



Consolidated Annual Activity Report 2021

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Print ISBN 978-92-9464-302-5 doi:10.2883/768534 HP-AB-22-001-EN-C
PDF ISBN 978-92-9464-305-6 ISSN 2600-514X doi:10.2883/959269 HP-AB-22-001-EN-N

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MANAGEMENT BOARD ASSESSMENT

Management Board Assessment

The Management Board of the European Labour Authority takes note of the *Consolidated Annual Activity Report* prepared by European Labour Authority ('ELA' or 'Authority') for the financial year 2021, and submitted for adoption to the Management Board on 15 June 2022, in accordance with Article 22(4)(e) of the ELA Regulation. The Management Board provides here its assessment of the *Consolidated Annual Activity Report*, as required by Article 18(1)(c) of the ELA Regulation.

The Management Board, based on its analysis and assessment of the 2021 Consolidated Annual Activity Report:

- welcomes the accomplishments of the Authority in delivering on its mandate and achieving the objectives set in the 2021 work programme despite the challenges stemming from the continuing COVID-19 pandemic and the young age and constant development of the organisation, in particular:
 - acquiring financial autonomy and finalising the Headquarters Agreement with the Slovak Republic and then setting up ELA in its new offices in Bratislava and organising the ELA Opening Conference, attended by high level officials and numerous stakeholders,
 - successfully developing the Action Plan on seasonal work and related campaign, #Rights4AllSeasons, involving in its implementation the Member States, social partners and other stakeholders,
 - carrying out ten concerted and joint inspections with the participation of 11 Member States and supporting a roadside demonstration inspection,
 - smoothly integrating the Undeclared Work Platform and European Coordination Office (EURES), enabling the full exploitation of synergies between these structures and other ELA tasks,
 - finalising the framework necessary for launching the mediation task;
- appreciates deepening the cooperation with Member States' authorities and other EU bodies and organisations (e.g. the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and the European Agency for Safety and Health at Work (EU-OSHA)), aiming to avoid overlaps and seek possible synergies.
- takes note of ELA's achievements during 2021.

All the activities planned in the 2021 work programme were implemented except the staff exchanges and mutual assistance projects under the Platform tackling undeclared work. The lack of applications for these demand-driven activities can be attributed to the COVID pandemic. The Management Board considers that the results achieved by ELA in its second year of activity are laying down the foundations for building up a fully operational and digitalised Authority before 2024.

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

The ELA Management Board, having concluded the above assessment, taking account of Article 18(1)(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 for 2021, together with this assessment, to the European Parliament, the Council, the Commission and the Court of Auditors and to make the Consolidated Annual Activity Report public by 1 July 2022.

For the Management Board

Tom BEVERS
Chairperson of the Management Board

EXECUTIVE SUMMARY

Executive Summary

The European Labour Authority was established as an EU body by Regulation (EU) 2019/1149 of the European Parliament and of the Council ⁽¹⁾ which entered into force on 31 July 2019.

The Authority is entrusted with the mandate to assist Member States and the Commission in their effective application and enforcement related to labour mobility and the coordination of social security systems in order to achieve the fair and effective labour mobility within the EU. In achievement of its objectives ELA is governed by the Management Board, Executive Director and Stakeholder group. Internally the Authority is organised into five units, three of them operational (Enforcement and Analyses Unit, Cooperation Support Unit and Information and EURES Unit) and two horizontal (Governance and Coordination Unit and Resources Unit).

In 2021 the Authority managed to ensure continued growth and transformation, despite the ongoing pandemic, thus successfully delivering on its mandate.

For the Authority, 2021 was a transition year on all fronts. On the administrative side, ELA acquired its financial autonomy in May 2021 and, following the finalisation of the Headquarters Agreement with the Slovak Republic commenced its activities in its premises in Bratislava, Slovakia in September 2021. This milestone was marked by the organisation of the ceremonial opening and an opening conference in November 2021.

Year 2021 marked a significant development and consolidation of the Authority from the organisational perspective. ELA witnessed a constant rise in staff members, resulting in 84 members onboarded by 31 December 2021, including all head of units and 41 Seconded National Experts. The network of National Liaison Officers, completed at the beginning of the year, enabled ELA to fully exploit its unique feature. The Authority continued the development of its internal structure, procedures and control framework to effectively fulfil its mandate. ELA's organisational operability was also complemented by the continuous development of the ICT infrastructure. The remote access enabled the fulfilment of ELA's organisational and operational tasks. ELA also provided a scheme to support the teleworking equipment of its staff members.

Alongside the fulfilment of ELA's organisational objectives, operational tasks were expanded as well. The first two priority tasks related to information and inspections were further developed, while the remaining tasks were either rolled out or the groundwork necessary for carrying them out was laid down.

The extension of the ELA's operational activities was reflected in its first sector-specific initiative focused on the rights of mobile workers and their employers in the field of seasonal work. The Action Plan on seasonal work developed by the Authority and its related campaign #Rights4AllSeasons, implemented in cooperation with the Member States, social partners and other stakeholders, had significant outreach and provided a coordinated approach in all EU countries to the vulnerable category of seasonal workers, bringing together all of ELA's operational tasks.

After pilot inspections that took place in 2020, the Authority supported in 2021 the first ten concerted and joint inspections with the participation of 11 Member States (Belgium, Bulgaria, Germany, Spain, France, Italy, Lithuania, the Netherlands, Poland, Romania and Slovakia). Five inspections were organised during the 'Week of Action' within the framework of the Action Plan on seasonal workers. ELA supported a roadside demonstration inspection in the sector of international road transport in October 2021.

ELA also integrated several existing structures. The Undeclared Work Platform was smoothly integrated under ELA, thus enabling synergies between the Platform and the Authority to be fully exploited. In line with the Founding Regulation, ELA has also taken over some specific responsibilities of EURES from the European

(1) Regulation (EU) 2019/1149 of the European Parliament and of the Council of 20 June 2019 establishing a European Labour Authority, amending Regulations (EC) No 883/2004, (EU) No 492/2011, and (EU) 2016/589 and repealing Decision (EU) 2016/344 (Text with relevance for the EEA and for Switzerland), PE/49/2019/REV/1, OJ L 186, 11.7.2019, p. 21–56. (Hereinafter 'the Founding Regulation', or 'ELA regulation')

Commission, particularly the EURES network governance and training and communication activities. ELA became the business owner of the EURES Portal.

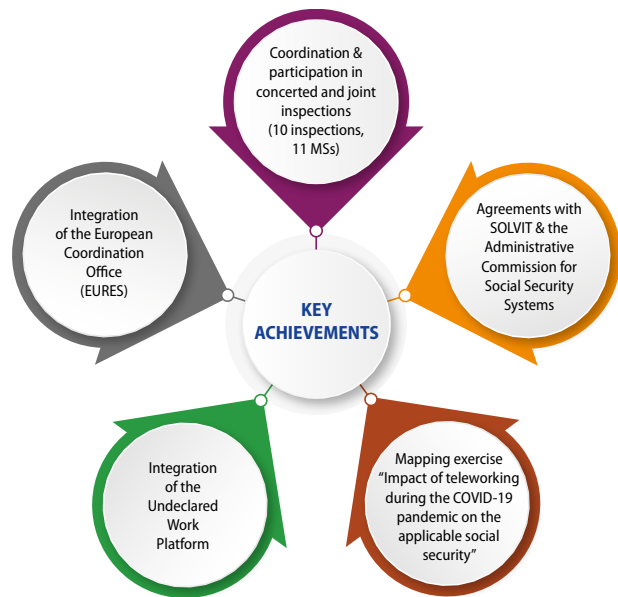
The Authority also managed to finalise the framework necessary for launching its mediation task in early 2022. In December 2021, the Management Board of the Authority adopted the ‘Rules of the mediation procedure’ and launched a call to secure nominations for the various mediation functions.

Analysis and risk assessment work of the Authority resulted in a report on the ‘impact of teleworking during the COVID-19 pandemic on the applicable social security’ and an internal assessment of the ‘impact of the COVID-19 pandemic on ELA’s fields of operations’.

The Authority also finalised its first multiannual programming document for 2022–2024 and the draft for 2023–2025, which were adopted by the Management Board in November 2021. To accommodate the impact of the pandemic on the work of the Authority, the ELA Management Board also approved an amendment of the 2021 work programme.

The Authority’s work during 2021 mirrored its ambition to incorporate a partnership principle in all its activities by closely involving national administrations, social partners and other relevant stakeholders. The Executive Director visited every Member State to meet in person with representatives of the national administrations and social partners, with the aim of receiving feedback on the expectations of national stakeholders. The Authority also deepened its cooperation with other EU bodies and organisations, particularly its sister agencies, be it at operational level or by commencing negotiations on a framework for future collaboration.

The first agreements with the SOLVIT network and the Administrative Commission for the Coordination of Social Security Systems were completed in 2021, while the negotiations of other cooperation arrangements, including with Eurofound and EU-OSHA, have begun.



Throughout 2021 the Authority continued to further develop its communication activities by creating new sites on social media platforms and increasing and engaging in interactive and more engaging content. ELA also continued to develop the website, visual identity, logo and other artefacts that increased the visibility and recognition of the Authority.

While the pandemic brought the majority of ELA’s meeting into the virtual environment or compelled it to organise them in hybrid format, it did not prevent ELA from implementing its activities in line with the amended 2021 work program. Likewise, the Management Board and the Stakeholder Group managed to shape and oversee ELA’s activities.



**PART I.
POLICY
ACHIEVEMENTS
OF THE YEAR 2021**

1. Policy achievements of the year

The next sections summarise the achievements of the year 2021, reflecting the structure of the 2021 work programme in line with the European Commission Guidelines ⁽²⁾.

1.1. Facilitating access to information and relevant services on labour mobility

The main objective of the Authority in the area of access to information and services in 2021 was to further articulate and step up the ambition of the activities supporting the provision of online and offline information to individuals, workers and employers, with particular attention given to the topic of posting of workers and an increasing sectoral focus, starting with seasonal work in agriculture. These activities benefitted from the enhanced promotion of ELA's translation facility. Furthermore, cooperation with existing relevant EU assistance services, such as Your Europe Advice, were initiated.

More operationally, as part of activities of the ELA Working Group on Information, 15 single national websites on the posting of workers have been peer reviewed by other Member States, EU-level social partners and the European Commission. A specific focus was devoted to information related to remuneration, long-term posting and declaration obligations. Review findings have been discussed and provided to the reviewed Member States in the form of a review report, as constructive recommendations on how to further improve the accessibility, quality and user-friendliness of relevant information. For a few Member States, this exercise was followed up by individual hands-on workshops to identify potential challenges in the provision of information, and tailored solutions. These workshops have been supported by an external service providing specific, technical advice based on expertise on institutional web-based communication.

In 2021, the Working Group on Information met four times (online, due to the COVID-19 situation). It provided strategic input into ELA's information activities, such as feedback on the planned activities related to the campaign on seasonal work or to templates developed by the Authority and its contractors to support Member States in the effective and efficient presentation of the relevant information to individuals and employers.

In continuity with the service offered in 2020, the Authority provided further resources to the ELA translation facility and its promotion to support the translation of official national websites on labour mobility into other languages (EU and non-EU languages). The facility complemented the service offered through the single digital gateway with a specific focus on labour mobility areas. This action was implemented through the Translation Centre for the Bodies of the European Union (CdT). Overall, more than 230 documents have been translated, mainly on the posting of workers, social security and the free movement of workers.

In 2021, a strong sectoral focus of ELA's Information activities was devoted to seasonal work, notably in agriculture, a sector heavily impacted by the COVID-19 pandemic. Amongst others, and in cooperation with the Member States and other stakeholders such as social partners or other EU bodies (e.g. EU-OSHA), but also

other areas of ELA (such as the Platform tackling undeclared work and EURES), a comprehensive information campaign aimed at workers and employers was organised. This culminated in the 'Week of Action' from 20 to 25 September 2021, comprising numerous sector-specific national events. ELA also organised a set of four



⁽²⁾ C (2020) 2297 final of 20.04.2020, Annex 2 Template for Consolidated Annual Activity Report, to the Communication from the Commission on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report

workshops between March and June 2021, addressing specific challenges for seasonal workers, namely channels of information dissemination, access to assistance services for workers and employers, cross-border recruitment services (organised by the EURES network), and a joint workshop with EU-OSHA on integrated activities between labour law and occupational health and safety.

Furthermore, and in designing the 2022 activities, preparatory work on identifying information challenges and needs in the road transport sector and contributions to the drafting of the *ELA Framework for Action on International Road Transport* took place. This included the elaboration of a plan for a set of activities to be realised starting in 2022 to improve drivers' and operators' access to information related to labour mobility, such as on websites or through practical information sessions. Furthermore, the planned activities are targeting Member States and sectoral institutions through assisting them in their endeavour to present and disseminate relevant information.

In the context of ELA's sector-specific information activities (but also more generally), the Authority started discussions with representatives of existing EU-level assistance services, such as the Your Europe Advice and the Enterprise Europe Network, to explore potential cooperation and synergies. Several meetings have been organised between these services and ELA staff to learn more about the scope of services provided, aiming to identify areas where ELA could contribute.

Similarly, in 2021 ELA conducted a small survey among national liaison offices on the posting of workers to gather information on their structure, main working procedures for the provision of information and services, and challenges encountered. By the end of the year, a first workshop gathering representatives of these offices from all Member States was organised, in an attempt to provide for them a forum for exchange and mutual learning. An outcome of the workshop was the agreement to repeat the meeting regularly and to organise joint activities.

1.1.1. EURES

With the transition of the European Coordination Office (ECO) of EURES to ELA and as well as the business ownership of the EURES Portal, the Authority realised an important milestone in the integration of EURES into its activities. Business continuity as regards both the Human Network and the IT Portal was ensured, and the basis for maintaining and further improving the services in the future was established through signing a new framework contract for training, improving IT security or actively engaging with national network members.

Since the second quarter of 2021, ELA is responsible for preparing and chairing the meetings of the EURES Coordination Group (ECG). Since then, two meetings took place for which the Authority set the agenda, put together preparatory materials, liaised with speakers and participants (that is, representatives of the National Coordination Offices (NCOs)) and engaged in the required follow-up activities (such as drafting and disseminating minutes and other materials). The meetings served the dual objective of enabling information provision towards and mutual exchange among the NCOs and discussing/guiding strategic issues relevant to the operation of the network.

To establish a good working relationship between the European Coordination Office in ELA and the NCOs, the Authority organised bilateral online meetings with the NCOs of almost all countries participating in the network (a few meetings to be completed in early 2022). The meetings aimed at hosting a mutual introduction of the teams and informal feedback on the functionalities and improvement potentials in the governance, service provision and IT Portal of EURES which, together with the recommendations of the most recent EURES evaluation, will be important input into future suggestions for further development.

In 2021, ELA also progressively took ownership of the coordination of the EURES programming cycle. The Authority organised a round table and a workshop to kick off the development of the national work programmes. To facilitate exchange among NCOs and the identification of potential cross-national cooperation opportunities, ELA organised on-demand bilateral meetings between NCOs from different Member States.

After submission of the NCOs' national annual work programmes at the end of the year and the activity reports on the previous year, ELA (supported by a contractor) started the review process and the elaboration of a summary of the work programmes and assessment of the activity reports.

In the second half of 2021, ELA (together with a contractor and the NCOs) conducted the gathering of the relevant national data to comply with the regulations related to EURES's performance measurement. A report on the achievements in the first half of the year was drafted and discussed in the ECG meeting. Upon receipt of further feedback and input from the NCOs, the report was finalised by the end of the year, for dissemination within the network in early 2022.

Due to the ongoing COVID-19 situation, the training programmes of the EURES Academy were organised online in 2021. Since the transfer of the responsibility for the provision of training to ELA, the Authority not only ensured the continued provision of training operationally, but also launched a new call for future service provision. The application and evaluation procedure resulted in the signature of a new framework contract which will be implemented from 2022 onwards. To prepare for this, meetings with the national EURES training coordinators took place before the end of the year.

As part of the responsibilities of the European Coordination Office, ELA became responsible for information and communication activities regarding the EURES network – such as regular newsletters, articles for the portal and the extranet, social media and other promotion activities – targeting the network, jobseekers and employers. Furthermore, the EURES network participated in ELA's campaign on seasonal work by promoting content on EURES' social media channels and activating and supporting the network members in a number of activities.

From a future-oriented perspective, the Authority, in cooperation with the NCOs and the European Commission and supported by a contractor, developed a new multi-annual EURES communication strategy (2021–2024) which was discussed and adopted at the autumn ECG meeting. In December, meetings with the EURES Communication Working Group took place to kick off the implementation of the new strategy, including first discussions on a 'toolkit' of guidance and templates to be provided to the network members to support their national communication activities.

ELA continued the support to European Online Job Days (EOJDs) by approving respective national and cross-national events through making organisational, technical and content-oriented support (through a contractor) available to the NCOs. In autumn 2021, an EOJD mutual learning event was organised to receive feedback from the NCOs and discuss improvement potentials.

While the annual report on labour shortages and surpluses was initially contracted by the European Commission, ELA took over the contract management and project finalisation during the year. The final report was published in December (<https://www.ela.europa.eu/en/media/725>).

While the IT development of the EURES Portal remains the responsibility of the European Commission, in 2021 ELA became the business owner of the portal. Amongst others, this entailed the recruitment and induction of a portal business manager, the transfer of various contracts of business analysts and the helpdesk to the Authority, the organisation, chairing and follow-up of the Interoperability Working Group and the coverage of emerging hosting and licencing fees.

In addition to the continuous maintenance of the portal functionalities, the end of 2021 has also seen the successful migration of the static content of the portal to a new web publishing portal, including new dashboards for jobseekers, employers and network members, the update of data protection statements and the update of various infrastructure components. Furthermore, the process of migrating the EURES Portal to EU Login was prepared (with operational implementation from January 2022).

1.1.2. Summary of achievements

Activities	Method	Results
Working Group on Information	Organisation of the meetings, reimbursement of travel costs	ELA organised four WG meetings in 2021 that took place online, due to the COVID19 situation.
Information Support Service	Service contract	The Information Support Service delivered the expected outputs under the first year of the contract, including preparation and reporting from the peer reviews on the single posting websites, two follow-up workshops with the Member States, one presentation on innovative practices and one report in preparation for the campaign on the road transport sector. The contract year is due to end in February 2022.
Translation facility	CdT	The translation facility supported the translation of over 200 documents, mainly on the posting of workers and free movement of workers (including seasonal work).
Support actions in specific sectors	Organisation of meetings, reimbursement of travel costs	ELA organised three online workshops accompanying the seasonal workers' campaign between March and June 2021. A further workshop for the presentation of the Framework for Action on the road transport sector was organised online on 9 December 2021.
Workshop on other EU information and services relevant for labour mobility	Organisation of meetings, reimbursement of travel costs	ELA organised an online workshop with staff from the National Liaison Offices on the posting of workers, in cooperation with the Cooperation Support Unit, on 30 November 2021. Moreover, one of the abovementioned workshops in the context of the seasonal workers campaign focused on the role of the Bodies for the Free Movement of Workers and the assistance services they provide.
	EURES	
European Coordination Group	Organisation of meetings, reimbursement of travel costs	ELA organised two ECG meetings in 2021. Due to the COVID-19 situation both meetings were held online.
Annual programming cycle Performance management system	Service contracts	<p>ELA organised an online round table and a hybrid workshop to support programming cycle activities of the NCOs. Furthermore, bilateral meetings among interested NCOs were organised.</p> <p>ELA, together with the contractor, produced a summary of the work programmes and an assessment of the activity reports and finalised the Performance Management System S1 report.</p>
Training	Service contract	<p>ELA agreed on the training calendar for 2021 which was delivered by the training provider.</p> <p>ELA signed a new training framework contract.</p>
Communication activities European (Online) Job Days	Service contract	<p>ELA proposed and the ECG adopted a new EURES communication strategy for 2021–2024 and started the implementation together with the NCOs.</p> <p>ELA financed 28 EOJD events organised by the EURES network members.</p>
Report on labour shortages	Service contract	ELA, with the support of the contractor, collected NCOs' data and published the report on labour shortages.

Activities	Method	Results
EURES Portal – Consultancy – Interoperability Working Group – Helpdesk – Translations – Hosting fee – Licences	Contracts for services, organisation of meetings, reimbursement of travel costs	ELA took over the EURES Portal in May 2021 and set up the EURES portal team. ELA signed a specific contract for EURES Helpdesk and organised one Interoperability Working Group meeting online. ELA concluded to sign a service-level agreement with DG DIGIT and covered the emerging hosting and licences fees.

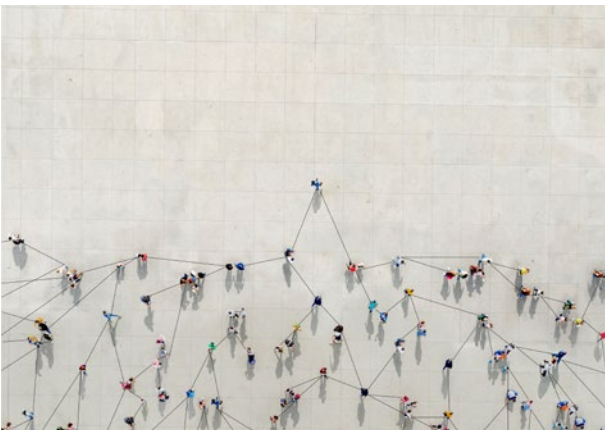
1.2. Facilitating cooperation and exchange of information between the Member States in the enforcement of relevant EU law

In 2021, cooperation and exchange of information between Member States gained importance and became a highly relevant operational task within ELA. As per the previous year, the role of National Liaison Officers (NLOs) remains fundamental as they act as a bridge between the Authority and the Member States. ELA organised seminars and other related capacity building activities, throughout the year, to gather input and expertise, carry out analyses, exchange good practices and further train relevant staff and stakeholders.

During 2021, the Authority started developing a new framework for facilitating cooperation and the exchange of information between the Member States. This included discussions on establishing working methods for NLOs when dealing with requests for assistance from the national authorities and exploring ways to enhance the exchange of information between the relevant national actors.

Since the end of 2020 and throughout 2021, the Authority continued keeping track of the requests for cooperation received by the NLOs from their national competent authorities. These included requests for cooperation, requests to follow up on exchanges of information and the identification of national contact points. This exercise allowed ELA to obtain information on the most common requests for cooperation. Most of these requests were settled positively within a very short timeframe, which shows the NLOs' potential to assist in the cooperation and exchange of information between Member States.

With respect to provisions of Regulations (EU) 2018/1725 and 2016/679, the Authority initiated its preparatory work on assessing its processing of personal and sensitive data in the context of its work and on exploring options for a future ELA platform or system enabling the secure exchange of information between ELA, Member States and other stakeholders. The assessment covered the entire organisation and will lead to the proposal of measures for the protection of personal data within the Authority, to be submitted for adoption by the Management Board, at the end of 2022.



In 2021, the Authority organised two workshops and a first set of training sessions focusing on the Internal Market Information System (IMI) – the existing tool for the exchange of information among Member States in the field of labour mobility.

The first workshop, organised in collaboration with the Information and EURES Unit in November 2021, was dedicated to the national liaison offices. Potential barriers to executing various functions of the mentioned offices, for example, the information function and the mutual assistance and administrative cooperation function in the field of posting of workers, were analysed.

The challenges and experiences with the use of the posting of workers modules of the IMI System were also discussed. The workshop was attended by 80 participants, the majority of those representing national liaison offices, who were presented with proposals for various capacity building activities focusing on enhancing cooperation and solving technical and operational barriers.

The second workshop, held in December 2021, was dedicated entirely to the road transport sector, where a comprehensive information session on the new modules of the IMI System for road transport was organised. The Cooperation Support Unit, together with the European Commission, provided information on the new rules and new tools for the posting of drivers, aiming at raising awareness and increasing the preparedness of the national authorities ahead of February 2022, the date of application of *Lex Specialis* Directive 2020/1057.

As a follow up to these workshops, another two days of training sessions on the posting declaration portal for road transport were organised, dedicated to the representatives of road transport operators. During the training sessions, practical information and demonstration of the posting declaration portal were provided, together with an overview of the rules and obligations that the operators and drivers must meet starting from February 2022, based on Directive 2020/1057. The training sessions were recorded in 14 language versions and included interpretation. These training sessions are now available on ELA's YouTube channel, for the use of the transport operators.

Furthermore, alongside the activities promoting the IMI System, ELA has also provided translation of training materials and other documents prepared by the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and Small and Medium-sized Enterprises, concerning the new modules of the IMI System for the road transport and necessary for the use and application of the new modules by the national authorities.

1.2.1. Summary of achievements

Activities	Method	Results
Workshops and trainings	Organisation of meetings, reimbursement of travel costs	<p>The two workshops and training were all held online, with a series with interpretation provided in several languages. The feedback received was very positive.</p> <p>The participants of the workshop and training session on road transport appreciated the timely exercise, addressing the issues of urgency for many stakeholders at national level. The training sessions were also recorded in 14 linguistic versions and shared online, which broadened the scope of recipients, reaching almost 45 000 views in the recent days. The target group of the training and information sessions highlighted the usefulness of accommodating a wide range of languages.</p> <p>The members of the national liaison offices particularly welcomed the idea of creating a forum and ELA plans to address concrete and detailed obstacles in the use of the main tool for the exchange of information, namely the IMI System.</p>
External consultant (personal data protection)	Service contract	The contract has been signed and the work has been initiated according to the schedule. The proposal of the measures for the protection of personal data is expected to be presented to the Management Board in November 2022.

1.3. Coordination and support of concerted and joint inspections

In 2021 the Authority's key objectives were to kick off concerted and joint inspections (CJIs), to expand its support to the Member States, to strengthen the capacity of authorities to cooperate across borders and enforce labour mobility legislation, and to develop and operationalise strategic partnerships. Enforcement actions at national, and even more at cross-border level, were severely hindered by the COVID-19 pandemic.



Cross-border inspections became possible only in the second half of 2021.

The preparatory work done in 2020 paved the way for conducting the first ten CJIs supported and coordinated by ELA during the second half of 2021, with the participation of eleven Member States ⁽³⁾. These inspections were carried out following Member States' requests and aimed at fighting irregularities in the seasonal work, construction and road transport sectors. The Authority provided targeted support to national authorities taking cross-border action, including

by organising preparatory meetings to discuss cases and to prepare joint or concerted inspections between participating countries, normally with simultaneous interpretation, and by facilitating the exchange of information. ELA also offered to translate documents related to inspections, provide interpretation services during inspections and reimburse travel and accommodation costs of the visiting inspectors. NLOs contributed significantly to establishing contacts with the competent national authorities, facilitated the exchange of information and promoted the role of ELA.

The first results indicate the added value of reinforced cross-border cooperation between enforcement authorities to fight abuse and fraud. ELA's support in that regard played a key role. The participation of visiting inspectors particularly helped to overcome cultural and linguistic barriers, resulting in the increased willingness of workers to cooperate with enforcers. Joint and concerted actions between labour inspectorates and other authorities allowed them to foster mutual trust, helping to forge stronger networks between them and create the necessary conditions for enhanced and more recurrent cross-border cooperation.

The main problematic areas identified during the inspections so far were undeclared work, working conditions (e.g. wages and working time) and, in the case of seasonal workers, accommodation conditions. In many cases, the irregularities occurred when subcontracting, employment intermediaries or posting were in play. Once the final results of inspections are available, ELA will make use of its internal analysis and risk assessment capabilities to assess the need for targeted action against particular irregularities or in a specific sector.

Raising additional awareness about the Authority, its tasks and available tools for support is an ongoing effort. Therefore, ELA paid particular attention to the communication of inspections it supported or other important developments relevant to CJIs. Two inspections' bulletins, press releases and activities on social media were the main means used to increase awareness on ELA's enforcement activities. The Authority continued to look for ways to adapt its support to the operational needs of inspections, to facilitate cross-border cooperation even further and to improve the awareness about its forms of support and how to access them. In that regard, ELA published a flyer on financial support provided to CJIs executed by Member States ⁽⁴⁾.

Despite the promising results of cooperation within the first CJIs, there is still a gap in the level of engagement and the existing capacity of different Member States in bilateral and multilateral cross-border cooperation.

The Working Group of Inspections held four meetings in 2021. These meetings mainly focused on planning activities under ELA's Action Plan on seasonal workers, discussions on the developments in the road transport sector and preparing capacity building activities. Discussions on the checklist to support CJIs and the draft modalities for when Member States decide not to take part in a CJI were also on the agenda. The last meeting was dedicated to an exchange of views on the intermediate results and lessons learnt from the inspections carried out on seasonal work during the week of action in September. The Working Group members noted the need to streamline ELA's support. However, so far, no need was identified for the refinement of tools and procedures developed in 2020.

⁽³⁾ Belgium, Bulgaria, Germany, Spain, France, Italy, Lithuania, the Netherlands, Poland, Romania and Slovakia.

⁽⁴⁾ https://www.ela.europa.eu/sites/default/files/2021-12/ELA_Support_CJi_v2.pdf

ELA will continue to draw from the expertise of Working Group members on matters related to the legal and practical aspects of organising and conducting CJIs. Given that the foundations for CJIs are already in place, the emphasis will now move on to enhancing operational activities, developing synergies between the analytical work of the Working Group and of the Platform tackling undeclared work, and to increased interaction among the Working Group and ELA's capacity building, information and cooperation tasks.

During 2021, the Authority continued offering learning and training activities to strengthen the capacity of inspecting bodies and other relevant stakeholders to address the issues in the area of cross-border labour mobility and to improve consistency in the application of EU law.

In January 2021, the second round of 'train the trainers' trainings for inspectors was organised. It focused on posting, non-EU country nationals, social security rules and highly mobile workers, always with specific emphasis on the challenging situations and the most common fraudulent practices, such as the use of letterbox companies and bogus self-employment. This is illustrated with concrete examples and accounts from field inspectors.

In July 2021, a webinar was organised for enforcers on how to tackle cross-border issues relating to temporary work agencies and other recruitment intermediaries, with a focus on seasonal workers. It aimed at helping to identify, for each practical case a labour inspector may come across, rules applicable in the field of labour, social security, and immigration law. The cornerstone issues encountered on the field were emphasised – undeclared work, under-declared work, unlawful posting, violation of substantial and administrative posting rules in the area of employment and social security, and bogus self-employment.

The Authority translated a number of case-specific documents relevant to the inspections that it supported. Such assistance helped to thoughtfully plan and carry out inspections and efficiently investigate cases. Under Member States' requests ELA translated (and made available online) the materials from the trainings delivered in November 2020, January 2021 and July 2021, thus allowing national authorities to transmit and cascade the knowledge obtained during these trainings to their counterparts at national labour/social inspectorates.

1.3.1. Summary of achievements

Activities	Method	Results
Inspections	Service contracts or grants for expertise, logistics and interpretation	ELA provided organisational, conceptual and logistical support, including translation and interpretation services to prepare, carry out and follow up on cross-border inspections.
Working Group	Organisation of meetings, reimbursement of travel costs	ELA organised three online meetings and one meeting in hybrid format of the Working Group of Inspections.
Learning and training	Service contract	A contractor was selected to help ELA provide learning and training activities. These will consistently feed into ELA events under the horizontal capacity building task.
Support and analytical services	Service contract	A contractor was selected to provide ELA analytical support and assistance and raise awareness about the developments in the area of CJIs.
Information campaigns	Service contract	An awareness-raising campaign was undertaken under ELA's information and communication tasks; this includes the implementation of the campaign on the ground during the inspections.
Strategic partnerships	Organisation of meetings, reimbursement of travel costs	A meeting with the European Union Agency for Law Enforcement Cooperation, a number of meetings with the European Roads Policing Network, and with other enforcement agencies and EU agencies, took place to initiate and further strengthen the cooperation.
Translations	CdT	Several requests for the translation of relevant inspections documents were submitted to CdT.

1.4. Labour mobility analyses and risk assessment



Throughout the first quarter of 2021, with the help of its NLOs network and the Stakeholder Group, ELA mapped the impact of the COVID-19 pandemic on the Authority's fields of operations. The produced internal analysis has been taken as an input for ELA's future planning, including the activities covered in the *Work Programme of the European Labour Authority 2021* and the *Single Programming Document 2022–2024*.

In the second quarter of 2021, as a follow-up exercise to the COVID-19 mapping, the Authority focused on mapping the impact of the COVID-19 pandemic on applicable social security legislation of frontier and cross-border workers. ELA

collected specific information on measures taken by the Member States (and their expiry date) that contributed towards improving information for workers, employers, social partners and national authorities. This exercise enabled ELA to identify good practices put in place by Member States. The report collected information on measures taken by EU Member States that aimed to facilitate a flexible approach to the applicable social security of teleworking cross-border workers. It contains user-friendly country files that individuals can consult to find out more information based on their cross-border situation. The country files also provide the necessary contact details of the relevant national competent authorities, should further assistance be required by workers or employers.

To better understand the needs of Member States and to start mapping out already existing practices, in 2021 the Authority continued its bilateral discussions with national competent authorities on their approaches to risk assessment. This exercise laid the groundwork for a workshop on the international cooperation aspects of risk assessment, which took place in December 2021. The workshop brought together experts in the field of risk assessment from over 38 national competent administrations, coming from 27 Member States interested in cross-border cooperation facilitated by ELA, to identify labour mobility risks and tackle cases of social security fraud, illegal posting, letterbox companies, etc. The workshop aimed to facilitate the exchange of experiences between experts and to identify common challenges and areas of future collaboration between Member States and the Authority, particularly for action-oriented risk analysis and cross-border cooperation.

1.4.1. Summary of achievements

Activities	Method	Results
Workshop on labour mobility analysis and risk assessment	Service contract	<p>Discussion among experts on ELA's role in the field of risk assessment by exploring Member States tools, approaches and common issues in risk assessment.</p> <p>Provided a platform for exchange of practices on cross-border cooperation for national competent authorities to support enforcement while enabling and/or improving international cooperation.</p>

1.5. Support for capacity building

During 2021, the Authority has been looking into opportunities for creating synergies with existing capacity building structures and to learn from other actors, investing in partnerships with training centres based in specific EU countries, with a view to organising joint activities.

In the first quarter of 2021, three workshops were organised between March and June 2021. These were aimed at national administrations, social partners and other stakeholders, to discuss specific aspects concerning information and services to seasonal workers. The first capacity building workshop on the outreach and dissemination strategies for seasonal workers in the agri-food sector took place in March 2021. The second workshop on the assistance and services to seasonal workers and employers took place in April 2021.

Moreover, ELA has designed different tools for capacity building to be rolled out next year, most notably a mutual learning and understanding programme and a call to collect good practice examples across the operational areas of the Authority. The objectives of both initiatives will be to support learning opportunities among EU Member States and other relevant stakeholders, to contribute towards the mutual understanding on the uniform application of EU legislation, to identify policy solutions at national level in the labour mobility area and to disseminate the outcomes of the envisaged activities to achieve a fair mobility.

To assist the day-to-day implementation of capacity building activities, the Authority concluded a framework contract and initiated a procurement procedure seeking strategic consultancy on ELA capacity building.

The Authority continued its collaboration with other EU agencies in the area of capacity building, organising its second intra-agency workshop which took place in January 2021. Participants included representatives from EU agencies (Eurofound, EU-OSHA, the European Union Agency for Fundamental Rights, the European Union Agency for Law Enforcement Training, European Training Foundation and Europol), the European Commission and the International Labour Organisation. The purpose of the meeting was to present ELA's mandate on capacity building, to continue mapping what similar actors are putting in place and to learn from their experience. As a follow-up, ELA has been in touch with some of the participating organisations on a bilateral basis to further explore possible areas of cooperation and synergies with these bodies.

The Authority has also developed cooperation with National Training Centres. ELA organised a workshop with representatives from three National Training Centres for labour inspectors in Europe (Spain, France and Romania) and ELA staff including NLOs in September 2021. The aim of the workshop was to introduce ELA to the training centres and identify potential room for cooperation. In the framework of this workshop, the Authority and the centres agreed to design a roadmap for future cooperation for 2022–2024. It was jointly agreed that the first pilot action to be undertaken in 2022 will focus on carrying out a training needs analysis for labour inspectors and to subsequently build a training course on the findings. In addition to the workshop, a bilateral meeting was held on the Eurodetachment project between ELA and the French centre.



1.5.1. Summary of achievements

Activities	Method	Results
ELA Capacity Building Centre	Service contract, reimbursement of travel and accommodation costs	A framework contract for the ELA Capacity Building Centre has been launched, evaluated and awarded. Contract signature to be expected in 2022.
Workshop with other EU agencies, services and networks	Online meeting	This event has been hosted virtually in January 2021 with particularly good feedback from the involved agencies.
Workshop with national training centres in the field of inspections	Organisation of meeting, reimbursement of travel and accommodation costs (if applicable)	The event has been hosted physically in Bratislava in September 2021 and ELA has received particularly good feedback (all but one participant rated all aspects of the meeting as outstanding, the remaining participant rated all aspects as very good).

1.6. Enhancing cooperation in tackling undeclared work

The key objective of the Authority in 2021 was to ensure the smooth integration of the Platform tackling undeclared work.

On 9 March and 25 May 2021, the ELA Management Board adopted decisions on setting up the European Platform to enhance cooperation in tackling undeclared work as a permanent working group within the Authority and adopted its rules of procedure. Following the financial autonomy of the Authority, the Platform was established within ELA on 26 May 2021. Since then, the Platform secretariat is provided by the Authority. The Authority has also ensured a seamless integration and business continuity of Platform activities. This included the re-establishment of the Platform membership, the appointment of the new office at the extraordinary Platform meeting on 15 July 2021, and the implementation of the Platform work programme.



The Platform's work programme for 2021–2022 was adopted on 6 October 2020 by the plenary of the Platform and endorsed by the ELA Management Board in December 2020. It was slightly modified at the Platform extraordinary meeting on 15 July 2021 to avoid the duplication of studies between the Platform and the European Commission. All activities planned in the work programme for 2021 were implemented, except for two demand-driven activities (staff exchanges and mutual assistance projects) that were not held due to the ongoing pandemic. Since 26 May 2021, the Platform (<https://www.ela.europa.eu/en/undeclared-work/virtual-library>), among other products, conducted two studies (on undeclared work in the personal and household services sector and on different forms of cross-border undeclared work) and a toolkit on successful cooperation between labour inspectorates and social partners, held a seminar on tackling undeclared work in the HORECA sector, a subgroup meeting on tackling undeclared work among non-EU-country nationals through regularisation initiatives, and played an active part in the ELA Action Plan on seasonal workers, including by joining the campaign #Rights4AllSeasons.

1.6.1. Summary of achievements

Activities	Method	Results
Activities from the Platform's work programme for 2021	As defined in the Platform's work programme for 2021–2022	All activities planned in the Platform work programme for 2021 were implemented, except for two demand-driven activities (staff exchanges and mutual assistance projects) that were not held due to the ongoing pandemic.
Platform plenary meeting	Organisation of meetings, reimbursement of costs	The Platform plenary meeting was held in October 2021 in a hybrid format: physically in Bratislava and online.

1.7. Mediate and facilitate a solution in cases of cross-border disputes between Member States on the application of relevant EU law

Important progress in setting up the mediation function at ELA was achieved by the adoption of the Rules of Procedures for mediation by the Management Board in November 2021. The Rules of Procedure for mediation clarify how ELA will mediate disputes between Member States and provide detailed working arrangements on how the mediation procedure will be conducted.

Another key document, which was successfully concluded, is the Cooperation Agreement between ELA and SOLVIT. This agreement is meant to allow better coordination between ELA and SOLVIT when it comes to case referral and the exchange of information. Finally, the Cooperation Agreement between ELA and the Administrative Commission (AC) for the Coordination of Social Security Systems was also adopted, which is meant to ensure good cooperation, coordinate the activities in mutual agreement and avoid any duplication in cases of mediation which concern both issues of social security and labour law.

These three key documents are crucial for the Authority to be able to launch the mediation procedures in 2022 and to provide national authorities with a tailor-made mechanism to resolve their disputes on EU labour mobility in a costless and timely manner.

To complete the preparation for the mediation function, the Authority launched a call for nominations for mediators, Chair, Deputy Chair and experts of the Mediation Board.

The Authority set up the Working Group on Mediation to advise and assist ELA in the implementation of the Founding Regulation concerning mediation and the establishment of the necessary arrangements. The working group met five times during 2021 and was essential in the preparation of the abovementioned documents and a guiding document containing examples of possible cases that may be referred for ELA mediation.

In 2020, the Authority started discussions with the AC on cooperation regarding the coordination of social security, including mediation. In 2021, the Authority invited the AC to nominate two experts to the Working Group on Mediation. These two experts contributed extensively by bringing their expertise on the conciliation procedure in the area of social security coordination.

1.7.1. Summary of achievements

Activities	Method	Results
Working group	Online and hybrid organisation of meetings and reimbursement of costs	Adoption of the package of key documents, enabled ELA to provide national authorities a tailor-made mechanism to resolve their disputes on EU labour mobility in a costless and timely manner. This role, in line with ELA's mandate, allows ELA to facilitate the reconciliation of divergent points of view between the parties to the dispute.
External consultant	Service contract	Implementation started; deliverables are in process of planning and elaboration.
Translations	CdT	Costs estimated, budget ensured, will be launched in 2022.

1.8. Integration of the tasks of existing bodies

Following the discussion with the European Commission on mapping the activities of the Technical Committee on the Free Movement of Workers and the Expert Committee on the Posting of Workers, ELA activities have started to progressively incorporate the operational tasks and objectives of both bodies as far as they fall within the mandate of the Authority. In particular, the tasks of the Expert Committee on Posting of Workers (ECPW) and their incorporation under ELA, in line with its mandate, were subject to exchanges with the Commission and discussions at Management Board level. The Working Group on Information has carried out peer reviews of the single national websites on the posting of workers in cooperation with the Commission, following up

on the similar activity by the ECPW. Going forward, ELA will continue expanding the reach of its activities to cover for the entirety of the objectives and operational tasks of the two bodies that are compatible with its competences, while ensuring synergies with the Commission.

1.8.1. Summary of achievements

Activities	Method	Results
Tasks of the committees	Organisation of meetings and reimbursement of costs	Fifteen peer reviews of single national websites on posting performed.

1.9. Communication and dissemination activities

During 2021, the Authority further developed its communication activities, with an increasing number of social media followers (some 4 386 followers on Twitter and 7 734 on LinkedIn (in total 12 120, a fourfold increase compared to the total of 3 000 followers across both platforms in 2020)), the creation of new sites in further social media platforms (Facebook and YouTube) and an increase in interactive and more engaging content (e.g. videos). ELA also continued to develop its website, visual identity, logo and other artefacts that will increase the visibility and recognition of the Authority. The main achievement as regards the website, in 2021, was the migration of the Undeclared Work Platform website from the Commission to the ELA website.

The flagship activity that the Authority undertook in 2021 was the information campaign #Rights4AllSeasons that mobilised national authorities and social partners in all Member States to raise awareness about fair working conditions, transparent cross-border recruitment channels and measures to tackle undeclared work for mobile seasonal workers. The campaign had significant outreach, with all Member States participating, often involving national social partners, and it succeeded in reaching almost 16 million users. The campaign was viewed more than 60 million times. Additionally, more than 113 000 visits were made to the campaign's website. The campaign social media posts were shown more than 1 049 202 times on all social media platforms and nearly 16 000 clicks through to ELA's website were recorded. The hashtag #Rights4AllSeasons was extensively used across all the platforms. Some of the Member States organised their own national campaigns on

seasonal work. Some other countries organised seasonal work-related events at national level, such as information sessions for workers and/or jobseekers, information meetings for employers and meetings for officials and social partners. The Authority produced many materials (brochures, leaflets and templates), to be used and adapted to the national context, to reach workers and employers on the ground.



The material developed within ELA's information campaign on seasonal workers was successfully utilised during the cross-border inspections organised by the Authority. Distribution of the material directly to the workers and their employers, and external communication in relation to CJIs helped to promote awareness about their rights and obligations.

In November 2021, the Authority organised an opening conference focusing on labour mobility and its future trends in the changing world of work. The conference welcomed high-level political speakers, including the Commissioner for Jobs and Social Rights, the Chair of the Employment and Social Affairs Committee of the European Parliament, ministers of labour from France, Slovenia and Slovakia, and representatives of EU-level social partners. Moreover, the ways to secure respect for employment and working conditions in the changing labour market were discussed in the second, more practical panel, which included a high-level representative from the Commission – the Director-General of the Directorate-General for Employment, Social Affairs and Inclusion – Member States and representative of the social partners. The conference had significant reach, with nearly 100 participants on site and nearly 400 connected remotely. The visibility of the conference was underpinned by the ceremonial opening of the Authority's premises right before the conference, with the participation of the Prime Minister of Slovakia. The ceremonial opening and the visit at the premises also significantly contributed to extensive media outreach of the event.

1.9.1. Summary of achievements

Activities	Method	Results
Conferences	Organisation of meetings and reimbursement of costs	The opening conference held in the presence of high-level officials was attended by 100 participants on site and 400 remotely.
Media and social media campaigns	Multichannel external communication campaigns	<p>Information campaign #Rights4AllSeasons took place in 2021.</p> <p>Mobilised national authorities and social partners in the EU27 (all Member States participated).</p> <p>Reached almost 16 million users.</p> <p>The campaign was viewed more than 60 million times in social media.</p> <p>More than 113 000 visits were made to the campaign's website.</p> <p>The organic campaign was seen more than 1 049 202 times on all platforms and nearly 16 000 clicks through to ELA's website were recorded.</p> <p>The hashtag #Rights4AllSeasons was extensively used throughout all the platforms.</p> <p>Some of the Member States organised their own national campaigns, while others organised events at national level.</p> <p>ELA produced materials (brochures, leaflets and templates) for campaign and future use, and for adaptation to the national context.</p>

1.10. Cooperation with EU bodies

With respect to strategic partnerships based on initial contacts in 2020, ELA started building cooperation with other EU agencies and enforcement organisations, to join efforts in assisting national authorities to fight irregularities with a cross-border nature. For example, with Europol, to jointly focus on cross-border actions and improve coordination and cooperation between law enforcement authorities and labour inspectorates. In September, during the week of action, both ELA and Europol supported Member States' efforts to fight labour exploitation in seasonal work. Similar actions in an increasingly coordinated manner are planned to be continued in 2022. In the area of road transport, ELA initiated and supported a joint roadside inspection together with the European Roads Policing Network and started exchanges of expertise with the Confederation of Organisations in Road Transport Enforcement. To explore the possibilities of cooperation on enforcement aspects of labour mobility law, ELA held initial meetings with other EU agencies, such as EU-OSHA.

ELA has continued in the development of well-established cooperation with its sister agencies – Eurofound, EU-OSHA, the European Training Foundation and the European Centre for the Development of Vocational Training – and other EU agencies, namely the European Union Agency for Fundamental Rights and Europol. ELA finalised and concluded negotiations of the cooperation agreement with AC and SOLVIT. Furthermore, ELA continued its close cooperation with the European Commission.

The Authority joined the EU Network of Agencies and started to participate in its regular meetings at heads of agencies and heads of resources levels. Authority staff also joined the different sub-networks and contribute to the sharing of best practices and relevant information between the agencies.

1.11. Forthcoming framework contract

Following the call for tenders for a framework contract on provision of legal services to the Authority (ELA/2021/OP/01) launched in Q3 2021, the Lot 2 of the contract (for legal assistance) has been finalised and Lot 1 (for provision of assistance regarding corporate affairs) is currently in the process of finalisation.



**PART II.
MANAGEMENT**

2. Management

This section includes updates on the cross-cutting activities, including governance, management of resources and other support activities for all the Authority. The section also covers 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. Governance and Management Board

The Authority's administrative and management structure includes a Management Board, a Stakeholder Group and an Executive Director.

The Authority continued shaping its structures with recruitment, HR policies and rules, including the onboarding and training of staff.

2.1.1. Management Board

The Authority is governed by a Management Board, which provides the strategic orientations and oversees the Authority's activities and meets at least twice a year.

The ELA Management Board is composed of one member from each Member State, 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 2021 (March, May and November). Due to the COVID-19 pandemic, the March and May meetings were held online. The meeting in May was also a joint meeting with the Stakeholder Group. In November, the Management Board meeting was held in Bratislava, Slovakia in a hybrid format. The Management Board in November was preceded by the ELA Opening Conference, which was also held in Bratislava.

Over the course of 2021, 88 documents were presented to the attention of the Management Board, of which 26 were decisions ⁽⁵⁾.

Among the number of important issues upon which the Management Board deliberated and documents adopted in 2021, are the following.

- Single Programming Document 2022–2024.
- Draft Single Programming Document 2023–2025.
- Consolidated Annual Activity Report of ELA 2020.
- Amendment of the ELA Communication and Dissemination Plan for the year 2021.
- Setting up the working group 'European Platform to enhance cooperation in tackling undeclared work'.
- Rules of procedure of the working group 'European Platform to enhance cooperation in tackling undeclared work'.

⁽⁵⁾ ELA Management Board decisions are available on the ELA website at: <https://www.ela.europa.eu/governance>

- Rules of procedure for mediation.
- The cooperation agreement between ELA and SOLVIT for the referral of cases for mediation.
- The cooperation agreement between the Administrative Commission for the Coordination of Social Security Systems and the European Labour Authority.
- Guidelines on whistleblowing.
- The terms and conditions for internal investigation at ELA in relation to the prevention of fraud, corruption and any illegal activity detrimental to the interest of the EU.
- Amendment of ELA Establishment Plan 2021.
- Reclassification of temporary agents and contract agents.
- Rules on secondment to ELA of national experts, including NLOs and national experts in professional training.
- Setting up a Staff Committee.

2.1.2. Executive Director

The Executive Director is the legal representative and is responsible for the day-to-day management of the Authority and the implementation of the tasks assigned to the Authority by its Regulation. 2021 was the first full year for ELA Executive Director, Mr Cosmin Boiangiu, who was officially appointed on 10 December 2020 and took office on 16 December 2020.

The Executive Director adopted 30 decisions related to the daily management of the Authority, including those related to the Authority's Internal structure and internal procedures (e.g. on internal organisation), and provided detailed arrangements to carry out or better calibrate ELA's activities (e.g. decisions on translation facilities in the field of inspection, information or EURES; decision on the non-substantial amendment of the 2021 work programme). Finally, the Executive Director adopted decision seeking to improve staff working conditions (e.g. decision on the usage of green transport by ELA's staff).

The Executive Director actively presented ELA at various fora including key stakeholders – national administrations, EU institutions and social partners. Particularly, the Executive Director visited all 27 Member States in 2021 to gain a clear overview of the problems at national level, best practices and expectations for the Authority in tackling the issues at EU level. During these visits, the national authorities and social partners were encouraged to use the Authority's support and capacities and to actively contribute to the work of ELA.

To maintain a strong link with the EU institutions, the Executive Director participated in two exchanges of views with the Members of the European Parliament on ELA's work in general and on the Action Plan on seasonal workers and presented ELA activities at the meeting of the Committee of Permanent Representatives I in Brussels. ELA Executive Director also invested effort to regularly meet EU level social partners. Finally, the contacts that the Executive Director developed with the representatives of Slovak authorities contributed significantly to the successful conclusion of the Headquarters Agreement, which aims to provide favourable conditions for ELA and its staff.

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 relating to EU labour mobility, on the annual activity report and on the Authority's single programming document.

In 2021, the Stakeholder Group had three meetings: two in May (one was a joint meeting with the Management Board) and one in October. During these meetings, the Stakeholder Group discussed a number of pertinent issues, including the impact of COVID-19 on labour mobility, the impact of teleworking during the COVID-19 pandemic on the applicable social security, the access to services in the scope of Article 5 of the ELA Regulation, topics for ELA analytical reports on cooperation practices and challenges in 2022, ELA's Single Programming Document 2022–2024 and draft Single Programming Document 2023-2025. The Stakeholder Group submitted a written opinion feeding into the drafting of ELA's Single Programming Document 2023-2025.

2.2. Major developments

The sections below provide updates on the developments in the financial, human resources, corporate service, communications and information communications technology areas, supporting the Authority's growth during 2021.

2.2.1. Financial resources

In the areas of finance and procurement, the objectives of the Authority in 2021 were to:

- acquire its financial autonomy;
- develop its business processes;
- establish its annual Procurement Plan;
- explore the use of IT tools developed by different EU bodies for the planning, monitoring and reporting of its budget;
- explore the use of e-procurement modules developed by the European Commission;
- subject to its operational needs, explore the use of e-grants modules developed by the European Commission;
- participate in interinstitutional framework contracts for resourcing purposes.

The Authority acquired its financial autonomy on 26 May 2021.

Prior to that, ELA had prepared the financial circuits and the financial business processes which were adopted by the Executive Director.

The Authority developed its paperless business processes in line with its financial rules, its financial circuits, its internal control framework and the IT tools incorporated for all financial transactions. These processes ensure both sound financial management of the resources (effectiveness, efficiency and economy) and legality and regularity.

At the beginning of 2021, the Authority had established its Procurement Plan for 2021, which was revised during the summer of 2021 and was successfully implemented by the end of the year.

With respect to a budget IT tool, ELA initiated in 2021 contacts for the possible use of BLUEBELL and SPEEDWELL IT tools, which is an ongoing process. The fees and modality payments on the use of such IT tools will be defined by a service-level agreement (SLA) with the corresponding EU body.

The Authority has already signed a SLA with the European Commission Directorate-General for Informatics for the incorporation of e-procurement modules in its business processes after acquiring financial autonomy. In

2021 the Authority onboarded the following e-procurement Modules: ABAC Assets, e-tendering, e-submission and PPMT.

Due to the nature of its operations ELA did not explore the possibility of using the e-grants module.

The Authority made several associations with interinstitutional framework contracts, notably on ICT, through the signature of a Memorandum of Understanding.

In Q3 2021, ELA launched a call for tenders for a framework contract on the provision of legal services to the Authority with two Lots. The contract under the first Lot has been already signed in 2021, while for the second Lot is foreseen to be signed in early 2022. The purpose of the framework contract is to ensure that ELA receives legal advice, assistance and representation in a timely manner whenever a future need arises, both for its in-house corporate affairs and its operational activities in the field of EU labour mobility.

2.2.2. Human resources

In 2021, ELA achieved an important growth of its workforce after intensive recruitment efforts. The main achievements of the human resources activities of the Authority were the following.

- Recruitment. Met the target of having in place established reserve lists of all 2021 posts and counted 84 staff members by 31 December 2021, as per the legislative financial statement attached to the Regulation establishing ELA.
- Working conditions. ELA continued developing the necessary human resources rules, policies, guidelines, info packages and processes to enhance working conditions, support the integration of newcomers into the organisation and the smooth relocation of staff and their families to the new headquarters in Bratislava.
- Organisational development. ELA continued developing the organisation and the learning offer to staff, adopted the rules on reclassification of temporary and contract staff, and implemented the first reclassification exercise.

2.2.2.1 Recruitment

The capacity of the Authority grew significantly in 2021. By the end of year, ELA had 84 staff members in total. The Authority onboarded 41 new staff members by December 2021, including all heads of units and the first 14 Seconded National Experts (SNEs). This required the Authority to continue with a strong effort in recruitment, and in the onboarding of newcomers. ELA reached a suitable geographical and gender balance, in accordance with the relevant provisions in the Staff Regulations of Officials of the European Union.

The recruitment policy of ELA will continue to be based on the principles of equal treatment and open and transparent recruitment procedures, to be published and communicated actively to all interested parties.

2.2.2.2 Working conditions

As ELA continued to grow, its human resources activities and services continued to be developed. The Authority continued with its implementation of human resources rules and regulations, in line with its mission and objectives and the Staff Regulations (Article 110). In 2021, the Authority placed a strong focus on the successful onboarding and integration of newcomers. This was combined with the successful relocation of the Authority to its new headquarters in Bratislava. To this end, ELA continued to provide support to staff members and their families. Measures in support of integration were developed, including team building and social events, information packages, training, Slovakian language courses and support during the registration of staff and family members with the Slovak authorities. Schooling is a key factor in fostering multilingualism and enabling ELA to attract and retain qualified staff members. A decision by the Management Board offering children of ELA staff members the possibility of following their education in international schools at the Authority's seat in

Bratislava is already in place. Wellbeing of staff was another area that was strengthened in 2021. In response to the COVID-19 pandemic, the Authority continued offering flexibility in working conditions, including a guide on teleworking aiming at operational efficiency, business continuity and effectiveness.

2.2.2.3 Organisational development

ELA's organisational development focused, among other aspects, on the effective development of its staff. In 2021, the Authority adopted its first organisational structure, designed the organisation and continued adopting and developing internal rules and procedures. ELA has created, together with all its staff, its mission and values' statement representing the diversity and culture of all employees.

In 2021, the Authority carried out its first reclassification exercise.

2.2.3. ICT

In accordance with the Authority's strategy on ICT, Microsoft Office 365 was deployed, and all users were assigned accounts and migrated their data from the commission laptops to their new ELA laptops.

Laptops were distributed to all users from ELA procured stock.

Office outfitting was completed, with all passive network infrastructure installed, including the structured cabling for hardwired network connections for floor boxes, printers and Wi-Fi access points and the active and passive racks installed in the communications rooms ready to host the network devices and the circuits. Vertical cabling was also installed, interconnecting the four floors with both fibre and copper cabling.

Office outfitting also included the deployment of the access control system that provided secure access cards for staff and means to program the access for individuals. The means for printing access cards with ELA logo and persons names and pictures were also deployed.

A VPN service was established that enabled the secure connection of laptops to the Cloud Broker Data Centre and gave a secure connection to the Testa TAP that was also deployed.

Access to the Shared Testa TAP connection service was deployed, giving ELA staff access to the Commission applications, such as ARES, ABAC, SYSPER and MIPS.

User office infrastructure was procured and deployed on desks, giving staff monitors and docking stations to use in addition to the mobile equipment already supplied.

User helpdesk services were also implemented, where two staff members were assigned to work on behalf of the cloud broker in the ELA offices in Landererova 12, providing additional support in the office for ICT tasks.

Two network circuits, which operate in active/active format, thus providing double the network capacity during normal operation and a small degradation of the service during a circuit failure, were installed at the office in Landererova 12.

A network was installed in the office, providing floor ports for hardwired network connections in each desk and Wi-Fi capability throughout the 4 floors of the office.

AVC infrastructure was installed, but not completed, as additional equipment and commissioning activity is required prior to AVC capability being ready for active use. Concluding the commissioning of the AVC equipment will be executed early in 2022.

Training for end users in the use of Microsoft Office 365 tools has begun, with the more basic training sessions having been concluded in 2021. Additional more advanced training will be completed early in 2022.

2.2.4. Building

The provisions for the seat of the Authority have been established in Decision (EC) 2020/1199 and ELA has moved to its permanent location in Bratislava, Slovakia from September 2021. In the new premises on Landererova 12, the Authority has a lettable floor area of 4 719.1 m², of which approximately 1 282.4 m² is dedicated to a conference centre. The building was newly constructed in 2018 and ELA is the first tenant on the floors assigned. The building is expected to fit the Authority’s needs for its specific installations, equipment, conference centre and office space. The office space and infrastructure were gradually made available during 2021, while the conference facilities will be finalised in Q1 2022.

The lease for Landererova 12 is for a period of 20 years, with an option to break the lease under certain circumstances.

The building is under shared tenancy, with the Authority occupying four of the 14 lettable floors in the building.

Building name and type	Location	SURFACE AREA (in m2)			RENTAL CONTRACT					Host country (grant or support)
		Office space	non-office	Total	Rent (€/year)	Duration of the contract (years)	Type	Break-out clause Y/N	Conditions attached to the breakout clause (if applicable)	
Landererova 12, or L12, Administrative building (2022)	Landererova 12, Bratislava 1, 81109, Slovakia	3 436.70	1 282.40	4 719.10	12,00	20 years	Sublease	Y	If ELA ceases to exist, if ELA re-locates, if Slovakia ceases to be an EU Member State ^[1]	Slovakia

2.2.5. External communication infrastructure

During 2021, the Authority further advanced its overall communication infrastructure. New sites in further social media platforms (Facebook and YouTube) were created, new interactive and more engaging content (e.g. videos) was developed. ELA also continued to improve the website, visual identity, logo and other artefacts that increased the visibility and recognition of the Authority. The main achievement as regards the website, in 2021, was the migration of the Undeclared Work Platform from the Commission to the ELA website.

2.3. Budgetary and financial management

In 2021, the Authority acquired its financial autonomy.

To achieve the objectives set out in the 2021 work programme, the Authority has proceeded to a number of financial transactions as detailed in Table 1.

Table 1: Number of commitments and payments (C1, C3, C5) done in 2021 per title.

Budgetary title	Number of commitments	Number of payments
Title I – Staff expenditure	26	480
Title II – Infrastructure and operating expenditure	58	112
Title III – Operational expenditure	52	54
Total	136	646

In 2021, the Authority managed a budget of €38 510 907 in commitment appropriations and €16 120 987 in payment appropriations (C1, C3, C5, C8).

ELA had a high budget implementation rate at the end of 2021:

- 1) 96 % for commitment appropriations considering the internal assigned revenue as summarised in Table 2.

The commitments booked under Title III – Operational expenditure will extent to more than one fiscal year in accordance with the actions of the 2021 work programme.

Table 2: Commitment appropriations (C1, C3, C5)

Budgetary title	Budget 2021	Implemented budget	Implemented budget (%)
Title I – Staff expenditure	8 554 000	8 210 380	97 %
Title II – Infrastructure and operating expenditure	3 644 061	3 390 248	93 %
Title III – Operational expenditure	12 763 500	12 237 674	96 %
Total budget	24 861 561	23 838 301	96 %

- 2) 81 % for payment appropriations, including the carry-forward of administrative expenditure from 2020 to 2021, as summarised in Table 3.

Table 3: Payment appropriations (C1, C3, C5, C8)

Budgetary title	Budget 2021	Implemented budget	Implemented budget (%)
Title I – Staff expenditure	7 861 542	5 970 542	76 %
Title II – Infrastructure and operating expenditure	5 587 862	3 602 721	64 %
Title III – Operational expenditure	6 547 696	6 547 696	100 %
Total budget	19 997 100	16 120 960	81 %

Regarding the implementation of appropriations (C8) carried forward from the 2020, the implementation rate is 84 %.

	Budget carried forward from 2020	Implemented budget	Implemented budget (%)
Total budget	13 649 345	11 412 168	84 %

The commitment appropriations carried forward to 2022 amount to €19 129 509, out of which €7 036 223 global commitments and €12 093 285 individual and provisional commitments.

2.3.1. Amending Budget

There was no amendment of the budget in 2021.

Table 4 provides a detailed breakdown of the amending budget by title.

Table 4: Breakdown of 2021 amending budget (C1)

Budgetary title	Initial budget 2021	Amended budget 2021	Returned amount
Title I – Staff expenditure	8 628 000	-	-
Title II – Infrastructure and operating expenditure	1 435 000	-	-
Title III – Operational expenditure	14 156 500	-	-
Total budget	24 219 500	-	-

2.3.2. Budget transfer

The Management Board approved one transfer to the budget on 7 May 2021.

The budget transfer in 2021 was a result of the budget revision.

The budget transfer concerns, as detailed in Table 5:

- the transfer of €174 000 from Title I to Title II;
- the transfer of €1 393 000 from Title III to Title II.

Table 5: Breakdown of 2021 budget transfer (C1)

Budgetary title	Initial budget 2021	Budget transfer	Final budget
Title I – Staff expenditure	8 628 000	- 174 000	8 454 000
Title II – Infrastructure and operating expenditure	1 435 000	1 567 000	3 002 000
Title III – Operational expenditure	14 156 500	- 1 393 000	12 763 500
Total budget	24 219 500	-	24 219 500

2.3.3. Carry-over by decision

Not applicable.

2.3.4. Procurement procedures

In 2021, the Authority made the best possible use of existing interinstitutional framework contracts for its administrative and operational activities, while launching calls for tender (negotiated, open) when required.

Table 6 presents the number of procedures launched in 2021.

Table 6: Breakdown of number and type of procurement procedures

Type of procurement procedure	Number of procurement procedures
Open procedure	6
Negotiated procedure	7
Request for service	93
Total	106

2.3.5. Service-level agreements

In 2021, the Authority signed six SLAs, as listed below.

1. Cambridge International School and Funiveristy Kindergarten Bratislava
2. Primary School – Základná škola Beňovského 1
3. American International School Vienna
4. Lycée Français in Vienna
5. HR/2021/OP/0022 – Provision of services relating to staff surveys in the European Institutions
6. EPSO/EUSA/PO/2018/028 and HR/2020/OP/0011

More detailed information on the current SLAs of the Authority can be found in Annex VI.

2.4. Delegation and sub-delegation

Pursuant to Article 39 of the ELA's financial rules, adopted by the Management Board on 15 December 2020, the duties of the Authorising officer are performed by the ELA's Executive Director.

In accordance with Article 41 of ELA's financial rules, subdelegation has been granted to the Head of Resources Unit for Title 1, Title 2 and Title 3 for the purposes of budget implementation.

The authorising officer by delegation shall report once per year to the authorising officer on the implementation of operations or actions with respect to which powers have been delegated to him.

The authorising officer by delegation shall inform the authorising officer in writing of the management problems encountered and the solutions proposed.

List of delegations	
Global budgetary commitments of appropriations	N/A
Individual budgetary commitments of appropriations	Permanently
Provisional budgetary commitments of appropriations	Permanently
Decisions on the award of grants, prizes and contracts (including framework contracts)	N/A
Legal commitments (as well as the preliminaries)	Permanently
Payment orders	Permanently
Estimates of amounts receivable	Permanently
Recovery orders and lodge claims in insolvency proceedings and winding up proceedings under national law	Permanently
Waivers of recovery of amounts receivable	N/A
Cancellations of amounts receivable	N/A
Consultation of the Legal Service, the Directorate-General for the Budget and, where appropriate the European Anti-Fraud Office, and entry of information on early detection in the Early Detection and Exclusion System database	Permanently
Decision (as well as the preliminaries) to impose an administrative sanction on an economic operator in the form of an exclusion and/or a financial penalty and, where necessary, decision to publish on the Commission internet site the information related to that administrative sanction	N/A
Decisions (as well as the preliminaries) to reject an economic operator from a given procedure	N/A
Decisions (as well as the preliminaries) to acquire or accept title and rights to intangible assets, such as intellectual property rights	N/A
Decisions (as well as the preliminaries) on the use or disposition of intellectual property assets resulting from grants, prizes and contracts (including framework contracts) or decisions to acquire or accept title and rights to such assets	N/A

List of Budget lines:

Article and/or Item number	Fund management centre (ABAC acronym)	Local position	Heading	Maximum amount in EUR	Period
07.100900 Title I	EULA	N/A	N/A	Appropriation authorised	Unlimited
07.100900 Title II	EULA	N/A	N/A	Appropriation authorised	Unlimited
07.100900 Title III	EULA	N/A	N/A	Appropriation authorised	In the event of the absence of the authorising officer

2.5. Human resources management

The Staff Regulations of Officials of the European Union (EUSR), the Conditions of Employment of Other Servants⁹ of the EU, and the implementing rules giving effect to these apply to the staff of the Authority. Throughout 2021, in its start-up phase, ELA continued the adoption of human resources (HR) rules and regulations and the adaptation of templates, processes and procedures, in line with Article 110 of the EUSR.

Several key implementing rules pursuant to Article 110(2) of the EUSR were adopted by the Management Board in 2021. A detailed list is provided in Annex IV.

Recruitment was a key priority in 2021, and ELA successfully continued the selection and recruitment of staff, enabling the functioning of the Authority in line with the authorised establishment plan and 2021 budget

envelope. The Authority further launched in 2021 several recruitment procedures to fill in posts of the 2022 establishment plan, which will be finalised in Q1 2022. Various heads of sector posts, a labour mobility officer, etc. are being sought, with a view to recruit as soon as possible.

The Authority welcomed and onboarded 41 new staff members by December 2021, including all heads of unit and the first 14 SNEs.

On 31 December 2021, ELA employed 43 staff (temporary agents and contract agents) and 41 SNEs, including 27 NLOs. Table 7 shows the staff breakdown of filled posts by contract type and function group as of 31 December 2021.

ELA is an equal opportunities employer and is strongly committed to promoting equality, diversity and respectful behaviour as part of its workplace culture. ELA continued ensuring diversity within the Authority, and by 31 December 2021, ELA could report on the following.

- A unique staffing structure, having 27 National Liaison Officers (SNEs) from 27 EU Member states seconded at the seat of the Authority, bringing across the culture, richness and diversity from the European Union.
- A gender balance of ELA staff, including heads of unit.

2.5.1. Statutory staff and SNE

Table 7: Statutory staff and SNE

Staff	Year N-1 (2021)		
	Authorised budget	Filled as of 31 December 2021*	Occupancy rate %
ESTABLISHMENT PLAN POSTS			
Administrators (AD)	27	25	93 %
Assistants (AST)	11	7	64 %
Assistants/Secretaries (AST/SC)	0	0	-
TOTAL ESTABLISHMENT PLAN POSTS	38	32	84 %
EXTERNAL STAFF	Full-time equivalent corresponding to the authorised budget	Full-time equivalent (FTE) as of 31 December 2021*	Execution rate %
Contract agents (CA)	15	11	73 %
Seconded National Experts (SNE)	45	41	91 %
TOTAL EXTERNAL STAFF	60	52	87 %
TOTAL STAFF	98	84	86 %

2.5.2. Changes in the 2021 establishment plan

The Establishment plan of the Authority for 2021 was modified with Decision No 21/2021 of 10 November 2021 of the Management Board on amending the ELA's 2021 Establishment plan using the flexibility mechanism of 10 % of the total amount of posts, by adding one AD11 position (instead of one AD10). Specifically, the preconditions for the modification of the 2021 establishment plan, as set out in Article 38 of the Financial Regulation, were fulfilled.

Next to the considerable progress on recruitment, and meeting its recruitment targets, other main HR achievements during 2021 include the following.

- The integration of all newcomers in the organisation. For that, ELA has carried out various dedicated trainings (online) and social events focusing on knowledge sharing and team building, both with the help of existing colleagues and external consultants. Given the workforce's growth and the importance of proper introduction at the workplace, this has become an essential HR activity for ELA staff.
- ELA successfully reached a key HR milestone in 2021 of relocating ELA staff to its host city Bratislava, Slovakia, offering information and support on relocation and wellbeing.
- Schooling is a key factor in fostering multilingualism and enabling ELA to attract and retain diverse qualified staff. In the area of the seat of the Authority, there is no European school. To that end, the Authority adopted six SLAs on schooling and pre-school facilities costs for the children of ELA staff.
- In response to the COVID-19 pandemic, ELA continued offering flexibility in working conditions, including a guide on teleworking aiming at operational efficiency, business continuity and effectiveness.
- In 2021, ELA adopted its first organisational structure, designed the organisation and continued adopting and developing internal rules and procedures. ELA has developed its mission and values statement, representing the diversity and culture of its staff.
- ELA continued engaging staff and issued anonymous surveys to collect staff input on various topics, including relocation and staff wellbeing.
- Revision of SNE rules.
- In 2021, ELA launched its first staff reclassification exercise.

Given the initial stage of growth of the Authority in 2021, it is too early to determine the numbers relating to the Inter-agency screening/benchmarking methodology (i.e. overheads/operational ratio). Given the limited (and yet still to grow) sample, and the growth of its resources, the Authority hasn't developed a screening/benchmarking methodology yet, as the results would not be reliable nor comprehensive.

2.6. Strategy for efficiency gains

Due to ELA's growth, the strategy for efficiency gain is a project that will be further considered as from 2022 onwards.

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

2.7.1. Internal Audit Service

Not applicable

2.7.2. Internal Audit Capability

Not applicable

2.7.3. European Court of Auditors

Not applicable

2.8. Follow up of recommendations

2.8.1. Follow up of recommendations and action plans for audits and evaluations

Not applicable

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

Not applicable

2.9. Follow up of observations from the discharge authority

Not applicable

2.10. Environment management

Annex VII provides information on the actions taken by the Authority to reduce the carbon footprint, including the approach to reduce the environmental impact of ICT.

2.11. Assessment by management

Not applicable

2.12. Part II (b) (when relevant) external evaluations

Not applicable

**PART III.
ASSESSMENT OF THE
EFFECTIVENESS
OF THE INTERNAL
CONTROL SYSTEMS**

3. Assessment of the effectiveness of the internal control systems

3.1. Effectiveness of internal control systems

The Management Board of the European Labour Authority with its Decision No 26/2020 of 15 December 2020, adopted ELA's Internal Control Framework, which is in line with the revised Internal Control Framework of the European Commission. ELA's Internal Control Framework (ICF) consists of five internal components and 17 principles based on the Committee of Sponsoring Organizations' 2013 Internal Control-Integrated Framework. This framework is a principle-based system that aims to ensure robust and consistent internal control, while providing the necessary flexibility to allow units and sectors to adapt to their specific characteristics and circumstances.

Given the initial stage of growth of the Authority in 2021, the definition of the list of indicators to be used for assessing the implementation of the ICF is ongoing.

With regards to ethics and integrity, ELA adopted and implements the following key documentation:

- ELA's 2021–2023 anti-fraud strategy;
- ELA's guidelines on whistleblowing;
- Interinstitutional Agreement of 25 May 1999 between the European Parliament, the Council of the European Union and the Commission of the European Communities concerning internal investigations by the European Anti-Fraud Office (OLAF).

The objective of ELA's 2021–2023 anti-fraud Strategy is to strengthen the Authority's means of prevention, awareness raising, detection of fraud and cooperation with OLAF. The strategy builds on the methodology and guidance proposed by OLAF and sets out the Authority's commitment to achieve the overall objective of protecting the financial interests of the European Union and its reputation.

This strategy is based on the principles of ethics and integrity, transparency and measures of fraud prevention, detection, investigation and correction. The implementation of the strategy is monitored via a dedicated action plan.

In line with the applicable regulations, the Management Board members, staff members, SNEs and interims have all signed a declaration of conflict of interest.

3.2. Conclusions of assessment of internal control systems

The development of ELA's internal control system is ongoing. In 2021, the initial risk mapping was completed and further activities, such as the internal workflows, action plan to reduce critical risks or document management policy are planned for 2022.

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

The Authority does not have a dedicated position as manager in charge of risk management and internal control. This is a shared management responsibility, where the Executive Director is supported by each head of unit of Resources, Governance and Operations. The process is assisted by the Internal control and audit assistant function.

**PART IV.
MANAGEMENT
ASSURANCE**

4. Management assurance

4.1. Review of the elements supporting assurance

Not applicable.

4.2. Reservations

Not applicable.

**PART V.
DECLARATION
OF ASSURANCE**

5. Declaration of assurance

I, the undersigned, Executive Director ⁽⁶⁾ of the 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.*
- *Confirm that I am not aware of anything not reported here which could harm the interests of the agency.*

This reasonable assurance is based on my own judgement and on the information at my disposal.

(e-signed)

*Cosmin Boiangiu
Executive Director*

⁽⁶⁾ Mr Jordi Curell Gotor was interim Executive Director of the European Labour Authority for the financial year 2020 until 15 December 2020 and remained authorizing officer by sub-delegation until 25 May 2021.

ANNEXES

ANNEXES

Annex I. Core business statistics

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 in implementation. The results of the project will be used to update the Single Programming Document 2023–2025 before its final adoption by the ELA Management Board.

Annex II. Statistics on financial management

A. Detailed budget execution

"Budget Implementation - 31 December 2021 Regular Budget 2021 (C1)"		Actual Budget	Committed	Commitment %	Paid	Paid %	Cancelled Appropriation	Cancellation %	Carried Over to 2022
11	STAFF IN ACTIVE EMPLOYMENT	5.276.000	5.276.000	100%	4.645.315	88%	0	0%	630.685
12	EXPENDITURE RELATED TO STAFF RECRUITMENT	643.000	643.000	100%	134.344	21%	-	0%	508.656
13	MISSIONS	90.000	90.000	100%	34.851	39%	-	0%	55.149
14	SOCIO-MEDICAL EXPENDITURE	1.350.000	1.350.000	100%	394.788	29%	-	0%	955.212
15	TRAINING	200.000	199.980	100%	5.500	3%	20	0%	194.480
16	EXTERNAL SERVICES	871.000	630.646	72%	460.996	53%	240.354	28%	169.650
17	RECEPTION, EVENTS AND REPRESENTATION	15.000	15.000	100%	988	7%	-	0%	14.012
18	OTHER STAFF RELATED EXPENDITURE	9.000	5.754	64%	754	8%	3.246	36%	5.000
1	TITLE I - Staff Expenditure	8.454.000	8.210.380	97%	5.677.536	67%	243.620	3%	2.532.844
21	RENT AND ASSOCIATED COSTS	376.000	375.898	100%	338.308	90%	102	0%	37.590
22	INFORMATION, COMMUNICATION AND DATA PROCESSING (ICT)	1.186.200	1.162.230	98%	304.444	26%	23.970	2%	857.786
23	MOVABLE PROPERTY AND ASSOCIATED COSTS	437.080	332.872	76%	67.078	15%	104.208	24%	265.794
24	CURRENT ADMINISTRATIVE EXPENDITURE	411.260	378.256	92%	254.996	62%	33.004	8%	123.261
25	POSTAGE/TELECOMMUNICATIONS	8.660	8.660	100%	-	0%	0	0%	8.660
26	MEETING EXPENSES	83.150	69.498	84%	14.148	17%	13.652	16%	55.350
27	INFORMATION AND PUBLISHING	394.800	323.519	82%	23.034	6%	71.281	18%	300.485
28	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE	104.850	103.565	99%	14.850	14%	1.285	1%	88.715
2	TITLE II - Building, Equipment and Operating Costs	3.002.000	2.754.498	92%	1.016.859	34%	247.502	8%	1.737.640
31	ENFORCEMENT	2.730.000	2.205.174	81%	291.043	11%	524.826	19%	1.914.131
32	COOPERATION	617.000	616.100	100%	15.779	3%	900	0%	600.321
33	INFORMATION	9.030.400	9.030.400	100%	280.988	3%	-	0%	8.749.412
34	GOVERNANCE	386.100	386.000	100%	74.700	19%	100	0%	311.300
3	TITLE III - Operational Expenditure	12.763.500	12.237.674	96%	662.510	5%	525.826	4%	11.575.164
Grand Total		24.219.500	23.202.552	96%	7.356.904	30%	1.016.948	4%	15.845.647

"Budget Implementation - 31 December 2021 Carried Over Budget 2020 (C8)"		Actual Budget	Committed	Commitment %	Paid	Paid %	Cancelled in 2021	Cancellation %	Carried Over to 2022
11	STAFF IN ACTIVE EMPLOYMENT	129.803	-	0%	-	0%	129.803	100%	-
12	EXPENDITURE RELATED TO STAFF RECRUITMENT	549.625	1.382	0%	1.382	0%	548.242	100%	-
13	MISSIONS	48.332	292	1%	292	1%	48.040	99%	-
14	SOCIO-MEDICAL EXPENDITURE	64.999	2.884	4%	2.884	4%	62.115	96%	-
15	TRAINING	248.421	145.279	58%	145.279	58%	103.142	42%	-
16	EXTERNAL SERVICES	268.862	102.991	38%	102.991	38%	165.871	62%	-
17	RECEPTION, EVENTS AND REPRESENTATION	-	-	0%	-	-	-	0%	-
18	OTHER STAFF RELATED EXPENDITURE	55.329	40.178	73%	40.178	73%	15.150	27%	-
1	TITLE I - Staff Expenditure	1.365.371	293.007	21%	293.007	21%	1.072.364	79%	-
21	RENT AND ASSOCIATED COSTS	1.520.679	1.449.915	95%	927.605	61%	70.764	5%	522.310
22	INFORMATION, COMMUNICATION AND DATA PROCESSING (ICT)	628.632	559.384	89%	559.384	89%	69.248	11%	-
23	MOVABLE PROPERTY AND ASSOCIATED COSTS	375.349	363.722	97%	363.722	97%	11.628	3%	-
24	CURRENT ADMINISTRATIVE EXPENDITURE	21.152	7.042	33%	7.042	33%	14.110	67%	-
25	POSTAGE/TELECOMMUNICATIONS	-	-	0%	-	-	-	0%	-
26	MEETING EXPENSES	70.006	70.006	100%	70.006	100%	-	0%	-
27	INFORMATION AND PUBLISHING	146.012	96.767	66%	96.767	66%	49.245	34%	-
28	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE	-	-	0%	-	-	-	0%	-
2	TITLE II - Building, Equipment and Operating Costs	2.761.831	2.546.836	92%	2.024.526	73%	214.995	8%	522.310
31	ENFORCEMENT	932.360	650.561	70%	424.897	46%	281.799	30%	225.664
32	COOPERATION	-	-	0%	-	-	-	0%	-
33	INFORMATION	8.290.199	7.622.595	92%	5.310.705	64%	667.604	8%	2.311.890
34	GOVERNANCE	299.585	299.169	100%	149.585	50%	415	0%	149.585
3	TITLE III - Operational Expenditure	9.522.144	8.572.325	90%	5.885.187	62%	949.819	10%	2.687.138
Grand Total		13.649.345	11.412.168	84%	8.202.720	60%	2.237.178	16%	3.209.448

"Budget Implementation - 31 December 2021 Non-Automatic Carried Over Budget 2020 (C3)"		Actual Budget	Committed	Commitment %	Paid	Paid %	Cancelled in 2021	Cancellation %	Carried Over to 2022
21	RENT AND ASSOCIATED COSTS								
22	INFORMATION, COMMUNICATION AND DATA PROCESSING (ICT)								
23	MOVABLE PROPERTY AND ASSOCIATED COSTS	640.720	634.409	99%	561.312	88%	6.312	100%	73.096
24	CURRENT ADMINISTRATIVE EXPENDITURE								
25	POSTAGE/TELECOMMUNICATIONS								
26	MEETING EXPENSES								
27	INFORMATION AND PUBLISHING								
28	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE								
2	TITLE II - Building, Equipment and Operating Costs	640.720	634.409	99%	561.312	88%	6.312	100%	73.096

"Budget Implementation - 31 December 2021 Internal assigned revenue 2021 (C4)"		Actual Budget	Committed	Commitment %	Paid	Paid %	Cancelled in 2021	Cancellation %	Carried Over to 2022
11	STAFF IN ACTIVE EMPLOYMENT								
12	EXPENDITURE RELATED TO STAFF RECRUITMENT								
13	MISSIONS								
14	SOCIO-MEDICAL EXPENDITURE	7.664	-	0%	-	-	-	0%	7.664
15	TRAINING								
16	EXTERNAL SERVICES								
17	RECEPTION, EVENTS AND REPRESENTATION								
18	OTHER STAFF RELATED EXPENDITURE								
1	TITLE I - Staff Expenditure	7.664	-	0%	-	0%	-	0%	7.664

Budget Implementation - 31 December 2021 Internal assigned revenue 2021 (C5)		Actual Budget	Committed	Commitment %	Paid	Paid %	Cancelled in 2021	Cancellation %	Carried Over to 2022
21	RENT AND ASSOCIATED COSTS								
22	INFORMATION, COMMUNICATION AND DATA PROCESSING (ICT)								
23	MOVABLE PROPERTY AND ASSOCIATED COSTS								
24	CURRENT ADMINISTRATIVE EXPENDITURE								
25	POSTAGE/TELECOMMUNICATIONS	1.340	1.340	100%	24	2%	-	0%	1.316
26	MEETING EXPENSES								
27	INFORMATION AND PUBLISHING								
28	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE								
2	TITLE II - Building, Equipment and Operating Costs	1.340	1.340	100%	24	2%	-	0%	1.316

B. Cancellation of commitment appropriations

The total amount of cancelled commitment appropriations for the 2021 C1 budget is €1 016 978, the majority of which concerns operational expenses.

C. Cancellation of payment appropriations for the year

Budget Title	Fund Source	"CD/CND"	Type of expenditure	Commitment appropriations	Commitments made	Payment appropriations	Payments made	Automatic carry over of payment appropriation	Carry over to C9 (in Minus)	Cancellation of payment appropriation
1	C1	CND	Staff	8.454.000	8.210.379	7.487.810	5.677.536	2.532.843	-1.006.822	284.253
2	C1	CND	Administrative expenses	3.002.000	2.754.498	3.081.408	1.016.859	1.737.639		253.813
3	C1	CD	Operational expenses	12.763.500	12.237.674	2.832.904	2.832.903			
1	C3	CND	Staff	-	-	-	-			
2	C3	CND	Administrative expenses	640.720	634.409	561.312	561.312	73.097		
3	C3	CD	Operational expenses	-	-	-	-			
1	C8	CND	Staff	1.365.371	1.365.371	293.006	293.006			
2	C8	CND	Administrative expenses	2.761.831	2.761.831	2.024.526	2.024.526			
3	C8	CD	Operational expenses	9.522.144	9.522.144	3.714.794	3.714.794			
1	C4	CND	Staff	-	-	-	-			
2	C4	CND	Administrative expenses	-	-	-	-			
3	C4	CD	Operational expenses	-	-	-	-			
1	C5	CND	Staff	-	-	-	-			
2	C5	CND	Administrative expenses	1.340	1.340	1.340	24	1.316		
3	C5	CD	Operational expenses	-	-	-	-			
TOTAL				38.510.906	37.487.646	19.997.100	16.120.960	4.344.895	-1.006.822	538.066

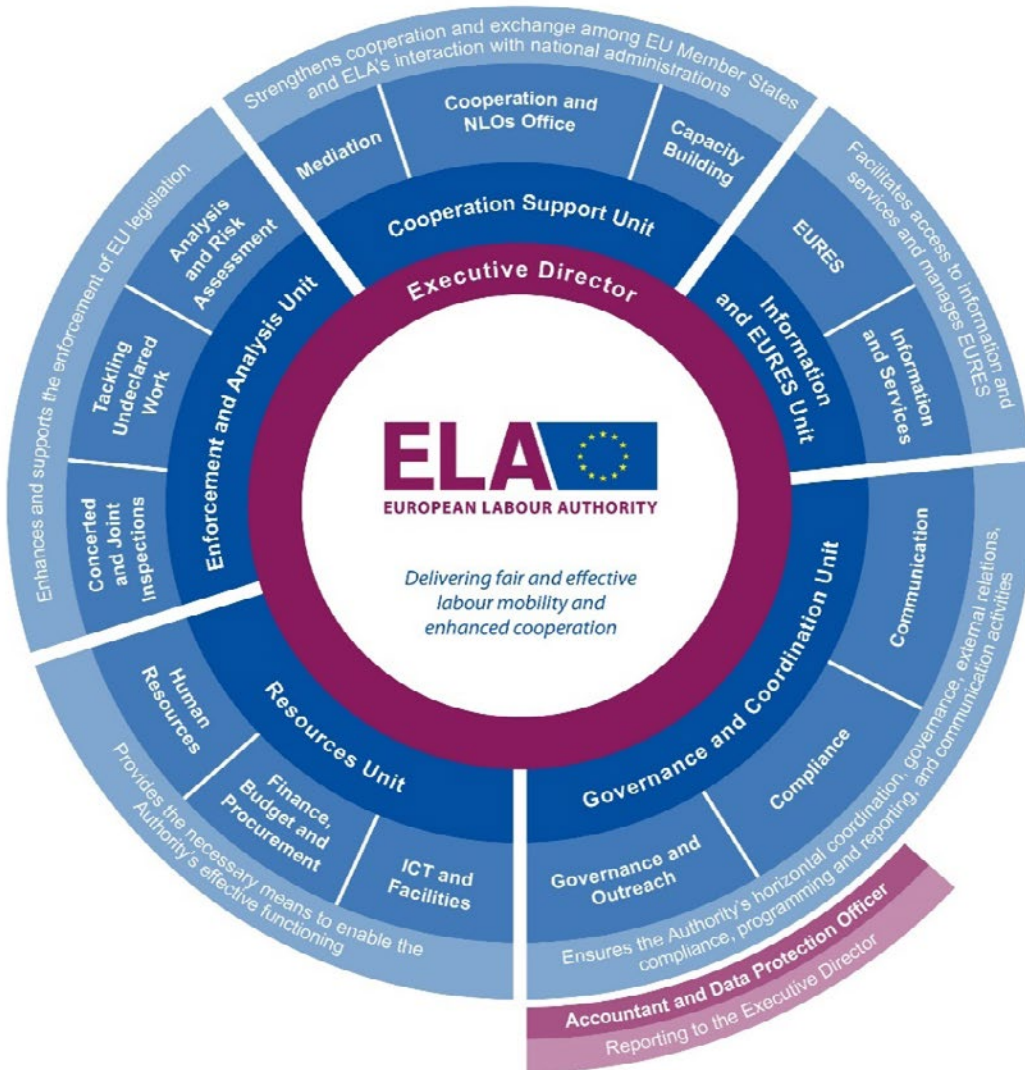
The total amount of cancelled payment appropriations for 2021 is €538 066, the majority of which concerns administrative cost.

D. Budget outturn

BUDGET OUTTURN ACCOUNT FOR THE FINANCIAL YEAR 2021		
YEAR		2021
REVENUE		
	Balancing Commission subsidy	+ 13.817.736
	Other subsidy from Commission (Phare, IPA, Delegation agreement, ...)	+
	Fee income	+
	Other income	+
	TOTAL REVENUE (a)	13.817.736
EXPENDITURE		
	<i>Title I: Staff</i>	
	Payments	- 4.113.101
	Appropriations carried over to the following year	- 1.526.021
	<i>Title II: Administrative Expenses</i>	
	Payments	- 3.075.769
	Appropriations carried over to the following year	- 1.812.052
	<i>Title III: Operating Expenditure</i>	
	Payments	- 2.752.726
	Appropriations carried over to the following year	- -
	TOTAL EXPENDITURE (b)	13.279.670
	OUTTURN FOR THE FINANCIAL YEAR (a-b)	538.066

BUDGET OUTTURN ACCOUNT FOR THE FINANCIAL YEAR 2021		
Cancellation of unused payment appropriations carried over from previous year	+	-
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	-
Exchange differences for the year (gain +/-loss -)	+/-	151
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		538.218
Balance year N-1	+/-	
Positive balance from year N-1 reimbursed in year N to the Commission	-	
Result used for determining amounts in general accounting		538.218
Commission subsidy - agency registers accrued revenue and Commission accrued expense		13.279.518
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		538.218
Not included in the budget outturn:		
Interest generated by 31/12/N on the Commission balancing subsidy funds and to be reimbursed to the Commission (liability)	+	-

Annex III. Organisational chart as on 31 December 2021



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

A. ELA establishment plan 2021

Function group and grade	Year 2021					
	Authorised budget		Actually filled as of 31 December 2021		Modifications in 2021 in application of flexibility rule (approved by Management Board)	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16	-	-	-	-	-	-
AD 15	-	-	-	-	-	-
AD 14	-	1	-	1	-	-
AD 13	-	-	-	-	-	-
AD 12	-	-	-	-	-	-
AD 11	-	-	-	1	-	1
AD 10	-	6	-	4	-	-1
AD 9	-	-	-	-	-	-
AD 8	-	-	-	1	-	-
AD 7	-	13	-	9	-	-
AD 6	-	-	-	-	-	-
AD 5	-	7	-	9	-	-
AD TOTAL	0	27	0	25	0	0
AST 11	-	-	-	-	-	-
AST 10	-	-	-	-	-	-
AST 9	-	-	-	-	-	-
AST 8	-	-	-	-	-	-
AST 7	-	-	-	-	-	-
AST 6	-	-	-	-	-	-
AST 5	-	-	-	-	-	-
AST 4	-	2	-	2	-	-
AST 3	-	8	-	5	-	-
AST 2	-	1	-	-	-	-
AST 1	-	-	-	-	-	-
AST TOTAL	0	11	0	7	0	0
AST/SC 6	-	-	-	-	-	-
AST/SC 5	-	-	-	-	-	-
AST/SC 4	-	-	-	-	-	-
AST/SC 3	-	-	-	-	-	-
AST/SC 2	-	-	-	-	-	-
AST/SC 1	-	-	-	-	-	-
AST/SC TOTAL	0	0	0	0	0	0
TOTAL	0	38	0	32	0	0
GRAND TOTAL		38		32		0

External personnel

Contract agents

Contract agents	FTE corresponding to the authorised budget for 2021	Executed FTE as of 31 December 2021
Function group IV	7	4
Function group III	8	7
Function group II	-	-
Function group I	-	-
TOTAL	15	11

SNEs

Seconded national experts	FTE corresponding to the authorised budget for 2021	Executed FTE as of 31 December 2021
TOTAL	45	41

B. Implementing rules of the Staff Regulations

Several implementing rules (Article 110 of the EUSR) were adopted in 2021.

- Decision No 10/2021 of 25 May 2021 on general implementing provisions regarding Article 87(3) of the Conditions of Employment of Other Servants of the European Union
- Decision No 09/2021 of 25 May 2021 laying down general implementing provisions regarding Article 54 of the Conditions of Employment of Other Servants of the European Union
- Decision No 11/2021 of 25 May 2021 European Labour Authority Guidelines on Whistleblowing
- Decision No 20/2021 of 10 November 2021 of the Management Board on setting up a Staff Committee

Annex V. Human and financial resources by activity

Given the initial stage of growth of the Authority in 2021, it is too early to determine the numbers relating to the Inter-agency screening/benchmarking methodology (i.e. overheads/operational ratio). Given the limited (and yet still to grow) sample, and the growth of its resources, the Authority hasn't developed a screening/benchmarking methodology yet, as the results would not be reliable nor comprehensive.

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

General information					Financial and HR impact				
Service-level agreements									
Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	Amount/ number of CA/ Nr of SNEs	N	N+1	N+2	N+3
27/03/2020		From 01/04/2020 renewable yearly	The British International School Bratislava	Without a European school, several SLAs to be concluded to provide schooling services	Not known				
01/07/2020		09/2020 ongoing	Eurofound	Accounting officer	Not known				
13/10/2020		10/2020	Shift2Rail Joint Undertaking	Provision of TESTA-ng services	Not known				
05/08/2019			Directorate-General for Informatics	Global SLA, procurement, website, NDP, EU CV Online	Not known				
16/12/2019			Directorate-General for Informatics	Digital Workplace Services	Not known				
12/08/2019			Directorate-General for Human Resources and Security	Global SLA and annexes A, B, D, DS, E and IDOC	Not known				
12/08/2019			Translation Centre for the Bodies of the European Union	Global SLA – translation services	Not known				
05/08/2019			European Personnel Selection Office and European Union Studies Association	Global SLA	Not known				
25/10/2019			Directorate-General for Interpretation	Global SLA in the area of conference interpretation	Not known				
20/12/2019			Office for the Administration and Payment of Individual Entitlements	Global SLA	Not known				
12/12/2019		Start on 01/03/2021 at the earliest	Directorate-General for Budget	Global SL	Not known				
29/11/2019			European Union Agencies Network	Global SLA	Not known				
08/07/2020			Office for Infrastructure and Logistics in Brussels	Office for Infrastructure and Logistics in Brussels' operational, logistical, administrative and real estate services, goods and work	Not known				
15/06/2021		Renewable yearly	American International School Vienna	Without a European school, several SLAs to be concluded to provide schooling services	Not known				

General information						Financial and HR impact			
Service-level agreements									
Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	Amount/ number of CA/ Nr of SNEs	N	N+1	N+2	N+3
15/06/2021		Renewable yearly	Primary School – Základná škola Beňovského 1	Without a European school, several SLAs to be concluded to provide schooling services	Not known				
15/06/2021		Renewable yearly	Lycee Francais in Vienna	Without a European school, several SLAs to be concluded to provide schooling services	Not known				
23/06/2021		Renewable yearly	Cambridge International School and Funiveristy Kindergarten Bratislava	Without a European school, several SLAs to be concluded to provide schooling services	Not known				
06/10/2021			HR/2021/OP/0022	Services relating to staff surveys	Not known				
02/08/2021			EPSO/EUSA/ PO/2018/028 and HR/2020/OP/0011						

Annex VII. Environment management

In terms of environmental sustainability, ELA office space in Bratislava conforms to a high standard, set by the building LEED v3 Certificate (also known as LEED 'Gold').

- Water saving. Water consumption in sanitary facilities does not exceed the LEED v3 parameters.
- Technical equipment. Air conditioning units (split units) with high efficiency cooling.
- Waste management. Sorted collection of the following types of recyclable waste: paper, cardboard, plastic and glass.
- Selection of materials with a low content of organic volatile substances – floors, varnishes, sealants, paints, adhesives, suspended ceilings, insulating materials and wallpaper have been tested and met the testing requirements in terms of volatile organic compounds.
- All adhesives, sealants, varnishes, paints and coatings comply with the requirements of Directive 2004/42/EC.
- Lighting. Maximum permitted lighting wattages in the premises, providing optimal efficiency.
- Paper usage. Minimising the use of paper through reducing printing and copying, using exclusively 100 % recycled printing and copy paper. Minimising packaging and paper mail.

Annex VIII. Annual accounts

A. Balance Sheet

	EUR
	31.12.2021
NON-CURRENT ASSETS	
<i>Property, plant and equipment</i>	593,832
	593,832
CURRENT ASSETS	
<i>Pre-financing Opening Balance</i>	74,700
<i>Exchange receivables and non-exchange recoverables</i>	885,271
<i>Cash and cash equivalents</i>	4,008,333
	4,968,304
TOTAL ASSETS	5,562,136
CURRENT LIABILITIES	
<i>Payables and other liabilities</i>	(676,123)
<i>Accrued charges and deferred income</i>	(4,886,911)
	(5,563,034)
TOTAL LIABILITIES	(5,563,034)
NET ASSETS	(898)
<i>Accumulated surplus</i>	0
<i>Economic result of the year</i>	(898)
NET ASSETS	(898)

B. Statement of Financial Performance

EUR

	2021
REVENUE	
Revenue from non-exchange transactions	
<i>Subsidy of the Commission</i>	13,279,520
<i>Other</i>	74,700
	13,354,220
Revenue from exchange transactions	
<i>Exchange Rate Gains</i>	702
	702
Total revenue	13,354,922
EXPENSES	
<i>Operating costs</i>	(6,234,849)
<i>Staff costs</i>	(3,049,544)
<i>Fixed Asset related expenses</i>	(41,690)
<i>Other administrative expenses</i>	(4,028,487)
<i>Finance costs</i>	(699)
<i>Exchange Rate Losses</i>	(551)
Total expenses	(13,355,820)
ECONOMIC RESULT OF THE YEAR	(898)

C. Cash Flow

EUR

	2021
<i>Economic result of the year</i>	(898)
Operating activities	
<i>Depreciation and amortization</i>	41,690
<i>(Increase)/decrease in exchange receivables and non-exchange recoverables</i>	(885,271)
<i>Increase/(decrease) in payables</i>	137,906
<i>Increase/(decrease) in accrued charges & deferred income</i>	4,886,911
<i>Increase/(decrease) in Liabilities related to consolidated EU entities</i>	538,216
<i>Other non-cash movements</i>	(74,700)
Investing activities	
<i>(Increase)/decrease in intangible assets and property, plant and equipment</i>	(635,522)
NET CASHFLOW	4,008,332
<i>Net increase/(decrease) in cash and cash equivalents</i>	4,008,332
<i>Cash and cash equivalents at the beginning of the year</i>	0
<i>Cash and cash equivalents at year-end</i>	4,008,332

D. Statement of Changes Net Assets

EUR

	Accumulated Surplus/ (Deficit)	Economic result of the year	Net Assets
BALANCE AS AT 31.12.2020	n/a	n/a	n/a
<i>Allocation 2020 economic result</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<i>Economic result of the year</i>	-	(898)	(898)
BALANCE AS AT 31.12.2021	0	(898)	(898)

E. Property, Plant and Equipment

EUR

	Furniture and vehicles	Computer hardware	Other Fixtures	TOTAL
Gross carrying amount at 31.12.2020	-	-	-	-
<i>Additions</i>	56,900	134,737	443,885	635,522
<i>Disposals</i>	-	-	-	-
Gross carrying amount at 31.12.2021	56,900	134,737	443,885	635,522
<i>Accumulated depreciation at 31.12.2020</i>	-	-	-	-
<i>Depreciation charge for the year</i>	(1,216)	(15,953)	(24,521)	(41,690)
<i>Disposals</i>	-	-	-	-
Accumulated depreciation at 31.12.2021	(1,216)	(15,953)	(24,521)	(41,690)
NET CARRYING AMOUNT AT 31.12.2021	55,684	118,784	419,364	593,832
<i>NET CARRYING AMOUNT AT 31.12.2020</i>	-	-	-	-

Annex IX. List of abbreviations

AC	Administrative Commission for the Coordination of Social Security Systems
CdT	Translation Centre of the Bodies of the European Union
CJI	concerted and joint inspections
ECG	European Coordination Group (EURES)
EEA	European Economic Area
ELA	European Labour Authority
EOJDs	European Online Job Days
EU	European Union
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's law enforcement agency
EUSR	Staff Regulations of Officials of the European Union
FWC	framework contract
FTE	full-time equivalent
ICF	Internal Control Framework
ICT	Information Communications Technology
IMI	Internal Market Information System
NCO	National Coordination Office (EURES)
NLO	National Liaison Officer
NTC	National Training Centre
OLAF	European Anti-Fraud Office
SNE	Seconded National Expert
SOLVIT	Solving in the internal market; online service provided by the national administration in each EU country and in Iceland, Liechtenstein and Norway dedicated to problem-solving in internal market

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Publications Office
of the European Union

Print: ISBN 978-92-9464-302-5 doi: 10.2883/768534 HP-AB-22-001-EN-C
PDF: ISBN 978-92-9464-305-6 doi: 10.2883/959269 HP-AB-22-001-EN-N