

Consolidated Annual Activity Report 2022

#EULabourAuthority

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Management Board assessment

The consolidated annual activity report (CAAR) was prepared by the European Labour Authority (ELA) for the 2022 financial year and submitted for adoption to its Management Board on 22 June 2023, in accordance with Article 22(4)(e) of the ELA regulation¹. In this section, the Management Board provides its assessment of the CAAR as required by Article 18(1)(c) of the ELA regulation.

The Management Board, based on its analysis and assessment of the CAAR for 2022, notes the following achievements of ELA during 2022.

The Management Board welcomes the accomplishments of the Authority in delivering on its mandate and achieving the objectives set out in the single programming document for 2022–2024, particularly the work programme for 2022, despite the challenges stemming from the ongoing growth and development of the organisation. ELA was also able to undertake additional activities in the light of the new challenges facing the EU; in particular, it:

- successfully delivered on the Framework for Action on Road Transport and the related campaign #Road2FairTransport, in cooperation with the Member States' authorities, social partners and other stakeholders;
- carried out 33 concerted and joint inspections with the participation of 25 Member States and supported a roadside demonstration inspection;
- consolidated and expanded its capacity-building activities, including by launching the IMI-PROVE programme and designing the Posting 360 programme;
- launched its mediation service and dealt with its first cases;
- demonstrated a strong commitment to the facilitation of digital technologies and innovation, including by organising the ELA TECH Conference of 2022;
- reacted promptly to the situation of those fleeing the Russian war of aggression against Ukraine and implemented information and enforcement activities focused on supporting Member States in protecting these vulnerable people from the risks of undeclared work and exploitation in the workplace.

The Management Board appreciates ELA deepening its 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), the European Agency for Safety and Health at Work (EU-OSHA) and the European Centre for the Development of Vocational Training (Cedefop)), with the aims of avoiding overlaps and seeking possible synergies.

Finally, the Management Board welcomes the Authority's adoption of a more structured approach to involving social partners and establishing a social partner liaison function, particularly at the sectoral level, and encourages ELA to further deepen and structure this cooperation.

Almost all of the activities planned in the 2022 work programme were fully implemented, with the following exceptions.

- ELA did not make specific proposals to the Member States to carry out concerted and joint inspections based on ELA's own intelligence. This relates to the development and need for further consolidation of ELA's analysis and risk assessment capacity, which serves as the basis for the identification of cases for inspection.
- The participation of all Member States in at least one concerted and joint inspection was not achieved, as 25 Member States participated in concerted and joint inspections in 2022. The participation of Member States in concerted and joint inspections is voluntary.
- ELA implemented several measures to reduce the environmental impact of its activities. However, the Authority has not developed a written environmental strategy yet and plans to commence the preparation and finalisation of the strategy in 2023.

The Management Board also notes the significant reductions in the job registration rate and the employer registration rate of the European employment services (EURES) portal (– 77 % and – 37 %, respectively, compared with 2021). These reductions were related to the introduction of the EU Login requirements. Therefore, the Management Board calls on ELA, in cooperation with the Commission, to simplify the process.

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 (OJ L 186, 11.7.2019, p. 21).

The Management Board considers that the results achieved by ELA in its third year of activity confirm that it is on track to become 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 and 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 CAAR for 2022, together with this assessment, to the European Parliament, the Council, the Commission and the Court of Auditors and to make the CAAR public by 1 July 2023.

For the Management Board

Tom Bevers

Chairperson of the Management Board

Executive summary

The European Labour Authority (ELA) entered a phase of consolidation in 2022. This phase involves the continual expansion of its activities in all areas of its mandate and growing its financial and human resources. This should result in its reaching full operational capacity, as regards both operational activities and resources, by 2024 at the latest.

By the end of 2022, the Authority employed 117 staff members, putting it on track to reach the projected number of 144 staff members by the end of 2023.

The Authority continued in its mission to ensure effective and fair labour mobility for individuals, workers and employers by structuring its actions around three main operational areas: enforcement, cooperation and information.

The Authority continued to implement sector-specific approaches, with the road transport sector being a priority sector for ELA in 2022. The Authority designed a comprehensive approach to the road transport sector – reflected in the ELA Framework for Action on Road Transport – and successfully implemented all planned initiatives and its related awareness-raising activities, including the information campaign #Road2FairTransport. The Framework for Action on Road Transport mobilised the Authority's tools across its mandate and aimed to support the implementation of the relevant legal framework for this sector, in particular the rules addressing the social aspects of road transport legislation, including rules on driving and rest times and on the posting of drivers.

The reach of the campaign #Road2FairTransport was significant in 2022. According to preliminary results, campaign videos were watched more than 9 million times, the reach of the outdoor advertising was 15.8 million people and online impressions were over 125 million.

The Authority has proven to be operationally agile, tailoring its activities to societal and policy developments. In particular, ELA initiated specific information and enforcement activities focused on supporting Member States in protecting vulnerable people fleeing the Russian war of aggression against Ukraine from the risks of undeclared work and exploitation in the workplace.

Regarding the operational field, the Authority successfully carried out activities in all areas of its mandate. In 2022, it registered 37 concerted and joint inspections (CJIs). Of these, 33 were completed in 2022 and the rest were under preparation. Overall, 25 Member States participated in the CJIs during 2022. In terms of the scope and geographical spread of inspections, there was a 75 % increase in participation in CJIs compared with 2021.

ELA continued its work to support the provision of information on the posting of workers, the free movement of workers and social aspects of road transport. This included the organisation of the peer-reviewing of national websites on posting of workers and the organisation of roadshows – local events organised with the support of ELA and with the involvement of national authorities to provide direct information to drivers and operators.

Upon taking over responsibilities for EURES from the Commission, ELA further consolidated its activities related to the coordination of this human network and the EURES portal. ELA, in its role as the European Coordination Office (ECO) of EURES, launched a specific EURES campaign aiming to attract young people and their potential employers to EURES. In addition, ECO continued to support the European Online Job Days. ELA also finalised and published an EU report on labour market shortages and surpluses.

In the field of cooperation, ELA relied on its network of National Liaison Officers, which contributed to finding solutions in 107 cooperation cases, of which 85 were resolved during 2022. ELA continued awareness raising to increase the visibility of its mandate and activities in Member States, organising eight national events.

ELA also expanded its capacity-building activities. The activities covered the promotion of mutual assistance on the use of existing tools and innovative approaches to effective and efficient cross-border cooperation under the mutual learning and understanding framework, the launch of the EU labour mobility training programme, and sectoral workshops on CJIs and risk assessment. Under the mutual learning and understanding framework, ELA launched the IMI-PROVE programme to stimulate a more robust and effective use of the Internal Market Information System (IMI) for the posting of workers and road transport.

In 2022, ELA finalised all of the necessary arrangements and launched its mediation services. ELA received two cases for mediation in 2022 and is cooperating with the Administrative Commission for the Coordination of Social Security Systems as regards a case concerning social security matters.

Through the organisation of the first ELA TECH Conference, the Authority started its work on innovative digital solutions relevant for the labour mobility field. The conference brought together representatives of the public and private sectors, EU institutions and academia to discuss how innovative digital solutions can be used for fair and effective labour mobility.

ELA continues to deliver on its mandate in close cooperation with the national authorities and social partners. ELA has gradually established itself as a contact point for competent authorities and social partners when facing and solving challenges related to intra-EU labour mobility. The establishment of the dedicated social partners liaison function also supported a more structured approach to the involvement of social partners in the Authority's activities.

ELA extended its cooperation with other EU agencies and bodies, such as the Administrative Commission, the European Union Agency for Law Enforcement Cooperation (Europol) and the European Union Agency for Criminal Justice Cooperation (Eurojust). In addition to operational cooperation, ELA negotiated or concluded cooperation agreements with the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Agency for Safety and Health at Work (EU-OSHA) and the European Centre for the Development of Vocational Training (Cedefop) to strengthen synergies and avoid the duplication of work.

1. Achievements of 2022

1.1. Pillar I: Enforcement

1.1.1. Concerted and joint inspections

In 2022, the key objective of the European Labour Authority (ELA) was to promote, facilitate, coordinate and support cross-border concerted and joint inspections (CJIs) by making use of the established cross-border enforcement framework with the involvement of social partners in line with national law and practice. Member States are already able to benefit from the enforcement framework that provides the necessary tools, procedures and support to initiate, carry out and follow up on CJIs. The framework is complemented by extensive capacity-building activities, including platforms for sharing experience and enforcement practices.

This framework helps to expand the scope and geographical spread of joint activities, to improve the quality of cross-border enforcement of labour mobility rules and to tackle abuses of a cross-border nature more effectively. It is designed to be continually developed in view of changes in the enforcement practices of labour mobility rules and of experience of its application in practice.

The Management Board of ELA adopted a decision on the modalities to ensure appropriate follow-up when a Member State decides not to participate in a CJI (Article 8(4) of the ELA regulation ²). The modalities aim to guide ELA and the Member State in analysing the operational, strategic, legal and other reasons for non-participation and in deciding on any follow-up actions to be taken or accompanying support to be provided by ELA.

ELA started to lay the foundations for making full use of its risk assessment and analysis capacity, both to support planned inspections by providing additional information about the companies to be inspected and to proactively suggest that the authorities of the Member States concerned carry out CJIs to address specific situations or cases or to focus on specific risk sectors or persisting irregularities. Risk assessment and analysis may also involve the development of sectoral strategies, with ELA working closely with social partner organisations.

In 2022, ELA heavily focused on enforcing the social aspects of legislation within international road transport to assist national authorities in enforcing Mobility Package I; a new set of rules falls under ELA's remit that concern posting, driving and rest times, and tachographs. For that purpose, ELA published its Framework for Action on Road Transport ³, in which it announced several activities planned for 2022, including setting up a coordinated information and awareness-raising campaign on road transport and the enforcement actions on the ground. Several joint inspections were carried out during ELA's weeks of action (see below), and roadside checks were supported by an awareness-raising campaign aiming to close the information gaps for drivers thanks, among other things, to the two information leaflets on the key new posting, driving time and resting time rules.

ELA continued to strengthen its collaboration with the European Union Agency for Law Enforcement Cooperation (Europol) under the European Multidisciplinary Platform against Criminal Threats (Empact) framework and assisted in the 2 weeks of Joint Action Days against serious labour rights violations and human trafficking for labour exploitation. In total, four CJIs were supported in the agriculture sector and the hotel, restaurant and catering (Horeca) sector. Close cooperation of labour inspectorates with (police) enforcement authorities is considered a particularly important precondition for successfully tackling labour exploitation and human trafficking. This is why ELA will continue to work with Europol to support coordinated enforcement actions. In a similar vein, in December 2022, ELA supported the first joint inspection between two Member States coordinated by the European Union Agency for Criminal Justice Cooperation (Eurojust) and Europol, which concerned illicit activities of several companies related to social security fraud.

In terms of the scope and geographical spread of inspections, there was a 75 % increase in participation in CJIs compared with 2021, with 25 Member States either hosting or observing a CJI. All hosting Member States in 2022 also participated as observers in other CJIs, which should provide them with a complete understanding of the roles of inspectors during cross-border actions and provides a positive perspective for upcoming activities. In addition, the easing of measures related to the COVID-19 pandemic increased Member States' readiness to engage in joint activities.

In 2022, ELA registered 37 CJIs: 33 CJIs were completed and the remaining four are being prepared to take place in 2023. Of the CJIs performed, 79 % concerned road transport.

² 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 (OJ L 186, 11.7.2019, p. 21).

³ ELA, [ELA Framework for Action on Road Transport](#), Bratislava, 2022.

The majority of the CJIs were organised during collaboration events with ELA partners, such as the road transport weeks of action with the European Roads Policing Network (Roadpol) and the Empact Joint Action Days. Most of these inspections were of a preventive nature. In addition to road transport, other areas of operation included the Horeca sector, the meat industry and the distribution, construction and agriculture (forestry, horticulture and vineyards) sectors. A wide range of authorities were involved in the enforcement actions. CJIs were carried out in the presence of the social security authorities and labour inspectorates (in 23 cases) and were supported by numerous sector-specific authorities, such as police forces (in 13 cases), road transport-specific authorities (in 16 cases), customs authorities, immigration offices, tax authorities, civil protection authorities and fire brigades.

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.

More than 350 infringements were identified during the road transport weeks of action. Most irregularities concerned violations of general traffic rules (the use of tachographs, load security, a lack of technical control and speeding) and irregularities in relation to posted workers, undeclared work, driving and resting times, the payment of wages and possible bogus self-employment. During other CJIs, the infringements identified were related to breaches of workers' rights and their poor living and working conditions and illegal, or even criminal, behaviour, such as tax evasion or social fraud, labour exploitation, the fraudulent system of false postings and letterbox companies. Below-standard accommodation was detected in particular in the agriculture, meat and distribution sectors.

The Authority provided targeted support to national authorities taking cross-border action, including by organising preparatory meetings between participating countries to discuss cases and prepare CJIs, with interpretation, and by facilitating the exchange of information. ELA facilitated the translation of documents related to inspections, provided interpretation services during inspections and reimbursed the travel, accommodation and catering costs of inspectors.

ELA's National Liaison Officers (NLOs) contributed significantly to establishing contact with the national competent authorities, facilitated the exchange of information, promoted the role of ELA and helped to organise the inspections on the ground.

In 2022, many of the key national enforcement authorities familiarised themselves with ELA's approach, available tools and support capacities. Significant achievements resulted from the cooperative engagement of Member States in cross-border activities and the need to address persisting social fraud, poor working and living conditions, labour exploitation cases and the enforcement of the new legislation under Mobility Package I.

The Authority continued to offer learning and training activities to strengthen the capacity of inspection bodies and other relevant stakeholders, in order to address issues in the area of cross-border labour mobility and improve consistency in the application of EU law.

ELA supported staff exchanges for 15 inspectors from five Member States (in total 45 participants from 15 Member States) and organised two webinars (on genuine posting and the enforcement of posting rules in road transport). A training seminar entitled 'Soft skills training', which focused on the importance of soft skills in the planning and implementation of and follow-up on CJIs, was held in person; it addressed the practical aspects of how to identify cases of the trafficking of human beings for labour exploitation during interviews with workers/employers. In close cooperation with the Spanish national training centre, ELA delivered a workshop on CJIs for labour inspectors from all EU Member States. In addition to all of these training programmes, interactive online training material for CJIs was developed to increase the knowledge and capacity of national competent authorities and to enhance cooperation on CJIs between the Member States.

The ELA Working Group on Inspections continued its work and met three times in 2022. This working group serves as the main platform to discuss the key enforcement challenges in the area of labour mobility; to develop cooperation not only among national authorities but also with other stakeholders, enforcement agencies and organisations; and to prepare and plan enforcement activities and share experiences.

To increase awareness about its enforcement activities, ELA paid particular attention to communicating effectively about CJIs by regularly publishing press releases, providing updates via social media about the outcome of inspections and providing updates during other ELA events. In addition, two bulletins on inspections were issued in March and September aiming to inform national enforcement organisations about key achievements and developments in the labour mobility field.

Table 1. Summary of expected results: CJIs

Activities	Objectives	Results/indicators ^(a)
<p>Coordination of and support for inspections and facilitating proper follow-up</p>	<p>Broadening of geographical and thematic coverage of cross-border inspections</p>	<p>Indicator: Number of cross-border inspections (in total and by sector) coordinated and supported by ELA, including at the request of Member States, or as suggested by ELA or resulting from cases submitted by national social partners</p> <p>Result: 37 CJIs were registered by ELA, of which 33 had already been executed and four are being prepared. 29 CJIs were registered for road transport / taxi services (19 were carried out during the weeks of actions (a joint ELA and Member States initiative) and seven were specific targeted actions (at the request of Member States); four actions were made under the Empact framework (a joint ELA and Member States initiative; three actions in agriculture and one action in Horeca) and there was one CJI in each of the following fields: distribution sector, meat industry, cleaning sector and construction sector (at the request of Member States). No CJI resulted from a case submitted by national social partner organisations.</p>
	<p>The number of supported inspections and companies / mobile workers concerned by inspections will increase compared with 2021 and this will contribute to better enforcement of the labour mobility <i>acquis</i></p>	<p>Indicator: Number of Member States participating in cross-border inspections coordinated and supported by ELA</p> <p>Result: 25 Member States participated in one or more CJIs. In 2022, there was a 75 % increase in the participation in CJIs compared with 2021.</p>
	<p>Inspections lead to tangible results on the ground, such as addressing violations of applicable labour legislation and collective agreements, the enforcement of the penalties imposed, tax / social contributions recovered and back payments</p>	<p>Indicator: Satisfaction rate with ELA coordination and support</p> <p>Result: The feedback received indicates that Member States are very satisfied with ELA's coordination and support. ELA guarantees quality support provided by experts throughout every stage of an inspection, starting from the preparatory phase through to follow-up meetings. Every case is individually assessed. In addition to operational support, the case handlers help overcome cultural and linguistic barriers. This stimulates trust and increases readiness to cooperate. There is room for improvement in terms of ELA's external logistical services and an availability of a wider range of tools, such as for the secure exchange of information.</p> <p>Indicator: Number of companies concerned by ELA</p> <p>Result: In the road transport sector, the total number of trucks checked was over 1 400. In other sectors, inspections were undertaken of almost 20 companies.</p> <p>Indicator: Number of mobile workers concerned by ELA inspection</p> <p>Result: Based on the available information provided by the Member States and ELA's observations, we can conclude that CJIs in 2022 directly affected over 2 700 workers (1 400 in road transport, 1 100 in construction, 150 in the meat industry, 70 in the distribution industry and 50 in agriculture).</p>

Activities	Objectives	Results/indicators ^(a)
		<p>Indicator: Increased geographical and sectoral coverage of ELA inspections</p> <p>Result: CJIs were spread among diverse locations throughout the EU covering 25 Member States. CJIs took place in road transport, agriculture, Horeca, distribution, the meat industry and the construction sector. Road transport actions are often held on strategic highways, on parking lots or within port areas. The locations of targeted inspections of companies varied across countries, as the location depended on the sector targeted. Some Member States hosted multiple CJIs and some inspections were conducted in the same area as the follow-up actions, for example in border areas, which accommodate a large number of workers.</p> <p>Indicator: Number of infringements found</p> <p>Result: In total, 1 762 infringements were detected in 2022 (in one specific CJI, a non-payment of social contributions for 1 100 workers was identified). In the road transport sector, many drivers were not in compliance with the imposed driving and resting times, and letterbox companies are another pertinent issue in the sector. Regarding Member States engaged in joint activities, some noteworthy results were achieved in relation to large-scale social fraud, non-compliance with the new legislation imposed through Mobility Package I, labour exploitation and degrading housing conditions for workers.</p>
	With the support of relevant stakeholders, ELA will aim to organise one CJI with each Member State on a voluntary basis	<p>Indicator: Number of participating Member States</p> <p>Result: 25 Member States participated in at least one CJI as a host and/or an observing country.</p>
Proposals to Member States to carry out CJIs	Addressing structural abuses or violations having a cross-border character as a matter of priority	<p>Indicator: Number of cross-border inspections proposed to Member States</p> <p>Result: The weeks of action on road transport and the Empact Joint Action Days were jointly agreed by ELA and Member States. In view of the fact that ELA's risk assessment and analysis capacity is still being developed, ELA has not yet proposed any specific inspections.</p>
Working Group on Inspections	Organisation and management of three or four working group meetings	<p>Indicator: Number of meetings per year</p> <p>Result: Three meetings of the Working Group on Inspections were held, in March, July and November.</p>
Learning and training	Strengthening of the capacity of national labour enforcement authorities' staff to consistently enforce the labour mobility <i>acquis</i> Capacity-building activities will enable Member States' competent authorities to efficiently tackle cross-border abuses, making full use of ELA support and established tools and procedures, as well as the established cooperation channels	<p>Indicator: Number of learning and training activities organised/supported</p> <p>Result: Four EU-level events were successfully held in 2022 and five staff exchanges were organised. CJIs were promoted at several other smaller-scale events, such as the preparatory meetings for CJIs or briefings and debriefings of CJIs and other capacity-building and awareness-raising meetings organised through other ELA tasks.</p>

Activities	Objectives	Results/indicators ^(a)
		<p>Indicator: Number of trained participants from Member States</p> <p>Result: Up to 300 participants were trained at ELA's four training seminars (webinars). In total, 15 colleagues from five Member States took part in the staff exchange programme provided by the ELA inspection team.</p> <p>Indicator: Number of guidelines, templates and procedures developed and updated</p> <p>Result: Modalities were adopted to ensure appropriate follow-up when a Member State decides not to participate in a CJI. ELA collects information about the need to update the existing tools and procedures. As the submission of post-inspection reports is often delayed, ELA developed an internal reporting template that helps to collect the key data following each CJI.</p> <p>Indicator: Satisfaction rate with ELA activities</p> <p>Result: The feedback received from the participants of training events suggests that they were very satisfied, appreciated the training and were interested in training on CJIs and labour mobility in general. In particular, the following aspects were highly valued: training on practical/operational aspects, the analysis of cases and experiences of dealing with specific challenges.</p>
Information campaigns	Increasing the awareness of stakeholders about free movement rights, ways to enforce/defend them and report abuses, as well as ELA's role	<p>Indicator: Number of campaigns organised/supported; active social media presence</p> <p>Result: The campaign #Road2FairTransport was launched to support ELA's focus on road transport. As part of the campaign, ELA created and distributed leaflets (for road transport operators and employees) that contain useful information about the new rules and legislation; they were produced in all EU languages and in five non-EU-country languages.</p>
Strategic partnerships	Improved cooperation with key partners	<p>Indicator: Arrangements agreed for cooperation with key partners</p> <p>Result: ELA is further strengthening established partnerships with Europol (Empact), other EU agencies (Eurojust and the European Agency for Safety and Health at Work (EU-OSHA)), enforcement organisations (Roadpol and the Confederation of Organisations in Road Transport Enforcement (CORTE)), international organisations (the International Labour Organization (ILO) and the International Organisation for Migration (IOM)) and EU-level and sectoral social partner organisations to broaden ELA's operational scope and promote brand awareness. Beyond operational cooperation, ELA finalised the cooperation arrangements with EU-OSHA, the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and the European Centre for the Development of Vocational Training (Cedefop). To streamline the cooperation with social partners, the social partners liaison function was established.</p>

Activities	Objectives	Results/indicators ^(a)
Translations	Member States are in a better position to address cross-border issues requiring the coverage of a number of languages	<p>Indicator: Number of requests processed / translations made</p> <p>Result: Translation services were offered in seven cases, mainly to translate documents relevant for specific CJIs, but also to translate communication and training material. As regards interpretation, almost every CJI (37) required interpretation (often in several languages) during preparatory, execution and follow-up phases. Interpretation was offered for communication between inspectors and to interview workers during CJIs.</p>
Monitoring and reporting	<p>Informing all stakeholders about the results of inspections and regularly improving the efficiency of cross-border actions</p> <p>Increasing satisfaction among stakeholders with the running of inspections</p> <p>Existing tools and procedures are revised to improve their functionality</p>	<p>Indicator: Satisfaction rate with the ease of running an inspection</p> <p>Result: The feedback received from participants in CJIs suggests that stakeholders are very satisfied and value ELA support to CJIs. Further streamlining, simplification and promotion of procedures and ELA support (as regards logistical services) is called for.</p> <p>Regular updates on the results of CJIs were provided, and feedback collected within the Working Group on Inspections; other CJI-related events were held, including internally with NLOs. One biannual report on CJIs was presented to the Management Board in June, and a joint meeting with the Stakeholder Group was held. An update on CJIs was provided in November 2022 to the Management Board and in October to the Stakeholder Group.</p> <p>Existing tools and procedures are being constantly developed based on the experience gained and the feedback received.</p> <p>Training and workshops on CJIs were provided by ELA to competent national authorities and strongly contributed to the improvement of the efficiency of cross-border actions and increased satisfaction among stakeholders.</p>
	<p>Further cross-border actions are organised if the assessment of the outcome of inspections demonstrates such a need</p> <p>The Management Board and Stakeholder Group are informed about the inspections done and their main results</p>	<p>Indicator: Number of follow-up actions (such as further inspections and information campaigns)</p> <p>Result: In 2023, ELA will continue facilitating and supporting enforcement actions in the road transport field in view of the high demand and success in 2022.</p> <p>Indicator: Timely reports to the Management Board twice a year</p> <p>Result: The 2022 report on CJIs was presented to the Management Board and the Stakeholder Group in June. The Management Board and the Stakeholder Group were updated on the CJIs during the second half of 2022 during the meetings in November and October, respectively.</p>
<p>^(a) The results are provisional given that, in most cases, the post-inspection reports have not yet been submitted.</p>		

1.1.2. Tackling undeclared work

Regarding tackling undeclared work, in 2022 the Authority implemented the work programme adopted by the European Platform tackling undeclared work (the Platform) before this platform was re-established as a working group of ELA. After the Platform was moved under ELA, its working priorities were adapted to reflect its horizontal priorities, such as the Framework for Action on Road Transport and acting urgently to protect people fleeing the Russian war of aggression against Ukraine.

The Platform contributed to the Framework for Action on Road Transport through multiple actions. The subgroup of the Platform on 'Communication and information: undeclared work in the road transport sector' provided noteworthy contributions to the awareness-raising campaign #Road2FairTransport. The challenges of undeclared work in the road transport sector, in particular among drivers of light commercial vehicles, and the policies and tools available to address these challenges were discussed during a specially convened peer-learning dialogue, at a workshop on preventing undeclared employment and, finally, during a webinar. The lessons learned from these activities were summarised in short

reports that, among other things, highlight the importance of customer liability schemes and other approaches that help to address violations in supply chains.

Starting from the initial Platform plenary discussion in March, tackling undeclared work among displaced people / refugees from Ukraine was a constant focus point. A dedicated subgroup was set up and met twice, in May and September, to investigate and discuss how enforcement authorities and other relevant organisations and institutions can address the vulnerabilities and risks linked to undeclared work and labour exploitation faced by refugees on the European labour market. It looked into, among other things, refugee flows and their demographics, relevant authorities and organisations and their roles, the coordination of activities, new legislations and other measures that were being considered, were planned or had been adopted. In addition, videos were developed to reach out to those fleeing from the Russian war of aggression against Ukraine.

In addition to the two areas mentioned in previous paragraphs (road transport and undeclared work among displaced persons / refugees), the Authority supported cooperation and joint activities among Platform members and observers, including external partners. Two plenary meetings facilitated discussions on the progress being made towards the development of a comprehensive approach to tackling undeclared work and measuring the effectiveness of policy approaches and the performance of enforcement authorities. These two topics were also analysed in two studies undertaken to support Platform activities.

In addition to subgroups focused on displaced people from Ukraine and road transport, two more subgroups were organised: one focusing on 2023 activities in the area of tackling undeclared work and one looking at alert mechanisms to identify undeclared work at an early stage.

The Authority supported demand-driven activities including peer-learning dialogue and staff exchanges. Two peer-learning dialogue sessions were held, including on the challenges in and solutions to preventing, detecting and proving undeclared work in new forms of work. Ten staff exchanges contributing to tackling undeclared work took place. These exchanges allowed Member States to initiate or deepen bilateral cooperation.

Platform seminars and thematic review workshops facilitated the exploration of specific thematic issues and emerging practices, as well as key sectors affected by undeclared work. These seminars and workshops support platform representatives in improving their efficiency through in-depth mutual learning. The Platform seminar on tackling undeclared work in the care sector and the personal and household services sector shed light on the prevalence of undeclared work in these sectors and the policy options and practical tools for tackling undeclared work in the personal and household services sector. The seminar on tackling undeclared work in supply chains highlighted the risks related to non-transparent arrangements and identified some inspiring practices to address these risks. Following each event, a dedicated learning resource paper was developed and published. In addition to seminars, webinars were organised to reach a wider audience and to disseminate knowledge on pre-selected topics. Twenty good-practice fiches were developed to showcase inspiring practices that were discussed at the platform events.

The knowledge base was improved through several studies: a study on measuring the progress of inspectorates towards developing a comprehensive approach, based on the common assessment framework; a study on developing key performance indicators (KPIs) to measure the effectiveness of labour inspectorates; a study on the extent of undeclared work in the EU; and a study on the extent of dependent self-employment. In addition, a toolkit was developed on effective penalty measures for tackling undeclared work, including through cost-effective administrative actions. Finally, a revision of the country fiches was launched, which will focus on undeclared work.

Table 2. Summary of expected results: tackling undeclared work

Activities	Objectives	Results/indicators
<i>Tackling undeclared work</i>		
Cooperation and joint activities	<p>Organisation and management of the meetings of the Platform tackling undeclared work, combining thematic discussions with regular updates on key developments at the national and European levels impacting on the Platform and its work</p> <p>Organisation and management of subgroup meetings giving Platform representatives an active role in shaping the network's activities</p> <p>Subgroups provide a flexible way to accommodate plenary requests or emerging needs</p> <p>Supporting demand-driven activities such as staff exchanges, peer-learning dialogues or mutual assistance projects</p>	<p>Result:</p> <p>Two Platform plenary meetings were held in March and in November. The thematic days of the plenaries were focused on 'operationalising holistic approaches to tackling undeclared work' and 'measuring the effectiveness of policy approaches and performance of enforcement authorities'</p> <p>Five subgroup meetings were held during 2022:</p> <ul style="list-style-type: none"> • on communication and information: undeclared work in the road transport sector (February), contributing to the campaign #Road2FairTransport, • on the priorities for 2023 (February), • on tackling undeclared work among displaced persons / refugees from Ukraine (two meetings: in May and September), • on alert mechanisms to identify undeclared work at an early stage (October). <p>Two peer-learning dialogues were organised:</p> <ul style="list-style-type: none"> • on approaches tackling undeclared work in transport of goods by light commercial vehicles (May–June), • on challenges and solutions in preventing, detecting, and proving undeclared work in new forms of work (in October–November). <p>Ten staff exchanges were supported and organised.</p>
Mutual learning	<p>Exploring specific thematic issues and emerging practices, as well as key sectors affected by undeclared work</p> <p>Supporting Platform representatives in improving their efficiency through in-depth mutual learning</p> <p>Disseminating knowledge and information</p>	<p>Result:</p> <p>Two peer-learning dialogues were organised.</p> <p>Four seminars and thematic-review workshops were organised on the following topics:</p> <ul style="list-style-type: none"> • tackling undeclared work in the care and personal and household services sectors, • tackling undeclared work in supply chains (including in construction), • effective penalty measures for tackling undeclared work, including through cost-effective administrative actions, • preventing under-declared employment through innovative approaches. <p>Two webinars were held on the following topics:</p> <ul style="list-style-type: none"> • successful cooperation approaches between labour inspectorates and social partners, • innovative approaches to tackling undeclared work in the road transport sector. <p>Following each seminar and workshop, a learning resource paper was developed.</p>
Increasing knowledge	<p>Helping research new areas and build the knowledge base of the Platform through studies</p> <p>Providing practical, hands-on guidance based on accumulated evidence from previous events through toolkits</p> <p>Providing an overview of key forms of undeclared work, challenges, and institutional features in country fiches</p>	<p>Result:</p> <p>Studies were developed on, among other things:</p> <ul style="list-style-type: none"> • measuring progress of inspectorates towards a comprehensive approach, based on a common assessment framework; • developing KPIs measuring the effectiveness of labour inspectorates; • the extent of undeclared work in the EU; • the extent of dependent self-employment. <p>A toolkit on effective penalty measures for tackling undeclared work, including through cost effective administrative actions, was developed.</p> <p>The revision of 27 country fiches related to undeclared work was launched.</p>

Activities	Objectives	Results/indicators
Communication and information	Contributing to awareness-raising campaigns and communication and information materials increasing public awareness of issues relating to undeclared work	<p>Result:</p> <p>Contributions were made to the development of four videos:</p> <ul style="list-style-type: none"> • two videos targeting displaced people from Ukraine, • a video promoting a comprehensive approach to tackling undeclared work, • a video on inspiring practices. <p>A subgroup on communication and information on undeclared work in the road transport sector (February) contributed to the campaign #Road2FairTransport.</p>
	Showcasing good practices Disseminating information through newsletters	<p>Twenty good-practice fiches were developed</p> <p>Two newsletters were circulated</p>

1.1.3. Analysis and risk assessment

The Authority has established the necessary arrangements to build its capacity for providing operational risk assessment, with a particular focus on providing analytical support for CJIs. For that purpose, the necessary internal procedures were put in place. The Authority also piloted methodologies for operational risk assessment and secured access to a business intelligence database required for the analytical work.

In the area of strategic risk assessment, addressing sector-specific challenges and recurring problems, the Authority launched analytical work as part of the report that will be entitled *Construction Sector: Issues in information provision, enforcement of labour mobility law, social security coordination regulations, and cooperation between Member States*. This report will feed into the activities of the Authority in 2023 focused on the construction sector. More generally, given that the construction sector is among those sectors most affected by labour mobility, the findings will also be relevant for ELA's operational planning in the years to follow.

The Authority also conducted other analytical activities in response to its operational needs and to the challenges faced by ELA and national competent authorities in 2022. ELA completed a mapping exercise of the measures taken by the EU Member States and the European Free Trade Association member states in relation to access to employment and social security for displaced people from Ukraine. Launched in early 2022, the mapping exercise was updated later in the year. Other analytical activities included a survey of databases and information technology (IT) systems used by national competent authorities for risk assessment, mapping of the legal possibilities for information sharing in the context of CJIs and the identification of risk assessment models in road transport (a call for best practices).

In 2022, in the area of analysis and risk assessment, the Authority organised several capacity-building and outreach activities. Together with Europol, ELA organised an Empact analytical workshop in Madrid on 5 and 6 May. The workshop brought together analysts working in labour inspectorates and law enforcement authorities on cases of labour exploitation. The Authority also organised a short online training programme entitled 'Exchanging data for risk assessment: Tackling legal and practical issues', which included training on the general data protection regulation (GDPR)⁴ and an opportunity for information sharing for analysts (7 November), as well as a hybrid workshop for national competent authorities to exchange their experiences with data sharing (1–2 December, Athens). Finally, feeding also into the cooperation pillar (see Section 1.2 'Pillar II: cooperation'), a sector-specific training session on risk-rating formula in road transport was organised virtually on 14 November.

⁴ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (general data protection regulation) (OJ L 119, 4.5.2016, p. 1).

Table 3. Summary of expected results: analysis and risk assessment

Activities	Objectives	Results/indicators
<i>Analysis and risk assessment</i>		
Analytical capacity	Conducting analytical activities, including mappings, analyses, and reports	<p>Indicator: Number of analytical activities (mappings, analyses, reports, etc.)</p> <p>Result: The analytical activities included a comparative overview of the reaction of Member States to the influx of displaced people from Ukraine in terms of access to the labour market and social security; mapping of data sources used by national competent authorities for risk assessment; and an analysis of issues and good practices in the construction sector relating to enforcing regulations that fall within ELA's competence and to information provision and other forms of cooperation between Member States.</p> <p>Indicator: Number of topics and sectors covered</p> <p>Result: Five</p> <p>Indicator: Number of stakeholders involved</p> <p>Result: Competent authorities in all Member States were engaged in analytical activities. In addition, sectoral social partner organisations at the European level and in some Member States were involved in the report on issues in the construction sector.</p> <p>Indicator: Impact and follow-up through other ELA activities</p> <p>Result: The mapping on Ukraine fed into ELA's information pillar (see Section 1.3 'Pillar III: information'). The mapping of information-sharing possibilities supported ELA's cross-border inspections. A mapping of databases was also undertaken. The report on the construction sector will inform all of ELA's operational units in 2023.</p>
Risk assessment capacity	<p>Mapping of all Member States' tools and approaches to risk assessment</p> <p>Organisation of series of workshops and/or capacity building activities</p>	<p>Indicator: Number of workshops and stakeholders involved, and the output produced</p> <p>Result: Two workshops and two online training sessions were organised, involving hundreds of participants from national competent authorities across the EU.</p>
Integrating labour mobility analyses and risk assessment	Conveying a platform for expert discussions, peer learning and exchange of good practices within the existing structures or ad hoc forums	<p>Indicator: Number of meetings</p> <p>Result: As reported above, two workshops and two online training sessions were organised.</p> <p>Indicator: Number of stakeholders involved</p> <p>Result: As reported above, hundreds of participants from national competent authorities across the EU attended the events.</p>

1.2. Pillar II: Cooperation

1.2.1. Mediation

In 2022, the ELA mediation procedure was launched. Based on the three decisions adopted in 2021⁵, a set of guidelines and workflows were approved by the Management Board in 2022 (Decision No 16/2022) that aim to serve as a guide to the Member States and the relevant stakeholders, covering all practical issues regarding the mediation procedure. For each of the workflows and guidelines, several accompanying templates were also developed to facilitate the correspondence between ELA and the relevant stakeholders. Furthermore, the Management Board appointed the mediators and members of the mediation panel (Decision No 7/2022).

Since the launch of ELA's mediation procedure in September 2022, two disputes have been submitted to ELA for mediation: one by a Member State and the other by Solvit. The first case is proceeding in accordance with the established work arrangements and rules of procedure. In this case, given that the dispute concerned matters of social security coordination, the Administrative Commission was informed and fully involved, as set out by the Administrative Commission–ELA cooperation agreement.

Following the signing of the Administrative Commission–ELA cooperation agreement, ELA initiated discussions with the Administrative Commission with the aim of exploring joint horizontal cooperation in matters of social security coordination. A joint meeting was organised in September 2022 and several potential projects were proposed, with an agreement reached on four proposals. The cooperation on these topics will be initiated and pursued in 2023. In addition, regular meetings between the Administrative Commission (the Cooperation and Conciliation Board) and ELA will take place, and arrangements for the participation of ELA representatives in meetings of the Administrative Commission and of representatives from the Administrative Commission in meetings of the Management Board were finalised.

Furthermore, to publicise the mediation tool, the Authority carried out a series of information and communication activities. To this end, information about the mediation procedure was published on ELA's website. Furthermore, the Authority commenced work on the frequently asked questions (FAQs) document about the mediation procedure. In addition, the Authority started putting in place the necessary procedures for the development of further communication materials to promote the mediation procedure and enhance the understanding of it by the national authorities, such as preparations for leaflets and short videos.

The Authority also committed to improving the understanding of the ELA mediation procedure and workflows of the newly appointed mediators and members of the Mediation Board, national authorities of the Member States, social partner representatives and ELA's staff, particularly the NLOs.

First, the Authority organised an information session in April 2022 and a training event in May 2022 aimed at the mediators and members of the Mediation Board. These events introduced the different areas of labour mobility law and the ELA mediation procedure, including mediation approaches and techniques, and standard and guided mediation processes.

Second, ELA organised an information session on its mediation procedure in June 2022 that was tailored specifically towards the national authorities and national social partners. The event aimed to provide information on the mediation procedure and the role of the different actors in the distinct phases of the procedure, including their interaction with the ELA Mediation Secretariat. Furthermore, a second training event on the ELA mediation procedure was also organised in June 2022 that was tailored towards the mediators and members of the Mediation Board and ELA's staff. The aim of this second training event was to provide practical training and a simulation of cases.

In addition, the Authority delivered the first training course on the ELA mediation procedure in Brussels in December 2022. This training was requested by the Belgian authorities and was aimed at guiding the Belgian institutions operating in the mediation field in understanding the ELA mediation procedure and workflows, with a focus on the Member States' actions in the distinct phases of the mediation procedure and the documents to be used.

As mediation at ELA has been operational only since September 2022, no report has yet been submitted to the European Commission. The Authority will fulfil its obligation as set out in its founding regulation (Article 13(13)) by delivering the first report on its mediation activities at the end of the first quarter of 2023.

⁵ The rules of procedure for mediation (Decision No 17/2021), the cooperation agreement between ELA and Solvit (Decision No 18/2021) and the cooperation agreement between the Administrative Commission and ELA (Decision No 26/2021).

Table 4. Summary of expected results and indicators: mediation

Activities	Objectives	Results/indicators
<i>Mediation activities</i>		
Mediation activities	<p>Individual cases submitted to ELA, including from Solvit or on ELA's own initiative; non-binding opinion adopted</p> <p>Periodic sittings of the Mediation Panel organised to discuss cases</p> <p>ELA processes the disputes referred by the Member States in accordance with Working Arrangements / Rules of Procedure</p> <p>Disputes related, fully or partially, to matters of social security, are processed in accordance with the cooperation agreement between the Authority and the Administrative Commission; ELA will establish a network of legal experts to support the ELA mediation procedure</p>	<p>Indicator:</p> <p>Number of disputes submitted to ELA for mediation</p> <p>Result:</p> <p>The ELA mediation procedure has been operational since September 2022. Two disputes have since then been submitted to ELA. The first dispute was submitted to ELA by a Member State in September 2022 and is currently in the first stage of the procedure. The second dispute was submitted to ELA by a national Solvit centre in December 2022 and is currently still under review by the ELA Secretariat at the initiation stage.</p> <p>Indicator:</p> <p>Opinions adopted in accordance with the procedures and timelines specified in the working arrangements / rules of procedure and including recommendations to solve the disagreement or specific solutions</p> <p>Result:</p> <p>No opinion was adopted, as the first mediation case is still ongoing in accordance with the rules of procedure, namely currently at the first stage of mediation. The second case is currently being reviewed by the Mediation Secretariat in accordance with the ELA–Solvit cooperation agreement.</p> <p>Indicator:</p> <p>Proportion of implemented/respected opinion; network of legal experts established; contracts signed</p> <p>Result:</p> <p>No opinion was adopted, as the two cases that were referred to ELA in 2022 have not yet reached this phase of the procedure. A network of legal experts was not established as this proposal in the draft rules of procedure for mediation was not adopted. Instead, an alternative solution was offered in the case of conflicting facts, by linking mediation to a joint inspection, if necessary.</p> <p>Indicator:</p> <p>The cooperation agreement leads to good cooperation and coordination between the Authority and the Administrative Commission</p> <p>Result:</p> <p>The two disputes submitted to ELA in 2022 relate to matters of social security coordination. Therefore, they are being dealt with in accordance with the ELA–Administrative Commission cooperation agreement to ensure smooth cooperation with the Administrative Commission.</p>
Information and communication activities	<p>General information as regards ELA's competence in the area of mediation published on ELA's website</p> <p>Publish an FAQs document with regard to the mediation function, in particular the work arrangements and rules of procedures</p> <p>Organise information sessions for Member States (upon request)</p>	<p>Indicator:</p> <p>Information on ELA's website and in the FAQs document is accurate and easy to understand</p> <p>Result:</p> <p>Information on the mediation procedure and its guidelines were published in English on ELA's website. In addition, the drafts of the FAQs document, a video and a leaflet about the mediation procedure were prepared to be published on ELA's website.</p>

Activities	Objectives	Results/indicators
Training and knowledge sharing activities	ELA will develop and deliver training on the ELA mediation procedure (for mediators, Mediation Board members, interested ELA staff and national authorities)	<p>Indicator: Quality of training and training materials</p> <p>Result: ELA organised four training sessions. The first was an online information session on mediation for mediators and experts of the Mediation Board (12 April 2022). The material distributed included the online seminar presentation, examples of cases that may be referred to ELA for mediation and a who-is-who booklet.</p> <p>The second session was hybrid training on mediation and labour mobility law for mediators, experts of the Mediation Board and ELA staff (11 and 12 May 2022). The trainers were distinguished EU-level academics in the area of EU labour mobility law. The material distributed included a mediator manual, a video on international mediation and the training presentations. Moreover, interpretation was provided in French, German, Italian and Romanian. Most of the respondents to the satisfaction survey rated the training remarkably high or above average.</p> <p>The third session was online training on the ELA mediation procedure (22–23 June 2022) for mediators, experts of the Mediation Board, Member State representatives and social partners. The material distributed included the final agenda and the training presentation. Interpretation was provided in French, German, Italian, Romanian and Spanish. Most of the respondents to the satisfaction survey evaluated the usefulness of the training as remarkably high.</p> <p>The final session was high-level training on ELA’s mediation procedure for the Belgian administration (5 December 2022) in Brussels. The materials distributed included the detailed presentation and document templates used in the mediation procedure. Most of the participants expressed remarkably high satisfaction with the quality of the training.</p>
Monitoring, evaluation and reporting activities	Biannual report to the Commission on mediation activities	<p>Indicator: Report contains proper reporting on the outcome of mediation cases, monitoring and evaluation (including proposed amendments, if necessary)</p> <p>Result: No report was due in 2022, as mediation at ELA became operational only in September 2022. The first report covering the third and fourth quarters of 2022 is due in March 2023, as stated in ELA’s founding regulation (Article 13(13)) and in the rules of procedure on mediation (Article 21(1)).</p> <p>Indicator: Report completed on time</p> <p>Result: No report was due in 2022, as mediation at ELA became operational only in September 2022. The report covering the third and fourth quarters of 2022 was to be completed by the end of the first quarter of 2023 as per Article 21(1) of the rules of procedure on mediation.</p>

1.2.2. Cooperation and National Liaison Officers

In 2022, the Authority worked on structuring the process for cooperation and exchange of information between Member States conducted by the NLOs. The Authority proceeded with the creation and establishment of workflow guidelines, model forms and templates, KPIs and other relevant documentation for dealing with requests for cooperation under ELA’s founding regulation (Article 7(1)). The Authority continued to facilitate cooperation and accelerate exchange of information between Member States with the assistance of the NLOs. This included requests for exchange of information and cooperation in individual cases and in cases on the European Register of Road Transport Undertakings (ERRU) and the IMI, as well as assistance in identifying national contact points. Most of the requests concerned all areas of EU labour mobility law, in particular social security coordination and the posting of workers, and were settled positively within a relatively short time, which demonstrates the NLOs’ potential to assist in the cooperation and exchange of information between Member States.

ELA continued its work on the process of enhancing cross-border cooperation between national authorities through data collection. With the aim of providing information to support Member States in the effective application of EU law that falls under the Authority's responsibility, ELA launched and carried out two analytical studies on cooperation practices and challenges between Member States. The study on the administrative cooperation, practices and challenges concerning the posting of non-EU nationals analyses EU and national legislation, as well as administrative and cooperation procedures and challenges in this area, and is set to conclude by identifying some operational recommendations for the Member States. These recommendations will be presented and followed up with all stakeholders within the Posting 360 mutual learning and understanding programme, launched in 2023 (see Section 1.2.3 'Capacity building'). The analytical report on cooperation challenges and practices on road transport identifies cooperation obligations, practices and challenges between Member States and provides solutions and recommendations to overcome these challenges, while helping Member States to effectively fulfil their cooperation obligations.

Furthermore, the preparatory work done in 2021 on the analysis of the national use of electronic systems for the exchange of information paved the way for the Authority to conduct a series of consultations with the Member States to promote the use of existing tools and innovative approaches to effective and efficient cross-border cooperation. The most extensive work on the promotion of the use of electronic tools was done as regards the IMI modules for the posting of workers and road transport, namely under the newly launched IMI-PROVE mutual learning and understanding programme. In addition, the Authority started consultations on the national use of other electronic systems for the exchange of information, such as the ERRU.

As in previous years, the role of the NLOs was fundamental to improving cooperation between the Member States, and they acted as a bridge between the Authority and the stakeholders in the Member States. In 2022, ELA dedicated funds and promoted a set of actions aimed at the relevant national authorities and social partners to (1) raise awareness about ELA's mandate and activities and (2) engage in discussions concerning national priorities for action in the area of EU labour mobility, resources and cooperation opportunities with ELA, as well as with other Member States. These actions were carried out by ELA on the initiative of or with contributions from the NLOs.

First, the Authority implemented the mission set out by its founding regulation (Article 7(1)(b)) in terms of offering logistical and technical support, including translation and interpretation services, with the aim of improving cooperation between the different national authorities in the same Member State or between two or more Member States. In 2022, the Authority supported the organisation of five cooperation events. Of these, three promoted cooperation and exchange of information between Member States, including ELA's role in following up on the discussions that took place. In another case, ELA supported the organisation of a meeting aimed at addressing a bilateral problem relating to the exchange of information about posted workers. The other events were organised to bring national stakeholders closer to ELA, such as trade union representatives and social attaches from national embassies in other Member States. The objective was the exploration of possible cooperation partners or schemes, and the NLOs from other Member States provided a first point of contact in the quest for future bilateral relations.

To strengthen relations between ELA's NLOs and their national administrations, the Authority offered support to the NLOs to organise missions, conduct discussions with their national authorities and authorities in other Member States, and widen their national networks, aiming to help them to effectively exercise their cooperation and liaison functions. In addition, relations between ELA and individual Member States benefited greatly from the organisation of missions of ELA's senior management and staff to meet with different national authorities and stakeholders in EU capitals. These missions followed up on the visits carried out by the ELA Executive Director to Member States during 2020–2021. The four missions that took place in 2022 (in Ireland, Spain, Cyprus and the Netherlands) served the purpose of promoting an exchange of views about ELA's activities from a national standpoint. They allowed an in-depth perspective to be gained on the structures and practices of the relevant national institutions and stakeholders across labour mobility areas, with a view to undertaking more effective and tailored activities in the future. They also gave Member States a chance to request ELA's assistance on specific cooperation issues. In some Member States, ELA took the opportunity to visit other EU agencies, such as Europol and Eurofound.

Moreover, the Authority supported the organisation of ELA national events, which proved to be a successful means of initiating or strengthening cooperation between the Member States, improving ELA's outreach in the Member States and exploring different thematic priorities from the viewpoint of national stakeholders. The thematic focus was chosen based on national priorities and needs, mainly related to international road transport, cross-border aspects of platform work, posting of non-EU nationals and the fight against undeclared work. A total of eight events were organised in 2022 (in Belgium, France, Croatia, Italy, Latvia, Slovakia, Finland and Sweden) with participants made up of administrators from national ministries and labour inspectorates, ELA management and staff, and EU and national social partners. In a few instances, ministers in the area of labour and social policies participated in the events, and one of the events was attended by the European Commissioner for Jobs and Social Rights.

Table 5. Summary of expected results and indicators: cooperation and National Liaison Officers

Activities	Objectives	Results/indicators
<i>Cooperation and National Liaison Officers</i>		
<p>Cooperation and information exchange framework between national authorities</p>	<p>Facilitating the cooperation and exchange of information between Member States, with provision of logistical and technical support, including translation</p> <p>ELA will produce workflow guidelines, model forms and templates, KPIs and other relevant documentation for dealing with information and assistance requests, including in the area of cross-border enforcement of penalties and fines</p> <p>Provision of information to support Member States in their effective application of EU labour mobility law with regard to cooperation</p> <p>Supporting demand-driven activities such as staff exchanges, peer-learning dialogues or mutual assistance projects</p>	<p>Indicator:</p> <p>Number of cases referred to ELA to facilitate cooperation and to accelerate the exchange of information</p> <p>Result:</p> <p>A total of 107 cases were referred to ELA in 2022.</p> <p>Indicator:</p> <p>Number of requests for information by Member States on the effective application of EU acts as regards to cooperation</p> <p>Result:</p> <p>A total of five Member States requested information from other Member States on the effective application of EU acts as regards cooperation.</p> <p>Indicator:</p> <p>Number of Member States participating (requesting and requested)</p> <p>Result:</p> <p>A total of 26 Member States participated in the process of cooperation and exchange of information between Member States. Of these, 20 countries initiated at least one request.</p> <p>Indicator:</p> <p>Average number of days needed for settling of the request</p> <p>Result:</p> <p>The average number of days needed to settle a request was 21.5 days.</p> <p>Indicator:</p> <p>Number of cases resolved, unresolved and referred to other tasks, including mediation and CJs</p> <p>Result:</p> <p>A total of 107 cases were opened, of which 85 have been resolved and 22 are still ongoing. Two joint inspections were carried out as a result of the requests received. No unresolved cases have been referred for mediation thus far.</p> <p>Indicator:</p> <p>Number of cross-border enforcement procedures related to fines and penalties supported</p> <p>Result:</p> <p>Of the 107 requests, 3 were related to fines and penalties. In relation to these procedures, one meeting under the IMI-PROVE mutual learning and understanding programme and a follow-up meeting were dedicated to addressing fines and penalties in labour law infringements.</p> <p>Indicator:</p> <p>Relevant contact points of national authorities in other Member States identified following the requests received</p> <p>Result:</p> <p>A total of 20 requests led to the identification of contact points of national authorities in other Member States.</p> <p>Indicator:</p> <p>Operability of guidelines, forms, templates and documentation produced</p> <p>Result:</p> <p>During the first quarter of 2022, ELA started its work on the creation and establishment of workflow guidelines, model forms and templates, KPIs and other relevant documentation for dealing with requests under Article 7(1) of ELA's founding regulation.</p>

Activities	Objectives	Results/indicators
<p>Promoting enhanced cross-border cooperation through data collection, analysis and capacity-building activities</p>	<p>Analytical report on cooperation practices and challenges between Member States together with workshops and seminars on cooperation between Member States in the area of labour mobility under ELA's remit</p> <p>ELA will organise consultations with national authorities to gather data on good practices in relation to cooperation and the exchange of information</p> <p>NLOs will take part in missions to their Member States</p> <p>Seminars/workshops/events will be organised by the NLOs in their Member States (nine per year, leading to one event in every Member State in the 3-year programming period)</p>	<p>Indicator:</p> <p>Interest in and impact of the analytical report, workshops and seminars</p> <p>Result:</p> <p>Two analytical studies were launched in 2022, and their reports will be finalised by the end of the first quarter of 2023. The report on the Administrative Cooperation's practices and challenges concerning the posting of non-EU nationals includes conclusions and operational recommendations, and the analytical report on cooperation and practices on road transport identifies cooperation obligations and practical challenges between Member States and provides solutions and recommendations to overcome these challenges while helping Member States to effectively fulfil their cooperation obligations.</p> <p>A total of 26 Member States participated in the interview process. Moreover, the provisional findings of the analytical report on road transport were presented under the IMI-PROVE programme event in December 2022. The participants strongly welcomed the launch of the report, which was to be published between the first and third quarters of 2023.</p> <p>In addition, nine consultations with national authorities and other stakeholders were held: two information sessions on road transport for operators in January 2022, two workshops on road transport in October and November 2022, four events under the IMI-PROVE programme on the posting of workers modules between July and December 2022 and one event on road transport under the IMI-PROVE mutual learning and understanding programme in December 2022.</p> <p>The events organised under the IMI-PROVE programme resulted in an increase in the usage of some of the IMI modules for the posting of workers.</p> <p>Translation into all EU languages made it possible for a wider audience to be reached, especially at the regional and local levels. The number of participants at the events that were focused on road transport grew gradually, which demonstrates participants' interest in this topic and their appreciation of the quality delivered. In addition, the European Commission is eager to engage in further cooperation within the programme.</p> <p>Indicator:</p> <p>Number of authorities, bodies and stakeholders reached during the consultations process</p> <p>Result:</p> <p>Consultation processes under the IMI-PROVE programme had an average of 166 participants representing national administrations, both online and in person, depending on their nature and subject. In addition, a variety of social partners and other stakeholders participated in these meetings.</p> <p>Indicator:</p> <p>Number and quality of workshops and training sessions; satisfaction rate</p> <p>Result:</p> <p>A total of nine events were organised in different formats, focusing on different topics and targeting different audiences. Most of the respondents to the satisfaction survey evaluated their satisfaction as particularly good, and the usefulness of the training was considered to be extremely high.</p> <p>Indicator:</p> <p>Volume of data gathered</p> <p>Result:</p> <p>Not all the events organised were aimed at gathering data; some were aimed at providing information to and exchanging information between the participants, representatives of the national administrations and other stakeholders. The most relevant data gathered were related to the use of IMI, which were collected through the activities under the IMI-PROVE programme. The data collected reflect the usability of the system, mainly as regards the use of the modules on the posting of workers and road transport. On this basis, ELA collected information on the technical and practical obstacles identified regarding the use of other modules.</p>

Activities	Objectives	Results/indicators
		<p>Indicator: Number of stakeholders and national authorities reached during NLOs' missions</p> <p>Result: A total of 215 missions were run by the NLOs in 2022 to their Member State and other Member States. These missions were organised for different purposes: participation in the ELA national events, weeks of action, staff exchanges, CJs, cooperation meetings and visits by ELA senior management to the Member States. On average, the NLOs met with between two and five different national authorities and stakeholders from their Member States and other Member States (if applicable) per mission.</p> <p>Indicator: Number of stakeholders and national authorities reached by the seminars/workshops and events organised by the NLOs</p> <p>Result: On the initiative of the NLOs and with the support of ELA, eight national events were organised in the Member States. The Authority reached an average of 21 different stakeholders and national authorities at each event. Furthermore, five cooperation events were organised under Article 7 of ELA's founding regulation with an average reach of 17 representatives per Member State. The senior management of the Authority visited four Member States, reaching an average of six national authorities per Member State.</p>
<p>Promoting the use of electronic tools and procedures for effective and efficient cross-border cooperation</p>	<p>ELA will organise consultations with national authorities and will organise seminars and workshops aiming to analyse and promote existing electronic tools and innovative approaches to exchanging information</p> <p>ELA will aim to develop common non-binding guidelines for the users of these electronic tools</p> <p>Providing practical, hands-on guidance based on accumulated evidence from previous events through toolkits</p> <p>Providing an overview of key forms of undeclared work, challenges and institutional features in country fiches</p>	<p>Indicator: Number of consultations and actions undertaken to promote the use and further development of electronic tools and procedures, electronic exchange mechanisms and databases</p> <p>Result: A total of four consultations took place in 2022 to promote the use of electronic tools. These actions were undertaken under the IMI-PROVE programme, which is devoted to the IMI modules for the posting of workers and road transport. The actions were aimed at understanding the reasons for the low uptake of some of the IMI modules and at promoting and enhancing cooperation via other modules.</p> <p>In addition, the Authority began consultations on the national use of other electronic tools for the exchange of information, such as the ERRU.</p> <p>The Authority also coordinated activities regarding the development of new digital tools. The results of the projects developed in 2022 are being analysed and, on that basis, the Authority will further establish a plan for the development of the new tools in 2023.</p> <p>Indicator: Number of stakeholders reached</p> <p>Result: During the meetings under the IMI-PROVE programme, a total of 60 stakeholders from 26 of the 27 Member States were reached.</p> <p>Indicator: Number of cases analysed</p> <p>Result: Up to 10 cases were discussed bilaterally under the IMI-PROVE forum.</p> <p>Indicator: Number of and feedback on the non-binding guidelines</p> <p>Result: The non-binding guidelines on the use of the IMI modules for the posting of workers under the IMI-PROVE programme are in preparation.</p>

Activities	Objectives	Results/indicators
Reporting activities	<p>The biannual report will be sent to the Commission on unresolved requests with regard to cooperation</p> <p>Consultations on the further development of electronic exchange mechanisms and databases will be held</p>	<p>Indicator: Reports completed on time, based on the cases received</p> <p>Result: The report is in preparation and is expected to be delivered by the end of the first quarter of 2023.</p> <p>Indicator: Number of stakeholders and partners consulted</p> <p>Result: The consultations on the further development of electronic exchange mechanisms and databases are still ongoing.</p>

1.2.3. Capacity building

In 2022, ELA continued to organise capacity-building events. Building on the pilot training sessions carried out in 2021, the Authority planned and delivered a total of seven activities across all ELA tasks. The activities covered the promotion of mutual assistance on the use of existing tools and innovative approaches to effective and efficient cross-border cooperation under the mutual learning and understanding framework, the launch of the EU labour mobility training programme and sectoral workshops on CJIs and risk assessment. These activities were aimed at national administrations, social partners and various stakeholders.

Moreover, ELA launched the first call for good practices as part of the good practice exercise, with the aim being to collect good practice examples in various areas in which ELA is operational. The call was open to Member States' administrations, but also to other stakeholders operating at the national, regional or local level, including social security institutions, civil society organisations and social partner organisations. For 2022, the call for good practices had two thematic focuses, namely the enforcement of the legislation on road transport and the provision of information on seasonal work. The call closed in October 2022 and 20 good practices were submitted by nine Member States. Currently under analysis, the selected good practices will be presented and recognised at ELA's annual conference in 2023.

To offer a combination of activities and practical support to enhance the capacity for and knowledge of the consistent enforcement of EU law within ELA's scope, as set out by its founding regulation (Article 11), the Authority created its own mutual learning and understanding framework. This framework aims to stimulate mutual learning and understanding between the Member States on areas related to EU labour mobility by providing an umbrella under which specific programmes are launched. The aim of the framework is to contribute to the exchange of good practices, the identification of common challenges and the creation of deep cooperation and policy solutions with concerned and interested Member States, while also strengthening a culture of mutual trust and cooperation among ELA's stakeholders.

In 2022, the Authority launched its first programme under the mutual learning and understanding framework. In close cooperation with the European Commission, the IMI-PROVE mutual learning and understanding programme was launched, aiming to strengthen cooperation and mutual assistance between Member States by fostering a stronger and more effective use of the IMI modules for the posting of workers and road transport. During the year, several activities were developed under the IMI-PROVE mutual learning and understanding programme to support Member States in the coherent and effective use of the IMI tool. These activities also gathered feedback on the challenges and functionality of the system, including the reasons for the low uptake of some of the modules, with the aim of promoting and enhancing cooperation and the use of IMI. The Authority organised four meetings with practitioners from the Member States and the European Commission.

These activities resulted in the setting up of a stable forum of national users of the IMI modules on the posting of workers and road transport. In addition, four parallel mutual learning pillars were launched for sharing practices and improving the use of the IMI modules, and practical workshops were held on tackling letterbox companies in road transport.

In addition, in 2022, the Authority prepared a second mutual learning and understanding programme, namely the Posting 360 programme, to be launched in 2023. The Posting 360 programme aims to strengthen cooperation between experts and practitioners from ELA, the Commission, the Member States and social partners with a view to ensuring the effective enforcement of EU and national rules on the posting of workers, from both a labour law and a social security perspective. The programme will be launched in 2023.

To improve the cross-sectoral understanding of EU labour mobility issues, to support the enforcement of fair labour mobility and to develop the capacity of junior staff members of national authorities, the Authority launched an annual training

programme on EU labour mobility within the remit of its mandate. In 2022, the training took place in July in Brussels and was attended by junior professionals from the 27 Member States, from all areas of labour mobility, including the social partners. The aim was to give them an overview of all areas of EU labour mobility legislation. The training included study visits to three Belgian institutions – the Federal Public Service of Employment, Labour, and Social Dialogue; the National Social Security Office; and the National Institute for the Social Security of the Self-employed – including a demonstration of the Limosa system, allowing the participants to gain an insight into the coordination and implementation of the EU labour mobility rules. All participants were also given a certificate of attendance. A learning compendium was also prepared and circulated to all of the participants.

Building on the outreach and initial consultations in 2021, ELA aimed to further engage with different stakeholders, particularly the existing national training centres (NTCs) for labour inspectors in the development and delivery of capacity-building activities. For this purpose, the Authority launched an analysis of the training needs of the staff of labour inspectorates from EU Member States who are or will be involved in the organisation and implementation of CJIs. The Authority started by identifying potential synergies between and strengthened its engagement with two NTCs (in Spain and France) in the development of joint activities. The first joint action between ELA and the Spanish NTC took place in October for the workshop on CJIs at the premises of the Spanish NTC. This workshop aimed to make CJIs more efficient, effective and useful for fair labour mobility across the EU and to ensure consistent enforcement of EU law in the area under the Authority's mandate. The joint action between ELA and the French NTC took place in December for an ELA national event at the premises of the French NTC. These two occasions kicked off discussions with these NTCs on future joint activities to take place in 2023. During 2022, the Authority also initiated its cooperation with the ILO's International Training Centre: during a visit in December 2022, several capacity-building events were discussed and planned for 2023.

In 2022, the Authority also started the preparatory work for determining a multiannual capacity-building strategy to procure an online learning platform and to set up the first community of practice.

Table 6. Summary of expected results and indicators: capacity building

Activities	Objectives	Results/indicators
<i>Capacity building</i>		
<p>ELA capacity-building centre activities</p>	<p>ELA will organise specific training sessions and develop further learning tools for online and offline communication methods, as well as tools for the following areas of work: information and services, mediation, labour mobility analyses, and risk assessment and inspections</p>	<p>Indicator: Number of activities delivered face to face and online per year (as well as in direct response to the training needs expressed by stakeholders)</p> <p>Result: A total of seven events were planned and delivered both face to face and online during the second half of the year. Four events (two online and two on-site) were organised under the IMI-PROVE programme. In July, the first training programme on EU labour mobility was organised in Brussels. In October, the workshop on CJs took place in Madrid in cooperation with the Spanish NTC and the Enforcement and Analysis Unit. In addition, in December, the workshop on exchanging data for risk assessment and GDPR took place in Athens, organised in cooperation with the Enforcement and Analysis Unit.</p> <p>Indicator: Number of participants of activities per year; key stakeholders reached</p> <p>Result: The activities had an average of 82 participants each and provided an opportunity to reach an average of 41 different stakeholders and national authorities per event. The four events organised under the IMI-PROVE programme had a total of 277 participants. The training programme on EU labour mobility in Brussels had 155 participants, of which 55 were on-site and 100 were online. The workshop on CJs in Madrid was attended by 80 participants. Finally, the workshop on exchanging data for risk assessment and GDPR in Athens was attended by 63 participants.</p> <p>Indicator: Satisfaction rate of participants</p> <p>Result: Most of the respondents to the satisfaction survey evaluated their satisfaction as strongly positive for three out of the four activities.</p>

Activities	Objectives	Results/indicators
<p>Collection of good practice examples and organisation of relevant events</p>	<p>The call for good practices will be ongoing, aiming to identify such measures at the Member State level</p> <p>ELA will organise relevant events and publicise and promote this activity online</p> <p>ELA will aim to build up an inventory of good practice examples</p>	<p>Indicator:</p> <p>Number of good practices identified</p> <p>Result:</p> <p>The first call for good practices was launched in June 2022, with the aim being to collect good practices on road transport and seasonal work. The call was closed on 15 October 2022 and 20 good practices were received.</p> <p>Indicator:</p> <p>Interest generated in the call; interest in the activities/relevant events (participation and media)</p> <p>Result:</p> <p>The call for good practices was advertised on ELA social media channels (LinkedIn, Twitter and Facebook) and on ELA's website. The call was posted several times on each of the social media channels: four times on LinkedIn, four times on Facebook and five times on Twitter. A total of 24 717 impressions (number of times in which the posts were displayed) were generated, of which 6 794 were on LinkedIn, 1 651 were on Twitter and 16 272 were on Facebook. The total number of clicks that came through the social media promotion of the call was 818, of which 382 were on LinkedIn, 13 were on Twitter and 423 were on Facebook.</p> <p>Regarding the engagement through ELA's website, the news article about the call for good practices was published in June and the web page with detailed information about the call went live at the same time. In the period between mid July 2022 and mid January 2023, the two web pages reached a total of 1 438 views, of which 342 were of the news article and 1 096 were of the call web page.</p> <p>Indicator:</p> <p>Good practices submitted</p> <p>Result:</p> <p>The first edition of the call for good practices received a total of 20 submissions from nine Member States. The topic of the call can vary each year and in 2022 the priorities were road transport and seasonal work.</p> <p>For the road transport sector, ELA received six good practices focusing on the approaches adopted in relation to EU road transport legislation.</p> <p>For seasonal work, ELA received 11 good practices focusing on access to easy-to-understand, user-friendly, complete and up-to-date information on rights and obligations for seasonal workers and employers and on the challenges of the sector. The theme of the remaining three good practices was the posting of workers.</p>

Activities	Objectives	Results/indicators
<p>ELA mutual learning and understanding programme</p>	<p>ELA will propose a mutual learning and understanding programme to achieve a coherent level of understanding of EU law within ELA's remit</p>	<p>Indicator: Number of events organised</p> <p>Result: Under the mutual learning and understanding framework, a total of four events on the IMI-PROVE programme were organised in 2022. The first was a hybrid event held in Bratislava in June with the purpose of launching the IMI-PROVE programme. The second and third events were held online in October and November. The topic of both of these events was the third pillar of the programme: IMI modules for information requests on the posting of workers. Finally, the fourth event organised was a hybrid event held in Bratislava in December.</p> <p>Indicator: Interest and participation in organised events; satisfaction rates of participants</p> <p>Result: The IMI-PROVE programme was attended by a total of 277 participants. The first event brought together 78 participants (30 on-site and 48 online). The second and third events, which were held online, were attended by 58 participants in total: 27 in October and 31 in November. Finally, the fourth event had 141 participants: 36 on-site and 105 online. Most of the respondents to the satisfaction survey of the four activities evaluated their satisfaction as strongly positive and demonstrated significant interest in the IMI-PROVE programme.</p>
<p>Training activities on EU labour mobility</p>	<p>Training activities, including through online methods, will be organised in relation to general or specific areas of EU labour mobility law</p>	<p>Indicator: Training activities organised</p> <p>Result: In July 2022, the first training programme on EU labour mobility took place in Brussels. The training targeted young professionals working in the labour mobility field from all 27 Member States, as well as social partners. The training provided a first introduction to and general overview of the main topics and concepts of EU labour mobility that fall within ELA's areas of competence. In addition, the training included study visits to three Belgian national authorities.</p> <p>Indicator: Number of participants</p> <p>Result: The training programme on EU labour mobility was attended by 155 participants, of which 55 were on-site and 100 were online.</p> <p>Indicator: Satisfaction rates of participants</p> <p>Result: Most of the respondents to the satisfaction survey of the training programme evaluated their satisfaction as strongly positive.</p>

Activities	Objectives	Results/indicators
<p>Coordination with the four national training centres for labour inspectors</p>	<p>ELA seeks to further engage with the four existing national training centres for labour inspectors. In 2022, a roadmap for moving forwards will be set up</p>	<p>Indicator: Number of outputs generated</p> <p>Result: A total of five outputs were generated from the engagement between ELA and the NTCs for labour inspectorates. The roadmap prepared and agreed between ELA and the NTCs in 2021 entered into force, with the inclusion of a list of potential joint activities for cooperation. In addition, the Authority launched a training needs analysis for staff of competent national authorities dealing with cross-border labour mobility, and a questionnaire to gain NTCs' input on their needs. To conclude, ELA and the NTCs planned and delivered two joint actions: one with the Spanish NTC, in October, and another with the French NTC, in December.</p> <p>Indicator: Number of interactions</p> <p>Result: The Authority interacted several times with the NTCs over the year. First, a preparatory meeting was held in March with three NTCs in which the parties agreed that the Authority would carry out a training needs analysis for staff of competent national authorities dealing with cross-border labour mobility that execute or participate in tasks related to the initiation, organisation and implementation of CJs. The results of this evaluation will be used to design future suitable training programmes. Moreover, the Authority organised two events with the Spanish and French NTCs. In October, a workshop on CJs was held in the premises of the Spanish NTC in Madrid. The overall objective of the workshop was to contribute to making CJs more efficient, effective and useful for fair labour mobility across the EU and to ensure the consistent enforcement of EU law in the area under the Authority's mandate. Finally, in December, at an ELA national event, a final joint action was held in the premises of the French NTC.</p>
<p>Promoting ELA's capacity-building activities</p>	<p>A dedicated section on ELA's website will be created for capacity building, including setting up communities of practice in the form of a members-only section for (former) participants in capacity-building activities that is moderated and updated on a regular basis with the aim of fostering a network of multipliers</p>	<p>Indicator: Interest of the Member States in participating in training; visits to and downloads of training material from ELA's website</p> <p>Result: The interest of the Member States in participating in training is high, as demonstrated by the rate of participation of each event, as shown above. Once ELA's new website is created, ELA envisages collating all training materials together on the website. However, during 2022, access to these materials was provided only via other secured tools for sharing information.</p> <p>Indicator: Use of forum and take-up of additional functions by stakeholders</p> <p>Result: Research is still ongoing on the type of system to use to build an online platform for access to and exchanges of information and training materials by stakeholders.</p> <p>Indicator: Information and functions on the website that stakeholders deem relevant</p> <p>Result: Web pages and news stories related to the main capacity-building activities were published on ELA's website. Once ELA's new website is finalised, new functions regarding capacity building will be created to improve access to information.</p>

1.3. Pillar III: Information

1.3.1. Information and services

The main objective of the Authority in the area of access to information and services in 2022 was to expand its topics and tools to support the provision of online and offline information to individuals, workers and employers. In line with ELA's mandate, particular attention was paid to the topics of the posting of workers, the free movement of workers (with a continued focus on seasonal work) and (as a new topic) the social aspects of international road transport.

Information on these topics was provided through a variety of (partly) newly developed tools. Continuing from 2021, ELA offered Member States the opportunity for their official national websites on the posting of workers to be peer-reviewed (by other Member States, social partners and the European Commission). Four countries took advantage of this service. The findings were provided to the Member States in the form of a review report, with constructive recommendations on how to further improve the accessibility, quality and user-friendliness of relevant information. In addition, two Member States were provided with hands-on workshops for tailored discussions and advice on how to further improve their national websites. Since its establishment, ELA has coordinated 18 reviews of national posting websites. The lessons learned have been summarised in a practical booklet, a first draft of which was discussed in the Working Group on Information and will be finalised in 2023. Furthermore, for three Member States, a review of the website information on the posting of drivers was conducted. Similarly, at the European level, ELA facilitated a review of the parts of the Your Europe portal dedicated to posting in the road transport sector.

Building on the experiences of the previous year, in 2022 ELA designed and implemented an information and awareness-raising campaign related to the social dimension of international road transport. More details on the campaign are included in Section 1.4.3 'Communication and outreach'.

As part of its new initiatives, ELA organised its first local events in three Member States, aiming to provide information directly to workers and employers in the road transport sector. The intention was to complement the campaign activities by providing more in-depth information, tailored to the needs of the target groups (i.e. drivers and operators). In addition, a series of mutual learning and exchange events were organised that were focused on the provision of information to seasonal workers and their employers. About 60 representatives of different types of institutions (such as ministries, public employment services, labour inspectorates, customs authorities, trade unions, employer organisations and the European employment services (EURES) network) from 10 Member States were brought together to discuss challenges, gaps and solutions in this regard. As it was the European Year of Youth, one of the workshops was specifically devoted to young seasonal workers and their employers.

From a horizontal perspective, ELA continued to offer the services of its Information Translation Facility to the Member States, to support the accessibility of official national websites on labour mobility in various national languages (EU and non-EU). In the first half of the year, the eligibility of this service was extended to documents related to information provision to beneficiaries of the temporary protection directive⁶ to contribute to avoiding labour exploitation and undeclared work. The Information Translation Facility is implemented through the Translation Centre for the Bodies of the European Union. Overall, about 350 translations have been facilitated, on the posting of workers, the free movement of workers, road transport and the prevention of undeclared work, abuse, discrimination and exploitation of those displaced from Ukraine.

ELA also further enhanced its cooperation with EU-level providers of information and assistance related to intra-EU labour mobility. In particular, the cooperation with Your Europe is now operational, which was achieved through several activities to jointly improve the portal information. In addition, ELA launched a survey among social partners and the EURES network about their awareness of, use of and satisfaction with these EU-level mobility services. The results are expected in the first half of 2023. Aiming to improve information provision through the EURES portal, ELA launched a tender to review the methodology of compiling and presenting the information in the labour market information section of EURES. The contract was signed at the end of 2022; the results are expected to be available at the end of 2023.

Finally, in another new horizontal information activity, ELA launched a tender to assess the feasibility of an innovative digital information tool at the European level. The contract was signed at the end of 2022, with the results expected in late 2023.

As in previous years, ELA's information activities in 2022 were supported by the Working Group on Information. In 2022, two strategic meetings (in which all topics and tools were discussed) and five thematic meetings were organised.

⁶ Council Directive 2001/55/EC of 20 July 2001 on minimum standards for giving temporary protection in the event of a mass influx of displaced persons and on measures promoting a balance of efforts between Member States in receiving such persons and bearing the consequences thereof (OJ L 212, 7.8.2001, p. 12).

Table 7. Summary of results and indicators: information and services

Activities	Objectives	Results/indicators
<i>Information and services</i>		
Working Group on Information	Four meetings per year	<p>Indicator: Number of peer reviews completed</p> <p>Result: Seven meetings of the Working Group on Information were held (two strategic and five thematic), four peer reviews were conducted of national posting websites, three reviews were undertaken of national website information on the posting of drivers and a review was undertaken of the various web pages of the Your Europe portal dealing with road transport.</p> <p>Indicator: Number of guidance materials for websites and assistance to national services</p> <p>Result: Four review reports on national posting websites were published and three review reports on national website information on the posting of drivers were published. In addition, a draft booklet on the lessons learned from peer reviews of national posting websites was produced.</p>
Translation	Facilitating Member States' requests	<p>Indicator: Number of requests processed; implementation of activities in line with the agreed strategy</p> <p>Result: There were 113 eligible translation requests, 183 documents were translated and there were a total of 421 translations (language versions).</p>
Information support service	Facilitating the information activities of ELA	<p>Indicator: Number of deliverables finalised</p> <p>Result: Tender specifications were developed and a contract was signed to review the labour market information section of the EURES portal. Tender specifications were developed and a contract was signed for a feasibility study on innovative digital information tools. A survey was undertaken to explore social partners' and the EURES network's awareness of EU labour mobility services.</p>
Sectoral workshops	Up to four workshops	<p>Indicator: Representation of key stakeholders</p> <p>Result: Two workshops were held on effective information provision in seasonal work, with each having about 60 participants from different institutions (ministries, public employment services, social protection authorities, customs authorities, labour inspectorates, the EURES network and social partners) of 10 Member States. Three information and awareness-raising events were held for drivers and operators in international road transport, with participation of national authorities and social partners.</p>

1.3.2. European employment services (EURES)

After the transition of the European Coordination Office (ECO) of EURES to ELA in 2021, 2022 was characterised by further consolidating and professionalising ELA's activities related to the coordination of the human network and the EURES portal.

In 2022, ELA organised two meetings of the EURES Coordination Group (ECG), with new features introduced to the agenda, such as a strategic discussion on EURES activities related to young people (in line with the European Year of Youth) and a follow-up discussion on the prioritisation of potential action points derived from the bilateral meetings between ECO and the EURES national coordination offices (NCOs) in 2021. The November ECG meeting was run in close cooperation with the Czech Presidency of the European Council. An additional ad hoc ECG meeting was organised in September to inform the network about EURES's involvement in the EU Talent Pool Pilot (see below).

ECO continued to support the EURES programming cycle by reviewing the 2021 activity reports of the EURES countries, by launching an improved IT tool for NCOs to compile their programming documents and by organising a round table and workshop to kick off the development of the 2023 national work programmes. Similarly, ECO supported the NCOs in their activities related to EURES's performance measurement, such as conducting a webinar to clarify indicators and data needs and reviewing the compiled reports.

After a new framework contract for the EURES Training Academy was signed, ECO engaged in the induction phase with the new contractor, identified training needs from the network, ensured the establishment of a training catalogue and ensured the provision of training. Towards the end of the year, discussions on new training offers with the contractor started, and an improved mechanism for direct controls / quality assurance of training offers was established.

ECO continued EURES information and communication activities, such as regular newsletters, articles for the portal and the extranet, social media and other promotion activities, targeting the network, jobseekers and employers. This followed the new EURES communication strategy adopted at the end of 2021, which also included support being provided to the network for its implementation (such as webinars on how to apply the new strategy and the new branding and the provision of communication materials, templates and style guides). In October, ECO launched a specific EURES campaign aiming to attract young people and their potential employers to EURES and, in the final quarter of 2022, some first ideas were generated for the communication activities related to EURES's 30th anniversary in 2024 and were discussed with the ECG.

Combining EURES training and communication activities, in June ECO organised a 'EURES in action' event, providing network members with the opportunity to meet and exchange information on challenges and solutions for effective communication with and information provision to jobseekers and employers.

ECO continued to support the European Online Job Days by providing national and cross-national events with organisational, technical and content-oriented support (through a contractor) to the NCOs. In autumn, a mutual learning event as part of the European Online Job Days was organised to gain feedback from the NCOs and discuss the potential for improvement.

Regarding ELA's mandate to regularly provide information on labour shortages and surpluses, a new tender was launched in the first quarter of 2022; subsequently, a contract was signed and data gathering took place in the second half of the year. Methodological improvements and additional features were introduced, with the aim of upgrading the scientific soundness and meaningfulness of the information presented. The draft final report was submitted to ELA in December 2022, and publication is planned for March 2023.

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. In this role, ECO organised two meetings of the Interoperability Contacts Group, which, in cooperation with the European Commission, ensures the continuous maintenance of the portal functionalities and further development. In 2022, EU Login was implemented for EURES, and business requirements for an improved matching engine were developed and launched. ECO also worked on establishing a forward-looking EURES portal strategy for 2023–2030, based on methodological triangulation including substantial stakeholder consultations. The strategy is planned to be finalised in mid 2023.

Another achievement in 2022 was the implementation of the EU Talent Pool Pilot through the EURES portal, with the aim being to facilitate the labour market integration of the beneficiaries of the temporary protection directive, that is, people displaced from Ukraine. This collaborative activity between the Directorate-General for Employment, Social Affairs and Inclusion, the Directorate-General for Migration and Home Affairs, and ELA was launched in October, with ELA being responsible for the design and maintenance of the landing page of the initiative, for ensuring business continuity of the pilot, for training institutional users and for communication activities. As regards communication activities, this involved a large information campaign launched in October, which will be continued and enforced in 2023.

Table 8. Summary of results and indicators: EURES

Activities	Objectives	Results/indicators
Coordination and network governance	ECG meetings and smaller-scale meetings (mutual learning events and a programming workshop)	<p>Indicator: At least three ECG meetings organised</p> <p>Result: Two regular meetings and one ad hoc ECG meeting were held.</p> <p>Indicator: Number of mutual learning events organised (around four)</p> <p>Result: Two Interoperability Contacts Group meetings, four Communication Working Group meetings, one EURES in action event, one European Online Job Days mutual learning event and one performance measurement system mutual learning event were held.</p>
	Admission of new members and partners into the network	<p>Indicator: Number of new members and/or partners admitted</p> <p>Result: 25 new members and partners were admitted.</p>
Annual programming cycle	Preparation of the ECO work programme; joint revision of country work programmes and summary report	<p>Indicator: Adoption of ECO's 2022 work programme</p> <p>Result: The work programme was adopted.</p>
	Programming cycle workshop to prepare 2023 programmes	<p>Indicator: Adoption of the 2022 national work programmes following a joint review and delivery of a summary report on programming in Q2</p> <p>Result: The national work programmes were adopted.</p> <p>Indicator: Organisation of the annual programming cycle workshop in Q4 for 2023 programmes</p> <p>Result: One programming cycle workshop and one programming cycle round table were held.</p>
Performance measurement system	<p>Annual consolidated performance measurement system (PMS) report related to the year 2021</p> <p>Joint Analysis Report 2021</p> <p>2022 first semester PMS report</p> <p>Improvements in the data collection process and streamlining with the programming cycle</p>	<p>Indicator: Delivery of the performance measurement system annual report and joint analysis report related to 2021 in Q2 2022</p> <p>Result: Both reports were delivered.</p> <p>Indicator: Delivery of the first semester report by Q4 2022</p> <p>Result: The report was delivered.</p>
Portal	<p>Increased number and improved quality of vacancies made available and posted on the portal, as well as increasing number of clients registered (jobseekers and employers)</p> <p>Improvements in the interoperability with national systems and with European Skills, Competences, Qualifications and Occupations (ESCO)</p> <p>Continuity of the IT infrastructure and services including the Helpdesk, and provision of translation of the content of the EURES Portal where needed</p>	<p>Indicator: Web-mastering for the EURES portal (around 320 tickets)</p> <p>Result: 200 tickets were reached.</p>

Activities	Objectives	Results/indicators
		<p>Indicator: Increased number of unique visitors to the EURES portal (based on performance measurement system (ECO) data)</p> <p>Result: There were 23 166 306 unique visitors to the EURES portal.</p> <p>Indicator: Increased number of jobseeker profiles registered on the EURES portal</p> <p>Result: 14 728 jobseeker profiles were registered on the EURES portal (- 77 % compared with 2021; the drop is probably related to the introduction of EU Login double-authentication requirements).</p> <p>Indicator: Increased number of employers registered on the EURES portal</p> <p>Result: 554 employers were registered on the EURES portal (- 37 % compared with 2021; the drop is probably related to the introduction of EU Login double-authentication requirements).</p> <p>Indicator: Increased number of vacancies held, made publicly available and posted on the EURES portal by EURES members and partners</p> <p>Result: The stock of vacancies was 2 547 326 (+ 3 % compared with 2021) and the inflow of vacancies was 27 344 626 (+ 189 % compared with 2021).</p> <p>Indicator: Increased customer satisfaction with the functionalities and information on the EURES portal</p> <p>Result: Customer satisfaction with information slightly increased (total average), reaching 3.53 (3.49 in 2021). Customer satisfaction with online services slightly decreased (total average), at 3.39 in 2022 (3.43 in 2021).</p>
EURES – training	<p>Training sessions for the staff in the EURES Network</p> <p>Training coordinators meetings</p>	<p>Indicator: Completion of about 60 training activities assisting staff operating in the organisations participating in the EURES network</p> <p>Result: 69 training sessions were delivered.</p> <p>Indicator: Organisation of two training coordinators meetings</p> <p>Result: Two training coordinators meetings were held.</p> <p>Indicator: Increased satisfaction of participants</p> <p>Result: Satisfaction of participants is similarly high for 2021 and the first half of 2022 (latest data available), with satisfaction indices consistently ranging between 80 % and 100 %.</p>

Activities	Objectives	Results/indicators
European (Online) Job Days	Continuity of the IT infrastructure and services; online and on-site recruitment fairs to match jobs with people across Europe	<p>Indicator: Around 25 European Online Job Days events organised</p> <p>Result: 45 European Online Job Days events were held.</p> <p>Indicator: Increased number of individuals reached at events; increased satisfaction of participants</p> <p>Result: 45 495 jobseekers were reached (compared with 38 199 in 2021 and 34 451 in 2020) and 1 909 employers were reached (compared with 1 989 in 2021 and 851 in 2020). There is no information about the development of the satisfaction of participants, as the mechanism to collect this information was changed in Q3 2022; the average satisfaction score for employers was 5.5 (out of 10) and for jobseekers was 6.7 (overall average, partly based on the extremely low number of respondents to the satisfaction survey).</p>
Communication	<p>Increased social media presence of EURES, thanks to coordinated communication efforts at the ELA level, among other things</p> <p>Monthly articles on the EURES portal extranet and newsletters</p> <p>Videos, podcasts and webinars</p> <p>Communication campaign on specific EURES topic</p>	<p>Indicator: Increased social media presence of EURES, including thanks to coordinated communication efforts at the ELA level</p> <p>Result: Social media presence (EURES central channels, ECO-managed):</p> <ul style="list-style-type: none"> • 2 188 posts related to EURES (- 5.2 % compared to 2021), • Reach of posts related to EURES: 68 862 278 (+ 84.4 %), • Number of comments, likes and shares related to EURES: 76 824 (+ 9.8 %), • Number of fans: 453 727 (+ 5.5 %). <p>Indicator: Production of about four articles per month published on the EURES portal or extranet (only for members)</p> <p>Result: Four articles per month were published on average on the EURES portal and extranet, with a total of 48 news articles published on the extranet and 48 news articles published on the EURES portal.</p> <p>Indicator: Production of four infographics</p> <p>Result: Five infographics were produced.</p> <p>Indicator: Production of about two EURES-specific videos and two podcasts</p> <p>Result: One new video (TikTok promotion) and two short-story videos (in the framework of the youth campaign) were produced. No new podcasts were produced.</p> <p>Indicator: Organisation of one campaign on EURES-specific topic</p> <p>Result: One EURES-specific campaign on young people was organised, and one campaign on the EU Talent Pool Pilot initiative was organised.</p>
Report on labour shortages and surpluses	Analysis and subsequent report on labour shortages and surpluses	<p>Indicator: Delivery of the yearly report by Q4 2022</p> <p>Result: The delivery of the report was delayed owing to data collection during summer (requiring longer deadlines for delivery because of the holiday season); a draft of the final report was delivered in December 2022, and publication is planned for March 2023. The preliminary results were presented to support programming cycle activities.</p>

1.4. Governance and coordination

1.4.1. Management, policy coordination and planning

In 2022, ELA focused on strengthening its internal processes. ELA developed several standard operating procedures or written instructions to formalise its horizontal internal procedures and adopted seven of them in 2022. Furthermore, ELA started an internal project (the service delivery model) to specify the main operational and horizontal services, to identify gaps in the delivery of these services compared with the target level and to prepare an action plan for improving these services' delivery with appropriate prioritisation. ELA was able to increase the efficiency and predictability of the workflows related to the preparation, running and follow-ups of the meetings of the Management Board and the Stakeholder Group.

The Authority also reinforced the internal coordination efforts related to horizontal topics. First, the Framework for Action on Road Transport was coordinated throughout ELA by a dedicated coordination structure, namely the Task Force for Road Transport, with the objective being to secure synergies and information flows regarding ELA's activities while attaining the set objectives. Furthermore, the coordination of the preparatory work in relation to the construction sector was implemented by organising a workshop with social partners followed by a thematic discussion with the Stakeholder Group and the Management Board.

In 2022, ELA started its work to encourage the use of innovative approaches to effective and efficient cross-border cooperation and to promote the potential use of digital tools to facilitate the access to data and the detection of fraud. To promote the exchange of experiences among Member States regarding the digitalisation of labour mobility, the Authority carried out a mapping exercise of the digital tools used by Member States' authorities to enable a better understanding of the functioning of the digital tools used across Member States. These mapping exercises culminated in a workshop on innovative digital tools, which was targeted at IT specialists from national authorities, in which selected national solutions were shared among the authorities in a more detailed way, which was then followed by an interactive expert discussion.

To further support digital innovation, the Authority conducted an open call for papers addressed to the public and private sectors and academia. The aim was to identify innovative digital approaches that could be used in labour mobility. It also aimed to identify potential speakers for the first ELA TECH Conference, held in November 2022. The conference, focused on innovative digital solutions for labour mobility, brought together IT specialists and policy experts to discuss digitalisation in the field. During the conference, eight specific solutions submitted under the call for papers were presented.

In 2022, ELA, for the first time, presented a work programme within a multiannual framework (the single programming document for 2022–2024). In this context, ELA continued to improve its programming documents. ELA identified the main strategic areas of work and its objectives and developed a new set of KPIs linked with the strategic areas. These indicators, included in its single programming document for 2023–2025, will be used as of 2023.

1.4.2. Compliance and internal control systems

ELA continued its work to strengthen its internal control systems to maximise the organisation's performance and its ability to handle risks and opportunities while executing its tasks efficiently and complying with the applicable regulations. In particular, ELA increased the efficiency of its risk management, performed its annual risk mapping and established a risk register. ELA also contributed to the peer review risk exercise with its sister agencies.

In the area of compliance, ELA continued its work on the efficient implementation of its non-conformity reporting and the resulting follow-up actions to mitigate similar occurrences in the same procedural areas in the future.

1.4.3. Communication and outreach

In 2022, the Authority designed, implemented and coordinated the information and awareness-raising campaign #Road2FairTransport. The main aim of the campaign was to provide drivers and operators with information on the applicable EU social legislation in the road transport sector and to raise awareness of the benefits of declared work. The main active campaign period was from mid October to mid December 2022, while smaller-scale activities also continued in 2023. The campaign activities were set up in close cooperation with campaign partners in the EU Member States, EU social partners and the European Commission (the Directorate-General for Mobility and Transport). In addition to a social media campaign on Facebook, LinkedIn, Twitter and a campaign on YouTube and Google Ads, ELA launched a campaign website and produced leaflets for drivers, posters, templates and thematic videos, all to be used in national contexts. In addition, ELA chose two fairly new and innovative campaign elements: first, an outdoor advertising campaign with informative billboards along highway E30 from Warsaw to Amsterdam via Berlin and, second, campaigning via a mobile navigation application,

with targeted campaign information appearing on mobile telephone screens of truck drivers. These new communication channels were chosen to reach this particularly mobile target audience. The first campaign results show over 125 million campaign impressions across social media and the application. The campaign videos were watched more than 9.6 million times. In addition, the outdoor advertising had a reach of 15.8 million people.

In addition to this large campaign, driven by the emerging circumstances, a smaller information and awareness-raising campaign, #StandWithUkraine, was launched in the first half of 2022 that addressed the labour market situation of those fleeing the Russian war of aggression against Ukraine.

The Authority continued to develop its relationships with other EU agencies and bodies and commenced its cooperation with international organisations (e.g. ILO and IOM). In 2022, the Authority concluded a memorandum of understanding with the European Commission and Eurofound. The cooperation arrangements were finalised with Cedefop and EU-OSHA, to be signed early in 2023. The five agencies under the remit of the Directorate-General for Employment, Social Affairs and Inclusion (Eurofound, EU-OSHA, Cedefop, the European Training Foundation (ETF) and ELA) co-organised an event in September 2022 in the European Parliament focusing on the European Year of Youth. The aim was to share their insights and discuss the challenges and opportunities for young people on the European labour market in times of uncertainty. The Authority also cooperated with other bodies and agencies, such as Europol.

Based on the cooperation arrangements concluded in 2021, the Authority intensified its cooperation with the Administrative Commission and with the Solvit network. Regarding the Administrative Commission, the Authority started discussions with the aim of exploring joint horizontal cooperation in matters of social security coordination. In addition, regular meetings between the Administrative Commission and ELA took place, and arrangements were finalised for the participation of ELA representatives in meetings of the Administrative Commission and of representatives from the Administrative Commission in meetings of the Management Board.

Finally, ELA continued its close cooperation with the social partners, building on the social partners liaison function established within its internal structure. The Authority also continued its close cooperation with sectoral social partners. In particular, sectoral social partners in the construction sector provided useful input into the preparation of ELA's activities related to that sector in 2023. ELA also organised an event for European sectoral social partners to introduce its mandate and activities and to gain further input for future activities.

Table 9. Summary of results and indicators: governance and coordination

Activities	Objectives	Results/indicators
Management and planning	<p>To ensure the good functioning of ELA's management structures (Management Board, Stakeholder Group, working groups) and efficient internal processes. Oversight of the implementation of the 2022 work programme and budget as adopted by the Management Board and in compliance with the regulatory framework</p> <p>As regards programming, ELA will comply with the legal requirements, most notably the production of the single programming documents</p>	<p>ELA increased the effectiveness of the planning, preparation, execution and follow-ups of the Management Board and the Stakeholder Group meetings, including regular information flows. The implementation of the work programme was monitored on a regular basis. Nearly all of the actions planned in the programming documents were implemented. The single programming documents for 2023–2025 and for 2024–2026 were approved by the Management Board and submitted to the EU institutions in line with the regulatory framework.</p>

Activities	Objectives	Results/indicators
Coordination	<p>Ensuring adequate horizontal coordination of operational activities, strategic policy coordination, stakeholders' engagement, and development of the overall environmental policy</p> <p>Consolidation of information workflows within the Authority, introducing internal procedures and policies as important tools for effective delivery of its mandate</p>	<p>Horizontal coordination of the key ELA initiative in 2022 – the Framework for Action on Road Transport – was carried out. Furthermore, work on digital innovations in the labour mobility field was kicked off by organising a dedicated workshop and the ELA TECH Conference. Finally, a workshop and meetings of the Management Board and the Stakeholder Group were organised to lay the groundwork for the focus on the construction sector next year.</p> <p>In addition, seven standard operating procedures were adopted in 2022. Internal processes and services were analysed within the service delivery project to identify those that need further reinforcement.</p>
Compliance and internal control systems	To streamline ELA's internal control systems to support ELA operations by performing and evaluating risk management, governance, and internal control processes of the Authority to provide independent and objective assurance to the Executive Director and the Management Board	ELA's code of good administrative behaviour was adopted, as was ELA's conflict of interest policy revision of the standard operating policy on non-conformity events. In addition, charters for the authorising officers, for the authorising officers by delegation and for the accountant were adopted and the ELA risk register was established.
Communication and outreach	<p>ELA will continue with information campaigns and will develop and/or consolidate its collaboration with national multipliers in EU Member States</p> <p>In close cooperation with experts working on the specific core tasks of the Authority, the communication team will contribute to dissemination and outreach activities</p>	The #Road2FairTransport campaign was implemented in 2022. Furthermore, a smaller campaign focused on people fleeing the Russian war of aggression against Ukraine was organised. Implementation of the campaigns was carried out in close cooperation with campaign partners, particularly Member States and social partners.
	<p>ELA will also reinforce its digital presence by:</p> <ul style="list-style-type: none"> developing its social media exposure by increasing the number of followers (by at least 10 %) and reach, and by consolidating its presence on digital channels; developing its website design, content and functionalities further to match the visual identity and technical needs of ELA. ELA will also organise the annual conference and at least one information campaign. 	<p>ELA's social media channels have more than 20 000 followers. The revamp of the website continued.</p> <p>The ELA TECH Conference was held, focusing on digital innovations in the labour mobility field.</p>

2. Management

This section includes updates on the cross-cutting activities, including governance, the management of resources and other support activities for the Authority. It also provides an overview of the significant risks and control issues highlighted to and discussed with the Management Board and significant issues approved or decided by the Management Board.

2.1. Governance

2.1.1. Management Board

The Authority is governed by the Management Board, which provides ELA's strategic orientation and oversees its activities. The ELA Management Board meets at least twice a year and 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 the EU level, equally representing trade union and employer organisations. Representatives from non-EU countries that are applying EU law in areas covered by ELA's founding regulation participate as observers. A representative of Eurofound, a representative of EU-OSHA, a representative of Cedefop and a representative of the ETF also hold observer status.

The ELA Management Board met three times in 2022 (March, June and November). The ELA Management Board was presented with 53 documents and adopted 22 decisions. The main decisions of the ELA Management Board include:

- Decision No 3 – Memorandum of Understanding between the European Commission and the European Labour Authority;
- Decision No 4 – Memorandum of Understanding Between the European Foundation for the Improvement of Living and Working Conditions and the European Labour Authority;
- Decision No 7 – Appointment of mediators, Chair, Deputy Chairs, and experts of the Mediation Board;
- Decision No 17 – Memorandum of Understanding Between the European Labour Authority (ELA) and the European Centre for the Development of Vocational Training (Cedefop);
- Decision No 18 – Framework for cooperation between the European Agency for Safety and Health at Work (EU-OSHA) and the European Labour Authority (ELA);
- Decision No 19 – European Labour Authority's Conflict of Interest Policy.

2.1.2. Executive Director

The Executive Director is ELA's legal representative and is responsible for the day-to-day management of the Authority and the implementation of the tasks assigned to the Authority by its founding regulation. Mr Cosmin Boiangiu was officially appointed as ELA Executive Director on 10 December 2020 and took office on 16 December 2020, with 2022 being his second full year.

In 2022, the Executive Director adopted 28 decisions related to the daily management of the Authority, including those related to the Authority's internal structure and internal procedures (e.g. on the delegation of power for budget implementation and on the internal organisation for access-to-document requests), and provided detailed arrangements to carry out or better calibrate ELA's activities (e.g. decisions on translation facilities in the field of inspection or in other fields, such as information on EURES, and a decision on the non-substantial amendment of the 2021 work programme). Finally, the Executive Director adopted decisions seeking to establish the programme for trainees at ELA and to improve staff working conditions (e.g. a decision on the usage of green transport by ELA's staff and a decision on home office equipment).

The Executive Director actively presented ELA at various forums attended by key stakeholders – national administrations, EU institutions and social partners. In particular, the Executive Director continued to nurture the Authority's relationship with the Member States, namely by being present at some of the national events organised by the Authority, through individual visits or by welcoming high-level representatives to the Authority. The Executive Director encouraged national authorities and social partners to use the Authority's support and capacities and to actively contribute to ELA's work.

To maintain a strong link with the EU institutions, the Executive Director participated in two exchanges of views with members of the European Parliament on ELA's work in general and on the Framework for Action on Road Transport. He

also participated at the event organised jointly with other EU agencies at the European Parliament that focused on the employment and skills of young people. The Executive Director also presented ELA's mandate, activities and priorities to the Committee of the Regions and the European Economic and Social Committee. ELA's relationships with other EU agencies were also nurtured by the Executive Director in 2022. In particular, the heads of all of the EU agencies under the remit of the Directorate-General for Employment, Social Affairs and Inclusion (the ETF, Cedefop, EU-OSHA and Eurofound) met on several occasions. Furthermore, the Executive Director also met with the Executive Director of the Fundamental Rights Agency. Finally, the ELA Executive Director established contacts with representatives of the Slovak authorities to arrange regular exchanges on the operation of the headquarters agreement.

2.1.3. Stakeholder Group

The Stakeholder Group is composed of two representatives of the Commission and 10 representatives of EU-level social partners equally representing trade union and employer organisations, including recognised EU sectoral social partners representing sectors that are particularly affected by labour mobility issues. The members of the Stakeholder Group are chosen by their organisations and appointed by the Management Board.

The Stakeholder Group provides advice and recommendations and may submit opinions on issues relating to EU labour mobility, on the consolidated annual activity report and on the Authority's single programming document. In 2022, the Stakeholder Group had three meetings: in April, June (a joint meeting with the Management Board) and October. During these meetings, the Stakeholder Group discussed several issues, including social partner involvement in ELA's information activities, the establishment of the social partners liaison function within ELA and its competences, the implications of the Russian war of aggression against Ukraine for the EU labour market, and the restructured approach to the single programming document. The Stakeholder Group submitted a written opinion feeding into the establishment of the social partners liaison function.

2.2. Major developments

The following subsections provide updates on the developments in the financial, human resources, corporate services, communications and information and communications technology (ICT) areas, supporting the Authority's growth during 2022.

2.2.1. Budgetary and financial management

The year 2022 was the first year after ELA gained financial autonomy (in 2021). ELA set the following objectives in the finance and procurement field for 2022:

- to review and update its business processes;
- to establish its annual procurement plan;
- to explore the potential use of a budget IT tool;
- to review the use of eProcurement modules developed by the European Commission;
- to participate in interinstitutional framework contracts for resource purposes.

Business processes. ELA started the review of its business processes in 2022 and aims to continue and complete it in 2023 in consultation with ELA's other units to ensure efficiency, optimisation, synergies, smooth cooperation and a reduction in any potential 'red tape'. Changes were introduced in the final quarter of 2022 and since then a slight increase has been seen in the efficiency of the processes.

Procurement plan. ELA established its procurement plan in line with the operational activities and its corporate needs, while considering environmental and social aspects in calls for tender and promoting socially responsible public procurement. Moreover, it worked on enhancing the efficiency and the timely implementation of its procurement plan via the direct involvement of operational units – that is, monthly reporting on the state of play of the planned procurement procedures. In addition, ELA intends to use the request module of the public procurement management tool (PPMT) in the preparation by operational staff of its procurement plan for 2023.

Budget IT tool. ELA used the Commission's Data Warehouse for its budget reporting and launched the development of dashboards for budget monitoring.

eProcurement modules. After having incorporated these modules in its business processes, namely eTendering, eSubmission and ePreparation (the PPMT), ELA continued their use. In particular, the PPMT module (both the request and procedure parts) was piloted in 2022 and used by procurement staff. The use of the PPMT for the management of procedures was implemented.

Interinstitutional framework contracts. ELA signed several memoranda of understanding to become part of the interinstitutional framework contracts, and it will continue to analyse opportunities to access interinstitutional framework contracts through the signature of memoranda of understanding to meet its operational and administrative needs.

Budget implementation

In line with the new multiannual financial framework, the 2022 commitment appropriations in the budget were set at EUR 34.7 million (corresponding to 143 % of the budget in 2021, which was EUR 24.9 million) and the payment appropriations managed were EUR 17.3 million, of which ELA's revenue received in 2022 was EUR 13.8 million. As forecasted in the multiannual financial framework, the Authority's budget will continue its growth until 2025, when it will reach its maturity at EUR 50.5 million. In 2022, ELA did not present any significant adjustments via amending budgets. In the most recent adjustment, the level of payment and commitment appropriations was adjusted to align it more closely with the estimates of needs in conjunction with the annual work programme. All titles reached elevated levels of implementation in 2022. The 2022 implementation for all types of appropriations (budget and assigned revenue) was 97 % for commitments and 34 % for payments. Outstanding commitments (*reste à liquider* (RAL), committed amounts not yet paid for) stood at EUR 21.8 million at the end of 2022. The KPIs applicable to the implementation of the budget are listed in Table 10.

Table 10. Budget implementation KPIs

KPI	Target (%)	2022 result (%)	2021 result (%)
1. Commitment implementation rate (C1)	95	97	96
2. Payment implementation rate (C1)	90	56	56
3. Late payment rate	5	7.5	5.7
4. Execution rate of carried over amounts from 2021			
Title 1	85	18	21
Title 2	85	96	73
5. Maximum rate of carry-over to year N + 1 of total commitments within the title			
Title 1	10	17	30
Title 2	20	76	58
Title 3	30	89	74
Average (titles 1, 2 and 3)	20	61	54

These performance indicators are important measurements of ELA's budget management; they are used internally.

Moreover, failure to meet the targets for the implementation of appropriations (KPIs 1 and 2 in Table 10) can have consequences for the EU contribution to ELA's budget in the subsequent year.

The ceilings for KPI 5 are those applied by the European Court of Auditors for its audit work and are for guidance only.

Amendments and transfers

There were no budget amendments adopted by the ELA Management Board during the 2022 financial year. The ELA Director approved 13 transfers, which was below the limit established by the ELA financial rules.

The 2022 final budget following the amendments and transfers has remained unchained. The budget transfer reduced the title 1 staff expense by EUR 0.7 million, representing 5.4 % of the total title 1 budget, and increased the title 2 administrative expense by EUR 0.7 million. The appropriation of title 3 operational expense did not change. There was no significant increase in appropriations coming from assigned revenue. An amount of EUR 30 000 only was recorded as assigned revenue in 2022, representing less than 0.1 % of the total 2022 budget.

2.2.2. Delegation and subdelegation

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

The ELA Executive Director acts as authorising officer. In line with the ELA financial rules, the authorising officer delegates the power of implementation of revenue and expenditure to the heads of units for all transactions; for budget lines, they are in charge up to a value of EUR 60 000. The only exception is applicable to those transactions related to the administrative budget, as the head of the resources unit has unlimited rights in terms of administrative budget lines and operational budget lines in the absence of the authorising officer.

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

2.2.3. Human resources management

In 2022, ELA experienced a dynamic, gradual course of growth in human resources management, and it saw significant growth of its workforce after intensive recruitment efforts. The main achievements of the human resources management activities of the Authority were as follows:

- recruitment – ELA met the target of having in place reserve lists for all 2022 posts and it had 117 staff members by 31 December 2022, in line with the legislative financial statement attached to the regulation establishing ELA;
- working conditions – ELA continued to develop the necessary human resources rules, policies, guidelines, information packages and processes to enhance working conditions, to support the integration of newcomers to the organisation and to enable the smooth relocation of staff and their families to headquarters in Bratislava;
- organisational development – ELA continued to develop the organisation and increase the learning opportunities available to staff, in line with the strategic objectives.

Workforce and recruitment

The capacity of the Authority grew significantly in 2022 through its commitment to attracting diverse and high-quality talent. By the end of year, ELA had in place 117 staff members (all categories of staff combined: temporary agents, contract agents, seconded national experts and NLOs). This required the continuation of a strong effort in recruitment, as well as the onboarding of newcomers and dealing with challenges such as turnover and the decline of job offers. ELA reached a suitable geographical and gender balance, in accordance with the relevant provisions in the staff regulations of the EU.

In 2022, ELA onboarded the first interim staff and trainees in Bratislava.

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

The establishment plan of the Authority for 2022 was amended with Management Board Decision No 08/2022 of 15 June 2022 using the flexibility mechanism of 10 % of the total amount of posts. Specifically, the preconditions for the modification of the ELA 2022 establishment plan, as set out in Article 38 of the financial regulation, were fulfilled.

Working conditions

As ELA continued to grow, its human resources activities and services continued to be shaped and developed. The Authority continued in the adoption and implementation of human resources rules and regulations, in line with the Authority's mission and objectives and the staff regulations (Article 110). Among others, the following were adopted: the ELA policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment, new human resources rules on work time and hybrid working, the learning and development framework implementing the provisions on the conduct of administrative enquiries, and disciplinary provisions.

In 2022, the Authority placed a strong focus on the successful onboarding and integration of newcomers. This was combined with supporting, where relevant, the relocation of new staff to the Authority's headquarters in Bratislava. To this end, ELA continued to provide support to staff members and their families.

Measures in support of integration were offered, including team-building and social events and activities, support measures, information packages, various training sessions (including Slovak language courses) and support with 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 the 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. The well-being of staff was another area that continued to be developed in 2022.

The Authority continued to offer flexibility in working conditions, a flexible teleworking policy and flexible work time, aiming at operational efficiency, business continuity and effectiveness and to maintain the attractiveness of ELA.

Organisational design and development

ELA's organisational development focused, among other aspects, on the effective development of its staff, work relations and work culture, cultivating a value-based, attractive and inclusive organisation.

In 2022, the Authority adapted its organisational structure and continued to develop and implement human resources processes and procedures, ensuring the sound governance and management of staff (e.g. the Authority carried out and completed its annual appraisal and reclassification exercise).

ELA has developed, together with all of its staff, its mission and values, which represent the diversity and culture of all employees and value a trust-based, inclusive and respectful environment. The sustaining values of engagement, cooperation and empowerment were also demonstrated through staff surveys and building on human resources actions for development.

In 2022, ELA carried out the first elections for the staff committee and established it successfully. It also carried out the first training session and underwent nominations for the confidential counsellors to implement the informal procedure for dealing with anti-harassment at work. Furthermore, equality and diversity actions continued to be implemented, with an improvement in the statistics on staff diversity seen in 2022 compared with previous year (for more information, see the breakdown of the statistics in the human resources annexes – Annexes III to V). ELA would specifically highlight:

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

2.2.4. Strategy for efficiency gains

The Authority continued to implement the functionalities of the Advanced Records System (ARES) for document management, the Sysper system for human resources processes, eProcurement, Speedwell for financial transactions, etc., aiming to improve the efficiency of systems and workflows. The Authority continued to cooperate with the Commission and other agencies on shared operational projects. This included the use of shared services (e.g. sharing the post of accountant). ELA has signed a service-level agreement whereby Eurofound makes its accountant available to ELA on a daily rate according to a detailed plan annexed to the service-level agreement. The Authority requested the approval of the establishment of the Brussels liaison office in line with the founding regulation to achieve further efficiency gains regarding carrying out its operational activities, as well as savings of the associated costs, when compared with its operation without the Brussels liaison office.

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

In 2022, independent audits were carried out by the Internal Audit Service (IAS) of the European Commission and by the European Court of Auditors (ECA). An external independent audit on the financial accounts was also carried out by a private audit firm contracted by ELA via a framework contract concluded by the European Commission.

2.3.1. Internal Audit Service

The IAS conducted its first audit to set up the multiannual strategic internal audit plan for 2023–2025. The audit plan is based on the results of an in-depth risk assessment carried out by the IAS in May and June 2022 and covers all of ELA's auditable entities. The plan summarises the results of the IAS risk assessment, presents the key risks and proposes topics for future IAS audits. The IAS is planning the next in-depth risk assessment in 2026.

2.3.2. Internal audit capability (where applicable)

ELA does not have an internal audit capability.

2.3.3. European Court of Auditors

During 2022, the ECA audited ELA's 2021 accounts. The ECA's audit approach comprised analytical audit procedures, direct tests of transactions and an assessment of key components of the Authority's supervisory and control systems. This was supplemented by evidence resulting from the work of other auditors and by an analysis of information provided by ELA's management.

The ECA's opinion on the legality and regularity of transactions and on the reliability of the annual accounts for the financial year 2021 is set out in the Annual report on EU agencies for the financial year 2021, which was published on 27 October 2022. The statement issued by the ECA confirms that ELA's 'annual accounts present fairly, in all material respects, its financial position as of 31 December 2021 and the results of its operations and its cash flow for the year then ended, in accordance with the provisions of its financial regulation and the accounting rules adopted by the Commission's accounting officer'. Furthermore, the ECA confirmed that 'the transactions underlying the annual accounts are legal and regular in all material respects'.

2.4. Follow-up on recommendations and action plans for audits and evaluations

2.4.1. Internal Audit Service

For 2021, no pending audit recommendations were issued.

2.4.2. European Court of Auditors

The ECA issued a favourable opinion on the legality and regularity of transactions and on the reliability of the annual accounts for the financial year 2021. However, without calling into question this opinion expressed, the ECA made the following observations.

ECA observation No 1. ELA recorded assets with a total value of EUR 73 118 in ABAC Assets and in the inventory record. These assets mostly consisted of office furniture. ELA assigned an inventory identification and a future location to each item. However, owing to the COVID-19 pandemic, at the time of the audit the assets were not labelled and were not yet placed in their assigned locations. The absence of complete and updated inventories specifying the location of ELA's tangible assets goes against Article 87 of the financial regulation and adversely affects ELA's ability to ensure the safeguarding of its assets.

ELA's reply to observation No 1. Due to COVID pandemic restrictive measures, following the delivery, the tangible assets (chairs and desks) have been recently placed in the designated areas according to the location plan and number of staff. The labelling process of these assets is ongoing, the physical completion of the inventories is planned in the coming month.

ECA observation No 2. On 11 December 2020, ELA signed a specific contract for the European network of employment services (EURES) training activities covering the first quarter of 2021. The contract amount was EUR 299 437. A new framework contract to provide EURES training activities was signed on 9 November 2021. The value of this framework contract was EUR 12 million; the maximum duration was 48 months. No payments associated with this framework contract were made in 2021. ELA did not establish *ex ante* and *ex post* controls relating to the operational and financial aspects of the training activities based on direct evidence from the implemented training activities. Instead, it relied on reports issued by trainers. This lack of formalised procedures based on direct evidence may present risks to the implementation of management directives and to the achievement of ELA's objectives.

ELA's reply to observation No 2. ELA acknowledges the need to set up the appropriate structure internally, to introduce formalised procedures based on direct evidence to ensure that management directives are carried out and that financial actors take the necessary actions to address risks of not achieving the entity's objectives.

ECA observation No 3. ELA has not yet adopted a Business Continuity Plan. The lack of an established and comprehensive Business Continuity Plan constitutes a major internal weakness in ELA's procedures.

ELA's reply to observation No 3. Due to the COVID pandemic situation a teleworking Business Continuity solution was in place on daily basis. ELA recognises the importance of a comprehensive document describing the Business Continuity Plan (BCP), which is planned to be completed in 2023.

ECA observation No 4. ELA's management board approved the European Commission's Internal Audit Service mission charter and ELA's internal control framework. However, ELA had not yet adopted an appropriate risk management and control strategy. Nor had it adopted the charter of the authorising officer or the charter of the authorising officers by sub-delegation, or the charter of the accountant. These gaps hinder the implementation of ELA's internal control framework.

ELA's reply to observation No 4. Following the European Court of Auditors' audit, ELA finalised the risk assessment process. ELA has several policies, and procedures in place to implement the Internal Control Framework (ICF), and continuously works to strengthen its ICF further and plans the adoption of the relevant charters. ELA recognises the importance of completing the ICF to sustain operational and financial performance.

ECA conducted its first audit at ELA for the year 2021, so no previous year observations needed to be followed up.

2.5. Follow-up on recommendations issued following investigations by the European Anti-Fraud Office

During 2022, no cases were transmitted to the European Anti-Fraud Office and no investigation by this office took place concerning the Authority's activity.

2.6. Follow-up on observations from the discharge authority

ELA will be subject to the first discharge procedure for the financial year 2022. The discharge procedure has not yet been completed.

2.7. Environment management

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

2.8. Assessment by management

Overall, ELA has progressed in setting up its management structures and internal processes to ensure the delivery of its mandate and sound governance of its human and financial resources. As the Authority is in a period of growth, increasing numbers of activities and projects related to management were initiated in 2022 (e.g. the preparation of the Business Continuity Plan, a more detailed internal control framework and its internal procedures) and will be completed in the coming years.

3. Assessment of the effectiveness of internal control systems

3.1. Effectiveness of internal control systems

The ELA Management Board, through 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 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.

As the Authority is currently in a period of growth, the development of the internal control framework indicators will be finalised based on the recommendations of the IAS audit on the internal control framework, which will be conducted in 2023.

ELA carries out an annual risk assessment exercise considering the inherent risk environment in which the Authority operates, as well as specific activities and processes. At the corporate level, the assessment exercise involves the Executive Director and senior management, supported by the internal control and audit assistant. In 2022, ELA finalised its risk register and developed a draft action plan to lower its risks. The action plan will be monitored by the internal control and audit assistant, who will report quarterly to senior management.

In 2022, ELA took part in the peer-review exercise on risk management in decentralised agencies launched by the European Commission. Within the scope of this exercise, ELA joined a working group of the agencies belonging to the partner DG (Directorate-General for Employment, Social Affairs and Inclusion) and the same cluster, namely EU-OSHA, Eurofound, Cedefop, the ETF and the Translation Centre for the Bodies of the European Union. In this yearly exercise, the working group shared knowledge, methodologies and critical risks. Consolidated information and analysis from the working group was made available to the partner DG at the Commission.

During 2022, ELA updated the standard operating procedure for the recording and reporting of nonconformity (exceptions and non-compliance) events to better align it with the business continuity needs of the Authority. Training for the units has been provided. The Executive Director makes decisions on the nonconformity events on a case-by-case basis and these decisions are duly justified in advance of their inclusion in the register for nonconformity events.

ELA's standard operating procedure relates to document management, filing and archiving, and ARES document management is under development.

Regarding ethics and integrity, the ELA Management Board adopted and is implementing the following key documentation: the code of good administrative behaviour (Decision No 5/2022), ELA's policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment (Decision No 6/2022), the anti-fraud sub-strategy (Decision No 3/2021), the conflict of interest policy (Decision No 19/2022) and guidelines on whistleblowing (Decision No 11/2021). Staff have been trained on ethics and on the prevention of (sexual) harassment.

The objective of ELA's 2021–2023 anti-fraud strategy is to strengthen the Authority's means of prevention, awareness-raising activities, detection of fraud and cooperation with the European Anti-Fraud Office. The implementation of the strategy is monitored using a dedicated action plan.

In line with the applicable regulations, the Management Board members, staff members, seconded national experts and interim staff have all signed a conflict of interest declaration.

3.2. Conclusions of the assessment of internal control systems

The further strengthening of ELA's internal control systems is ongoing. In 2022, ELA developed several internal policies, workflows and direct control measures to ensure that internal control systems are effective.

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.

4. Management assurance

4.1. Review of the elements supporting assurance

Not applicable.

4.2. Reservations

Not applicable.

5. Declaration of assurance

I, the undersigned, Executive Director 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 that could harm the interests of the agency.*

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

Bratislava

(e-signed)

Cosmin Boiangiu

Executive Director

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 system of key performance indicators commenced in 2022. The KPIs were incorporated into the single programming document for 2023–2025, which was adopted by the ELA Management Board in November 2022. The results of the project will be used in preparing the consolidated annual activity report for 2023.

Annex II. Statistics on financial management

Table II.1. Budget out-turn and cancellation of appropriations (EUR)

Budget out-turn	2022	2021
Revenue actually received (+)	26 427 635	13 825 400
Payments made (-)	19 597 415	9 941 596
Carry-over of appropriations (-)	8 468 586	3 338 075
Cancellation of appropriations carried over (+)	—	—
Adjustment for carry-over of assigned revenue appropriations from the previous year (+)	1 175 064	—
Exchange rate differences (+/-)	- 214	151
Total	- 463 516	528 216

Table II.2. Automatic carry-over of appropriations corresponding to obligations duly contracted in 2021 (C8)

Title	Appropriations (EUR)	Final amount of commitments (EUR)	Paid amount (EUR)	Paid/appropriations (%)	Paid/committed (%)
1	2 532 844	447 204	447 204	18	100
2	2 334 362	2 238 117	2 238 117	96	100
Total of 1 and 2	4 867 206	2 685 320	2 685 320	55	55
3	14 262 302	12 496 727	7 900 716	55	70

Appropriations from assigned revenue automatically carried over from 2021 to 2022 (C5)

There was no assigned revenue cashed in 2021.

Automatic carry-over of appropriations corresponding to obligations duly contracted in 2022

The amount of the outstanding commitments as of 31 December 2022 was EUR 21 784 731, which represents an increase of 14 % compared with the financial year 2021.

Table II.3.

Budget title	2022 (EUR)	2021 (EUR)	% variation
1. Staff expenditure	2 030 157	2 532 844	- 20
2. Administrative expenditure	3 398 179	2 334 362	+ 46
3. Operational expenditure	16 356 395	14 262 302	+ 15
Total	21 784 731	19 129 508	+ 14

The amount of RAL for title 1 (staff expenditure) comes mainly from external services.

The amount of RAL for title 2 (administrative expenditure) comes mainly from ICT activities.

The amount of RAL for title 3 (operational expenditure) comes mainly from EURES activities.

Table II.4.

Budget title	Commitments made in 2022 (EUR)	Outstanding commitments made in 2022 (EUR)	% of outstanding commitments and commitments made
1. Staff expenditure	11 147 597	2 030 157	18
2. Administrative expenditure	4 270 393	3 398 179	80
3. Operational expenditure	18 063 440	16 356 395	91
Total	33 481 430	21 784 731	65

The appropriations from assigned revenue automatically carried over from 2022 to 2023 amounted to EUR 30 293.

Unused payment appropriations carried over from 2022 to 2023 amounted to EUR 4 million.

Annex III. Organisational chart

The organisational chart was valid as of 31 December 2021.



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

Table IV.1. Numbers of staff

Staff	Year N – 1 (2022)		
	Establishment plan posts	Authorised budget	Filled as of 31 December 2022
Administrators	40	35	88
Assistants	17	14	82
Assistants/secretaries	0	0	—
Total establishment plan posts	57	49	86
External staff	Full-time equivalents corresponding to the authorised budget	Full-time equivalents as of 31 December 2022	Execution rate (%)
Contract agents	15	13	87
Seconded national experts	60	55	92
Total external staff	75	68	91
Total staff	132	117	89

Most of the 2022 posts are expected to be filled by first quarter of 2023.

Table IV.2. Information on recruitment grades / function groups for each type of post

Key functions	Type of contract (official, temporary agent or contract agent)	Function group/ grade of recruitment	Indication whether the function is dedicated to administrative support and coordination, operational or neutral
Executive Director (level 1 in the structure)	Temporary agent	AD14	Job screening methodology not yet developed
Head of unit (level 2 in the structure)	Temporary agent	AD10	Job screening methodology not yet developed
Head of sector (level 3 in the structure)	Temporary agent	AD8	Job screening methodology not yet developed
Senior officer (including business manager)	Temporary agent	AD7	Job screening methodology not yet developed
Officer	Temporary agent, contract agent	AD5–AD6, FGIV	Job screening methodology not yet developed
Assistant	Temporary agent, contract agent	AST3–AST4, AST/SC2, FGIII	Job screening methodology not yet developed

NB: AD, administrator; AST, assistant; FG, function group; SC, secretary.

The human resources implementing rules adopted in 2022 were:

- Decision No 6/2022 of 15 March 2022 of the Management Board on the European Labour Authority policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment;
- Decision No 9/2022 of 15 June 2022 of the Management Board on the application by analogy of the Commission Decision on working time and hybrid working;
- Decision No 21/2022 of 24 November 2022 of the Management Board laying down general implementing provisions on the conduct of administrative inquiries and disciplinary proceedings;
- Decision No 22/2022 of 24 November 2022 of the Management Board on the Framework for Learning and Development.

Annex V. Human and financial resources by activity

Given the initial stage of growth of the Authority in 2022 and its ever-growing resources, it would be premature to assess the inter-agency screening/benchmarking methodology (i.e. overheads / operational ratio). The Authority has not developed a screening/benchmarking methodology yet, as the results would not be reliable or comprehensive, considering the current status of resources. Given that resources are soon likely to reach full capacity, the Authority intends to develop this methodology in 2023.

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

General information					Financial and human resources impact				
Service-level agreements									
Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	Number of contract agents and seconded national experts	Year N	Year N + 1	Year N + 2	Year N + 3
27 March 2020		From 1 April 2020 and renewable yearly	British International School Bratislava	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
19 May 2022		Renewable yearly	French International School in Bratislava	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
6 June 2022		Renewable yearly	QSI International School Bratislava	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
4 April 2022		Renewable yearly	Montessori Kindergarten – The Children’s House	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
8 August 2022		Renewable yearly	Fairyland Kindergarten	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
8 April 2022		Renewable yearly	Kindergarten Anjelic	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				

General information					Financial and human resources impact				
Service-level agreements									
Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	Number of contract agents and seconded national experts	Year N	Year N + 1	Year N + 2	Year N + 3
2 August 2022		Renewable yearly	Handprints Kindergarten Bratislava	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
12 May 2022		Renewable yearly	Danube International School	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
2 August 2022		Renewable yearly	Vienna International School	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
3 December 2021		Renewable yearly	Hospital of St Michael	Provision of healthcare services in English and in the absence of Slovak national healthcare insurance	Not known				
1 July 2020		From September 2020 onwards	Eurofound	Accounting officer	Not known				
13 October 2020		October 2020	Shift2Rail Joint Undertaking	Provision of TESTA-ing services	Not known				
5 August 2019			Directorate-General for Informatics	Global service-level agreement, procurement, website, NDP and EU CV online services	Not known				
16 December 2019			Directorate-General for Informatics	Trans European Services	Not known				
12 August 2019			Directorate-General for Human Resources and Security	Global service-level agreement and annexes A, B, D, DS, E and IDOC	Not known				
12 August 2019			Translation Centre for the Bodies of the European Union	Global service-level agreement for translation services	Not known				
5 August 2019			European Personnel Selection Office and European School of Administration	Global service-level agreement	Not known				

General information					Financial and human resources impact				
Service-level agreements									
Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	Number of contract agents and seconded national experts	Year N	Year N + 1	Year N + 2	Year N + 3
25 October 2019			Directorate-General for Interpretation	Global service-level agreement in the area of conference interpretation	Not known				
20 December 2019			Paymaster Office	Global service-level agreement	Not known				
12 December 2019		Began on 1 March 2021	Directorate-General for Budget	Global service-level agreement	Not known				
29 November 2019			EU Agencies Network (EUAN)	Global service-level agreement Shared Support Office	Not known				
8 July 2020			Office for Infrastructure and Logistics in Brussels	The office's operational, logistical, administrative and real estate services, goods and work	Not known				
15 June 2021		Renewable yearly	American International School Vienna	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
15 June 2021		Renewable yearly	Primary school – Základná škola Beňovského 1	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
15 June 2021		Renewable yearly	Lycée Français in Vienna	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
23 June 2021		Renewable yearly	Cambridge International School and Funiversity Kindergarten Bratislava	In the absence of a European school, several service-level agreements are to be concluded to provide schooling services	Not known				
6 October 2021			HR/2021/OP/0022	Services relating to staff surveys	Not known				
2 August 2021			EPSO/EUSA/PO/2018/028 and HR/2020/OP/0011						

Annex VII. Environmental management

In terms of environmental sustainability, ELA's office space in Bratislava conforms to the highest standards set by the Leadership in Energy and Environmental Design (LEED) version 3 certificate, also known as LEED Gold, in particular in terms of:

- water saving – water consumption in sanitary facilities does not exceed the LEED Gold parameters;
- technical equipment – the office has air conditioning units (split units) with high efficiency of cold production;
- waste management – the following types of recyclable waste are sorted: paper and cardboard, plastic, and glass;
- selection of materials with a low content of organic volatile substances – the flooring, varnishes, sealants, paints, adhesives, suspended ceilings, insulating materials and wallpapers used have been tested and have met the testing requirements on volatile organic compounds;
- all adhesives, sealants, varnishes, paints and coatings comply with the requirements of the European Decopaint directive ⁷;
- lighting – the maximum permitted lighting wattages are used on the premises, ensuring optimal efficiency;
- paper usage – the use of paper is minimised by reducing printing and copying, 100 % recycled printing and copy paper is used exclusively, and packaging and paper mail are minimised;
- to reduce its carbon footprint, the Authority is monitoring its missions with the aim of eliminating unnecessary emissions;
- in 2022, the Authority introduced support for green modes of transport by contributing to the expenses incurred by its staff for the use of such transport;
- the Authority continued to promote digitalisation and online collaboration with the objective of reducing reliance on missions;
- the Authority avoided ICT infrastructure in its premises and relied on cloud services, thereby reducing power consumption.

⁷ Directive 2004/42/CE of the European Parliament and of the Council of 21 April 2004 on the limitation of emissions of volatile organic compounds due to the use of organic solvents in certain paints and varnishes and vehicle refinishing products and amending Directive 1999/13/EC (OJ L 143, 30.4.2004, p. 87).

Annex VIII. Annual accounts

A. BALANCE SHEET

		EUR	
	Note	31.12.2022	31.12.2021
NON-CURRENT ASSETS			
<i>Property, plant and equipment</i>	2.1	1 614 146	1 737 785
		1 614 146	1 737 785
CURRENT ASSETS			
<i>Pre-financing opening balance</i>	2.2	0	74 700
<i>Exchange receivables and non-exchange recoverables</i>	2.2	8 762 020	296 273
<i>Cash and cash equivalents</i>	2.3	0	4 008 333
		8 762 020	4 379 306
TOTAL ASSETS		10 376 166	6 117 091
CURRENT LIABILITIES			
<i>Payables and other liabilities</i>	2.4	(738 289)	(1 226 577)
<i>Accrued charges</i>	2.5	(8 466 797)	(4 994 473)
<i>Deferred income</i>	2.6	(780 524)	(120 055)
		(9 985 610)	(6 341 105)
TOTAL LIABILITIES		(9 985 610)	(6 341 105)
NET ASSETS		390 556	(224 014)
<i>Accumulated surplus</i>		(224 014)	0
<i>Economic result of the year</i>		614 570	(224 014)
NET ASSETS		390 556	(224 014)

B. STATEMENT OF FINANCIAL PERFORMANCE

EUR

	Note	2022	2021
REVENUE			
Revenue from non-exchange transactions			
<i>Subsidy of the Commission</i>	3.1	26 397 342	13 279 520
<i>Other</i>	3.1	1 049	74 700
		26 398 391	13 354 220
Revenue from exchange transactions			
<i>Exchange rate gains</i>	3.2	546	702
		546	702
Total revenue		26 398 937	13 354 922
EXPENSES			
<i>Operating costs</i>	3.3	(13 157 116)	(6 322 583)
<i>Staff costs</i>	3.4	(5 428 428)	(3 049 544)
<i>Fixed asset-related expenses</i>	3.5	(295 724)	(51 303)
<i>Other administrative expenses</i>	3.5	(6 899 396)	(4 154 256)
<i>Finance costs</i>	3.5	(3 237)	(699)
<i>Exchange rate losses</i>	3.5	(466)	(551)
Total expenses		(25 784 367)	(13 578 936)
ECONOMIC RESULT OF THE YEAR		614 570	(224 014)

C. CASH FLOW STATEMENT ⁸

	EUR	
	2022	2021
<i>Economic result of the year</i>	614 570	(224 014)
Operating activities		
<i>Depreciation and amortisation</i>	295 724	51 303
<i>(Increase)/decrease in exchange receivables and non-exchange recoverables</i>	(8 471 680)	(296 273)
<i>Increase/(decrease) in payables</i>	178 114	688 360
<i>Increase/(decrease) in accrued charges and deferred income</i>	3 472 325	5 114 528
<i>Increase/(decrease) in liabilities related to consolidated EU entities</i>	0	538 216
<i>Other non-cash movements</i>	74 700	(74 700)
Investing activities		
<i>(Increase)/decrease in intangible assets and property, plant and equipment</i>	(172 085)	(1 789 088)
NET CASH FLOW	(4 008 332)	4 008 332
<i>Net increase/(decrease) in cash and cash equivalents</i>	(4 008 332)	4 008 332
<i>Cash and cash equivalents at the beginning of the year</i>	4 008 332	0
<i>Cash and cash equivalents at year-end</i>	0	4 008 332

⁸ Following the signing of a service-level agreement, the treasury of ELA was integrated into the Commission's treasury system. ELA does not have any bank accounts of its own. All payments and receipts are processed via the Commission's treasury system and registered on intercompany accounts, which are presented in the exchange receivables row.

D. STATEMENT OF CHANGES IN 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>	—	(224 014)	(224 014)
BALANCE AS AT 31.12.2021	0	(224 014)	(224 014)
<i>Allocation 2021 economic result</i>	<i>(224 014)</i>	<i>(224 014)</i>	—
<i>Economic result of the year</i>		614 570	614 570
BALANCE AS AT 31.12.2022	(224 014)	614 570	390 556

Annex IX. Abbreviations

ARES	Advanced Records System
CAAR	consolidated annual activity report
Cedefop	European Centre for the Development of Vocational Training
CJI	concerted and joint inspection
ECA	European Court of Auditors
ECG	EURES Coordination Group
ECO	European Coordination Office
ELA	European Labour Authority
Empact	European Multidisciplinary Platform against Criminal Threats
ERRU	European Register of Road Transport Undertakings
ETF	European Training Foundation
EU-OSHA	European Agency for Safety and Health at Work
EURES	European employment services
Eurofound	European Foundation for the Improvement of Living and Working Conditions
Eurojust	European Union Agency for Criminal Justice Cooperation
Europol	European Union Agency for Law Enforcement Cooperation
FAQs	frequently asked questions
GDPR	general data protection regulation
Horeca	hotel, restaurant and catering
IAS	Internal Audit Service
ICT	information and communications technology
ILO	International Labour Organization
IMI	Internal Market Information System
IOM	International Organization for Migration
IT	information technology
KPI	key performance indicator
NCO	national coordination office
NLO	National Liaison Officer
NTC	national training centre
PPMT	public procurement management tool
RAL	<i>reste à liquider</i>
Roadpol	European Roads Policing Network



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