13.9 kg. Features include recharging stations for electric vehicles, showers and changing rooms for cyclists, and good connections to surrounding cycle routes.

In an effort to maintain a sustainable environment, the authority has already implemented some initiatives contributing to limiting its environmental impact. Examples are as follows.

- The authority has adopted a policy that discourages printing and aims to reduce colour printing, by limiting the number of colour printers to one. Personal printers are not permitted on the premises.
- The authority avoids ICT infrastructure on the premises, taking greater advantage of cloud services, thereby sharing power consumption with other customers.
- The authority promotes digitalisation and enabling technologies that promote online collaboration, thus reducing its reliance on business trips and the toll these have on the environment.
- Technical equipment meets the requirements of LEED certification parameters such as efficiency of temperature control or water consumption in sanitary facilities.
- The authority promotes the sorting of recyclable waste, setting up adequate collection containers on the premises for the collection of the several types of recyclable waste.
- The authority aims to reduce its carbon footprint. It is tracing the carbon footprint of its missions. The establishment of the Brussels Liaison Office should also reduce the number of business trips to Brussels.
- The authority supports green modes of transport by contributing to the expenses incurred by its staff for the use of such transport.
- Green public procurement will be anchored in the authority's calls for tenders, to engage service providers and vendors that aim for environmental excellence.

Annex VIII. Annual accounts

Please consult 'Annual accounts' as a separate document.

Annex IX. List of abbreviations

AC	Administrative Commission for the Coordination of Social Security Systems
AD	administrator
AST	assistant
AST/SC	assistant/secretary
CA	contract agent
CAAR	consolidated annual activity report

CdT	Translation Centre for the Bodies of the European Union
Cedefop	European Centre for the Development of Vocational Training
CEOS	conditions of employment of other servants
CEPOL	European Union Agency for Law Enforcement Training
CJI	concerted and joint inspections
CORTE: Confederation of Organisations in Road Transport Enforcement	
DG DIGIT:	(EC) Directorate General for Informatics
DIGIT 2023)	Directorate-General for Informatics (Directorate-General for Digital Services since November
ECA	European Court of Auditors
ECG	EURES Coordination Group
ECO	European Coordination Office (EURES)
ECA	European Court of Auditors
EEA	European Economic Area
ELA	European Labour Authority
EMS	environmental management system
E(O)JD	European (Online) Job Days
ETF: European Training Foundation	
EU	European Union
EUAN	EU Agencies Network
EUAN SSO	EUAN Shared Support Office
EURES	European Employment Services
EU-OSHA	European Agency for Safety and Health at Work
Eurofound	European Foundation for the Improvement of Living and Working Conditions
Europol	European Union Agency for Law Enforcement Cooperation
EUSR	staff regulations of officials of the European Union
FRA	European Union Agency for Fundamental Rights
GDPR	general data protection regulation

GHG	greenhouse gas
HR	human resources
IAS	Internal Audit Service
ICF	internal control framework
ICS	internal control system
ICT	information and communications technology
IMI	internal market information system
IT	information technology
LEED	Leadership in Energy and Environmental Design
MS	Member State
NCO	National Coordination Office (EURES)
NLO	national liaison officer
NTC	national training centre
PMO	Paymaster Office
PMS	performance measurement system
SNE	seconded national expert
SOLVIT	solving in the internal market; online service provided by the national administration in each MS and in Iceland, Liechtenstein and Norway, dedicated to problem-solving in the internal market
SOP	standard operating procedure
SPD	single programming document
TA	temporary agent
WP	work programme; part of SPD

