



Single Programming Document 2024–2026

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Foreword

In 2024–2026 the European Labour Authority (ELA) will continue to evolve as a trusted authority with full operational capacity, expanding and extending its activities while enhancing its strong operational presence. By 2024, in line with the expectations set by its founding regulation, the authority will be fully operational with a budget of EUR 49 million and a total of 144 staff members.

ELA's motto from previous years, of being ambitious and realistic, remains valid, and will continue to guide the authority throughout the forthcoming period of growth and consolidation. To these aims, there will be added a third: to be operationally agile. Being ambitious and realistic has proven to be a successful strategy: ELA has shown that it can deliver on urgent issues, even in challenging times. Examples include addressing road transport-specific challenges resulting from the implementation of new legislation, which included running a successful EU-wide information campaign, in 2022; in 2023, initiating specific information and enforcement activities dedicated to the posting of workers, with a focus on the construction sector; and tackling the severe labour shortages and the economic and operational challenges caused by the twin transitions to a digital and climate-neutral economy. ELA's ambition of delivering on its full potential and providing added value for all stakeholders will continue in 2024–2026. ELA will continue its comprehensive and action-oriented approach to addressing issues in the legislative areas under its remit, and in the most relevant sectors for labour mobility, identified in part by an enhanced risk analysis function. The approach will enable the authority to adjust the scope and scale of its activities to enable it to better address the relevant issues and risks identified as affecting all types of labour mobility. ELA will also consider the priorities of the new European Commission following the results of the elections of the European Parliament in 2024.

The authority will continue to mainstream the partnership principle in its activities. ELA has established itself as a contact point for competent authorities and social partners when facing and solving challenges related to intra-EU labour mobility. This status is gained through involvement in cross-border inspections and the promotion of cooperation and information exchange between Member States. This is done with the support of national liaison officers (NLOs) and national coordination offices of the members of the European Employment Services (EURES) network, which is managed by ELA. Close cooperation with the relevant authorities in the Member States and with social partners will continue in all areas of ELA's work and will guide its working methods and activities. In particular, it will help ELA focus on sectors or categories of workers and employers that face particular challenges or are particularly vulnerable when exercising their right to cross-border mobility. In the next few years, the authority will operate at full speed to fulfil its goal of acting as a focal point for Member States, the European Commission, social partners and all other stakeholders, providing operational and analytical support, including instruments of enhanced cooperation, in the field of labour mobility and social security coordination. To this end, it will gradually facilitate the digital solutions that are crucial for effective information exchange, enforcement and cooperation in the areas of labour mobility and social security coordination. After reaching full speed, the authority, taking into consideration the general context and the relevant main trends, will prioritise its activities and synergies based on its own analysis as well as experience acquired in previous years.

The authority will nevertheless continue to value the importance of being realistic, in terms of focusing on objectives that can feasibly be achieved in light of the objective circumstances and considering available resources. The success of this approach is demonstrated by the fact that the authority delivered several tangible results during its growth stage.

The impact of the Russian war of aggression against Ukraine on the labour market and related developments in energy prices and inflation in the longer term is not yet fully understood. The authority will continue to monitor these developments, as well as other events affecting trends in labour mobility and demand and supply in the EU labour market. Digitalisation in all spheres of life is expected to accelerate. The accelerated digitalisation will continue to shape the European labour market, the labour force and the realities of labour mobility, but also the work (methods) of national and European institutions and social partners, and consequently also the authority's activities. It is therefore important that ELA, as far as possible, incorporate digitalisation in every aspect of its work. Hence, the authority will continue to develop and encourage the use of digital tools throughout its activities with a view to facilitating labour mobility and enhancing cross-border cooperation

and enforcement activities. The transition to an environmentally and socially sustainable economy, which is essential if the EU is to meet its climate objectives and the United Nations sustainable development goals, will also be reflected in ELA's internal processes with the implementation of its environmental policy. Moreover, the authority will closely monitor the impact of the green transition and demographic trends on cross-border mobility, and adapt its activities if needed.

The authority will continue to implement sector-specific approaches, taking into consideration developments in the EU labour market as well as input from Member States, EU institutions and social partners, including sectoral ones, while at the same time ensuring that the main areas of ELA's remit are comprehensively covered. The authority will use and build on the experience it has gained so far (e.g. in its pioneering action plans on seasonal work and road transport, and the work carried out in 2023 on posting in the construction sector) when continuing with existing initiatives or implementing future ones focused on specific categories of workers and sectors such as the hospitality sector or the healthcare and long-term care sector.

This draft builds on the input received following consultation with the ELA Management Board and the ELA Stakeholder Group, and incorporates comments received from the European Commission.

Abbreviations

AC	Administrative Commission for the Coordination of Social Security Systems
AD	administrator
AI	artificial intelligence
AST	assistant
AST/SC	assistant/secretary
CA	contract agent
Cedefop	European Centre for the Development of Vocational Training
CJIs	concerted and joint inspections
DC	direct contract
DPO	data protection officer
ECO	European Coordination Office of EURES
ECG	EURES Coordination Group
EEA	European Economic Area
EESSI	Electronic Exchange of Social Security Information
EFTA	European Free Trade Agreement
ELA	European Labour Authority
EMAS	Eco-Management and Audit Scheme
EOJD	European online job day
ERRU	European Register of Road Transport Undertakings
Esspass	European Social Security Pass
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 Agency for Law Enforcement Cooperation
FFR	framework financial regulation
FG	functional group
FTE	full-time equivalent
FWC	framework contract
HO	horizontal objective
Horeca	hospitality, restaurant and catering
HR	human resources
IMI	Internal Market Information system
ISO	International Organization for Standardization
KPI	key performance indicator
LEED	Leadership in Energy and Environmental Design

NCO	national coordination office (EURES)
NLO	national liaison officer
OF	order form
p.m.	<i>pro memoria</i>
PMS	Performance Measurement System (EURES)
SC	specific contract
SDG	Single Digital Gateway
SLIC	Senior Labour Inspectors' Committee
SNE	seconded national expert
SO	strategic objective
SPD	single programming document
TA	temporary agent

Mission statement

The European Labour Authority ('the authority' or 'ELA') is a European Union (EU) body established by Regulation (EU) 2019/1149 of the European Parliament and of the Council (ELA's founding regulation) to help strengthen fairness and trust in the internal market. The free movement of workers and services is one of the key pillars of the EU and is seen as one of the main achievements of EU integration. Millions of EU citizens live or work in a Member State other than that of which they are citizens. The EU provides citizens and companies with the opportunity to seek work and provide services across the EU.

ELA's mission is to contribute to ensuring fair and effective labour mobility across the EU and to assist Member States and the Commission in the coordination of social security systems within the EU. To that end ELA will facilitate access to information on rights and obligations regarding labour mobility across the EU and to relevant services, facilitate and enhance cooperation between Member States in the enforcement of relevant EU law, mediate cross-border disputes and facilitate solutions, and support the cooperation of Member States in tackling undeclared work. The authority also has an important role to play in facilitating effective labour mobility in Europe, in particular by coordinating the activities of European Employment Services (EURES).

The main tasks of ELA include ⁽¹⁾:

- facilitating access to information on rights and obligations regarding labour mobility across the EU, and to relevant services;
- coordinating, through the European Coordination Office, the activities of EURES and helping Member States to promote cross-border job matching;
- facilitating cooperation and the exchange of information between Member States, aiming for the consistent, efficient and effective application and enforcement of relevant EU law;
- coordinating and supporting concerted and joint inspections;
- carrying out analyses and risk assessment on issues of cross-border labour mobility;
- helping Member States to build capacity regarding the effective application and enforcement of relevant EU law;
- supporting Member States in tackling undeclared work;
- mediating disputes between Member States on the application of relevant EU law.

ELA's vision is to be a trusted partner proactively contributing to efforts to address present labour mobility issues, facilitating concrete and cooperative solutions that enable workers to exercise their rights and obligations seamlessly and adding value to stakeholders at the Member State and EU levels, while being ready for future challenges in addressing modern labour mobility across the EU.

⁽¹⁾ See founding regulation.

ELA's corporate values are the cornerstone of ELA work culture, the core principles under which ELA operates to deliver on its mission and vision:

- **Fairness.** At ELA, we are committed to fairness. We strive to ensure equitable treatment for all workers and companies operating within the European single market. This commitment is anchored in integrity, impartiality and objectivity.
- **Respect.** We act with respect for our stakeholders and employees and a steadfast dedication to our mission. Embracing diverse perspectives is a crucial precondition for effective delivery of our mandate.
- **Partnership and collaboration.** Collaboration is at the heart of what we do. We believe in the power of working together. In our collaborative partnerships, we actively listen to the needs of our stakeholders, foster open and constructive communication, encourage engagement, and share a collective commitment to seeking input, sharing information to maintain balance and generating synergies.
- **Transparency.** Transparency is a cornerstone of our culture at ELA. We cultivate an environment of trust, both within our organisation and with external partners. We believe in well-informed decision-making through clear communication, disclosure and accessibility of information. We are open to innovation and welcome new ideas to drive progress.
- **Accountability.** As an EU authority, we hold ourselves accountable. We are fully dedicated to upholding and promoting the values of the EU. We take responsibility for our actions and decisions, understanding their impact on our stakeholders and citizens. Our aim is to enhance the functioning of the single market by ensuring fair labour mobility while building a strong reputation and credibility.

I. GENERAL CONTEXT

1. General context

Throughout the period covered by this programming document, 2024–2026, ELA will be fully operational and fully staffed. During this time, ELA will be active in all areas under its remit and will extend and further develop the activities it initiated during the set-up phase, with the aim of consolidating its role and recognition.

Fair labour mobility, benefiting individuals, workers and employers, will continue to be at the heart of ELA's work. After several years spent building up the new authority, in 2024–2026 ELA will have a stable model of functioning, while being operationally agile to new developments. More broadly, the authority's work will continue to make a substantial contribution to the implementation of the principles of the European Pillar of Social Rights and initiatives (outlined in the action plan on the implementation of the pillar) that have direct relevance for the authority and are in line with its mandate. ELA will also incorporate in its work the priorities of the new Commission following the European Parliament elections in 2024.

The authority has established and will continue to enhance relations with EU institutions and bodies to ensure cooperation in all its activities, to avoid overlaps and to promote synergies and complementarity. The authority will continue to cooperate with other EU agencies, such as the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Centre for the Development of Vocational Training (Cedefop), the European Agency for Safety and Health at Work (EU-OSHA), the European Agency for Law Enforcement Cooperation (Europol) and the European Union Agency for Criminal Justice Cooperation (Eurojust), while aiming to establish cooperation and information exchange with a broader set of European and international organisations.

ELA will closely follow and react to megatrends shaping labour mobility and the world of work, as well as more specific developments affecting intra-EU mobility trends, labour shortages and surpluses across Europe or migration of workers, particularly migration related to the Russian war of aggression against Ukraine, and related policy developments at the EU level in response to these trends.

1.1. Major developments that could influence ELA's policy context in the coming years

This section presents selected (policy) factors that are expected to influence ELA's work in the coming years.

1.1.1. European labour mobility trends

The European labour market is continuously evolving, and ELA is monitoring the main trends so that it can respond to them in its activities. The *Annual Report on Intra-EU Labour Mobility 2022* ⁽²⁾, published by the European Commission, indicates that, following the slow-down caused by the pandemic, the mobility of EU citizens is again increasing, but at a lower rate than before the pandemic. The report shows that total number of people who moved between EU Member States increased from 13.3 million in 2020 to 13.6 million in 2021, but the number of movers of working age remained stable, at 10.2 million. It reports that the number of cross-border workers decreased by 1.5 % while remaining at 1.7 million. Finally, the number of posted workers was estimated to be around 2.6 million in 2021, an increase of 3.2 % on the 2020 figure. Gender-disaggregated data shows that, in 2021, among EU movers, 82 % of men were employed, compared with 67 % of women (a difference of 15 percentage points).

⁽²⁾ [Annual Report on Intra-EU Labour Mobility 2022](#).

The largest sectors of employment for EU mobile workers are manufacturing, wholesale and retail trade, and construction. In 2021, each of these sectors accounted for at least 10 % of movers. Other sectors employing large numbers of workers, such as healthcare and social work, accommodation and food service, and transport and storage, experienced a decrease in total employment as a consequence of the COVID-19 pandemic. However, these sectors remained relevant for cross-border and posted workers.

Return mobility is still a significant component of labour mobility in Europe. Although return mobility in 2020 was 18 % lower than in 2019, it remained substantial, with more than 589 000 movers of working age returning to their countries of origin. Both personal and socioeconomic factors played a role in this trend.

1.1.2. Labour market imbalances

The mapping of labour market imbalances conducted by ELA in 2022 ⁽³⁾ found that all 29 countries contributing data (the EU-27, Norway and Switzerland) experienced labour shortages in some sectors, while 24 countries also identified labour surpluses. Many of the identified shortages and surpluses are structural, meaning that these imbalances have persisted for a long time. Severe shortages are reported in some craft occupations, particularly in the building trades, in healthcare and in software occupations. More recently, since the lifting of the COVID-19 restrictions, several hospitality occupations have also experienced unmet demand. The main surpluses are in professional, clerical and elementary occupations. Labour mobility has the potential to alleviate existing imbalances – a shortage in one country could be offset by a surplus of workers in another country. This is particularly likely to be a solution when imbalances arise within a specific region between neighbouring countries or between countries with similar languages and cultures.

Contributing to skills matching and to addressing existing imbalances in the European labour market is an important objective of EURES, and ELA is planning to focus on this in its work on the future development of the EURES portal and its functionalities.

1.1.3. Mobile third-country nationals

The number of third-country nationals (nationals of neither the EU nor the EEA) in the EU labour market is constantly growing, reaching 16.8 million in 2021. Another trend related to the presence of third-country nationals in the EU labour market that has repeatedly been brought to the attention of the authority by several European and national counterparts is the growing number of third-country nationals moving from one Member State to another, particularly posted third-country national workers. This trend was confirmed by the ELA report on the challenges and opportunities of cooperation on the posting of third-country nationals ⁽⁴⁾. The report also pointed out that posted third-country nationals in the EU are generally more vulnerable to abuse than posted workers from other EU Member States. The complexity of the situation stems from the overlap of the labour migration legislation and EU rules on posting of workers. This complex landscape often leads to variation in the level of protection afforded to posted third-country nationals in different Member States and their greater exposure to abusive practices related to posting, such as subcontracting, bogus self-employment, letterbox companies, fraudulent temporary work and recruitment agencies, or undeclared work. ELA will seek to address some of the identified problems through its operational activities. ELA will also follow the situation of third-country nationals in the internal market and further develop its activities, including possible cooperation arrangements with countries of origins of third-country nationals, particularly those with the status of candidates to join the EU, in close cooperation with Commission services.

⁽³⁾ *EURES report on labour shortages and surpluses 2022.*

⁽⁴⁾ *Report on the cooperation practices, possibilities and challenges between Member States – specifically in relation to the posting of third-country nationals* (<https://www.ela.europa.eu/en/news/cooperation-posting-third-country-nationals-ela-releases-new-report>).

1.1.4. Russian war of aggression against Ukraine

As a result of the Russian war of aggression against Ukraine, millions of persons fled from Ukraine to the EU, most of them women and children. In response to the war of aggression, the EU and the Member States set up comprehensive support for people affected by the war, including the activation of the temporary protection directive, which, among other things, grants those eligible access to the EU labour market. By July 2023, more than 4 million people had been granted temporary protection status in the EU. While most people displaced from Ukraine are hosted by neighbouring countries, some have moved to other European countries.

Soon after the outbreak of war, ELA joined the wide spectrum of EU bodies actively supporting people fleeing Ukraine. Among the activities undertaken by ELA was a targeted awareness-raising campaign on rights and obligations and preventing the risk of undeclared work. ELA also supports Member States in the provision of targeted and understandable information to displaced persons from Ukraine by translating national information material and by facilitating the exchange of practices and experiences, notably related to undeclared work and labour exploitation. The implementation of the Talent Pool Pilot initiative via the EURES portal also continues, with the specific aim of supporting the labour market integration of persons fleeing the Russian war of aggression against Ukraine during the period of operation of the temporary protection directive. Depending on how the situation in Ukraine develops, and if and for how long the temporary protection directive is extended, ELA will maintain its support for Member States either by continuing its current activities or by implementing new ones, as needed.

1.1.5. Other trends affecting the labour market

The labour market in the EU and globally is also affected by other general trends:

- digital transformation
- the transition to a climate-neutral economy
- population ageing
- changes in gender equality
- diversity
- increasing inequalities ⁽⁵⁾.
- ELA will continue to monitor these trends, conduct strategic analysis and foresight, and reflect on these trends and scenarios when planning its activities.

⁽⁵⁾ Eurofound (2023), *Economic and social inequalities in Europe in the aftermath of the COVID-19 pandemic*, Publications Office of the European Union, Luxembourg.

1.2. Major developments in EU social and employment policy that could influence ELA's work in the coming years

1.2.1. The implementation of labour mobility legislation

The focus of ELA on the correct implementation of the reformed rules on labour mobility will continue, in line with the action plan on the implementation of the European Pillar of Social Rights and the long-term action plan of the Commission for better implementation and enforcement of single market rules ⁽⁶⁾ (COM (2020) 94 final).

ELA's strategic objectives as well as priorities in the thematic areas under its remit – the posting of workers, the free movement of workers, social security coordination, road transport and tackling undeclared work – all seek to support proper implementation and enforcement of EU labour mobility rules in line with the action plan on the implementation of the European Pillar of Social Rights. Furthermore, fair and effective labour mobility will contribute to the objective of achieving an employment rate of 78 % among the working-age population (20–64 years) by 2030 and will indirectly also contribute to the achievement of other objectives of the action plan.

Support for better implementation of the labour mobility rules is an important part of the authority's mandate and thus will be incorporated in all its activities. To this end, ELA will also follow the progress of, and where relevant support, the Commission's projects on the introduction of a European Social Security Pass (ESSPASS) and the e-Declaration on the Posting of Workers. ELA will also take into account the Commission communication on the digitalisation of social security ⁽⁷⁾.

The reformed rules pertinent to labour mobility also require the Commission to prepare reports on the implementation of those rules, including on the founding regulation of the authority. According to Article 40(1) of ELA's founding regulation, the Commission is required, by 1 August 2024, to assess the authority's performance in relation to its objectives, mandate and tasks. The evaluation will address the experiences gained from the mediation procedure, and will also assess the need to modify the authority's mandate and the scope of its activities, considering also the financial implications of any such modification. The evaluation will also explore the possibility of further synergy between ELA and other EU agencies operating in the areas of employment and social policy and whether there is any scope for streamlining the activities of agencies.

The Commission is also required to prepare implementation reports regarding the reformed posting of workers rules (by 30 July 2023) and reformed rules of posting in relation to road transport drivers (by 31 December 2025). The work of the authority will provide a valuable input into these reports, and ELA stands ready to support the Commission in any related follow-up policy initiatives arising from these reports.

⁽⁶⁾ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2020%3A94%3AFIN>.

⁽⁷⁾ https://ec.europa.eu/commission/presscorner/detail/en/ip_23_4263.

1.2.2. Other policy initiatives

Other policy initiatives can affect the activities of ELA. ELA will closely monitor these developments as well as other actions and initiatives also linked to the action plan on the European Pillar of Social Rights ⁽⁸⁾.

The most relevant current and future EU policy initiatives are listed below:

- revision of Regulation (EC) No 883/2004 and Regulation (EC) No 987/2009 on the coordination of social security systems ⁽⁹⁾;
- European Social Security Pass;
- the 2021–2027 strategic framework on health and safety at work ⁽¹⁰⁾;
- proposal for a directive on improving working conditions in platform work (COM/2021/762) ⁽¹¹⁾;
- communication on the digitalisation of social security;
- agreement on telework and right to disconnect;
- Talent Pool Pilot initiative ⁽¹²⁾.

Other policy initiatives that can indirectly affect ELA's activities include:

- proposal for a directive on corporate sustainability due diligence (COM(2022) 71);
- proposal for a regulation on prohibiting products made with forced labour on the Union market (COM(2022) 453);
- common agricultural policy (Regulation 2021/2115) requiring Member States as of 1 January 2025 at the latest to ensure that farmers and other beneficiaries comply with applicable working and employment conditions or employer obligations arising from EU labour law.

⁽⁸⁾ https://ec.europa.eu/info/strategy/priorities-2019-2024/economy-works-people/jobs-growth-and-investment/european-pillar-social-rights/european-pillar-social-rights-action-plan_en.

⁽⁹⁾ Proposal for a regulation of the European Parliament and of the council amending Regulation (EC) No 883/2004 on the coordination of social security systems and Regulation (EC) No 987/2009 laying down the procedure for implementing Regulation (EC) No 883/2004 (<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52016PC0815>).

⁽¹⁰⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions EU strategic framework on health and safety at work 2021–2027: Occupational safety and health in a changing world of work (<https://ec.europa.eu/social/BlobServlet?docId=24122&langId=en>).

⁽¹¹⁾ Proposal for a directive of the European Parliament and of the Council on improving working conditions in platform work (<https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A52021PC0762>).

⁽¹²⁾ https://eures.europa.eu/eu-talent-pool-pilot_en.

II. MULTIANNUAL PROGRAMMING 2024–2026

2. Multiannual programming 2024–2026

2.1. Introduction

This chapter covers the authority's medium-term plan, that is, for the period of 2024–2026. During this time the steady growth in the authority's resources experienced in the set-up phase will come to an end. The authority will reach its full operational capacity by mid 2024, and in 2025 and 2026 it will extend and further develop its activities.

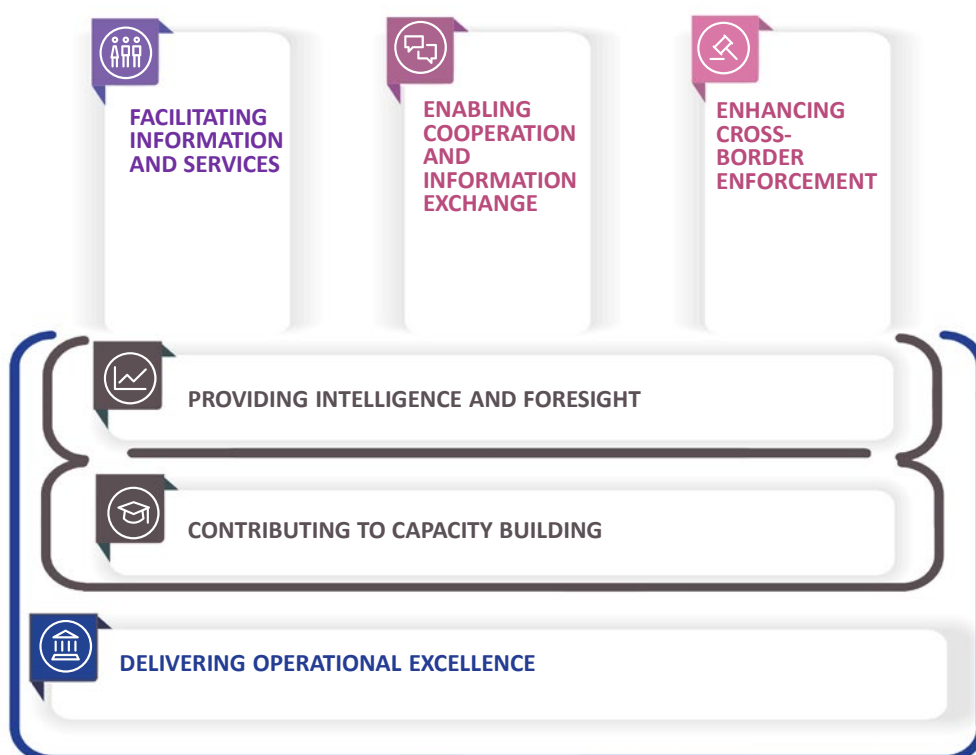
ELA was established to contribute to ensuring fair and effective labour mobility across the EU and to assist Member States and the Commission in the coordination of social security systems within the EU. To that end ELA will facilitate access to information on rights and obligations regarding labour mobility across the EU, and to relevant services, enhance cooperation between Member States in the enforcement of relevant EU law, mediate cross-border disputes and support Member States in tackling undeclared work. The authority also has an important role to play in facilitating and ensuring effective labour mobility in Europe, in particular by coordinating the activities of EURES.

ELA's priorities for 2024–2026 are shaped around the key challenges in labour mobility across the EU, which are related to the posting of workers, the free movement of workers, social security coordination, the social aspects of road transport issues and tackling undeclared work.

The multiannual plan is built around the five strategic areas of ELA activities and one horizontal area of ELA's operation. The three strategic areas that represent the core of ELA's mandate and reflect the operational nature of its mission are (1) facilitating information and services; (2) enabling cooperation and information exchange; and (3) enhancing cross-border enforcement.

In addition, two strategic areas of a more horizontal nature have been defined: (4) providing intelligence and foresight; and (5) contributing to capacity building. These strategic areas support the delivery of the first three strategic areas and enable effective delivery of ELA's mandate.

Finally, in order to ensure a high standard of ELA's ongoing operation, one corporate horizontal area has been defined: (6) delivering operational excellence.

Figure 1: Strategic areas of ELA's work.

2.2. Strategic objectives

ELA has defined strategic objectives for 2024–2026 for each strategic and horizontal area and has set key performance indicators (KPIs) to measure progress against those objectives.

Under the strategic area 'Facilitating information and services', ELA aims to contribute to individuals', employers' and social partners' better access to relevant information on rights and obligations in the area of labour mobility and related services and to facilitate EU-wide job matching and recruitment.

The strategic objective for the area 'Enabling cooperation and information exchange' is to facilitate and promote effective and efficient cooperation and information exchange among Member States' authorities and support their effective compliance with cooperation obligations in all areas of labour mobility.

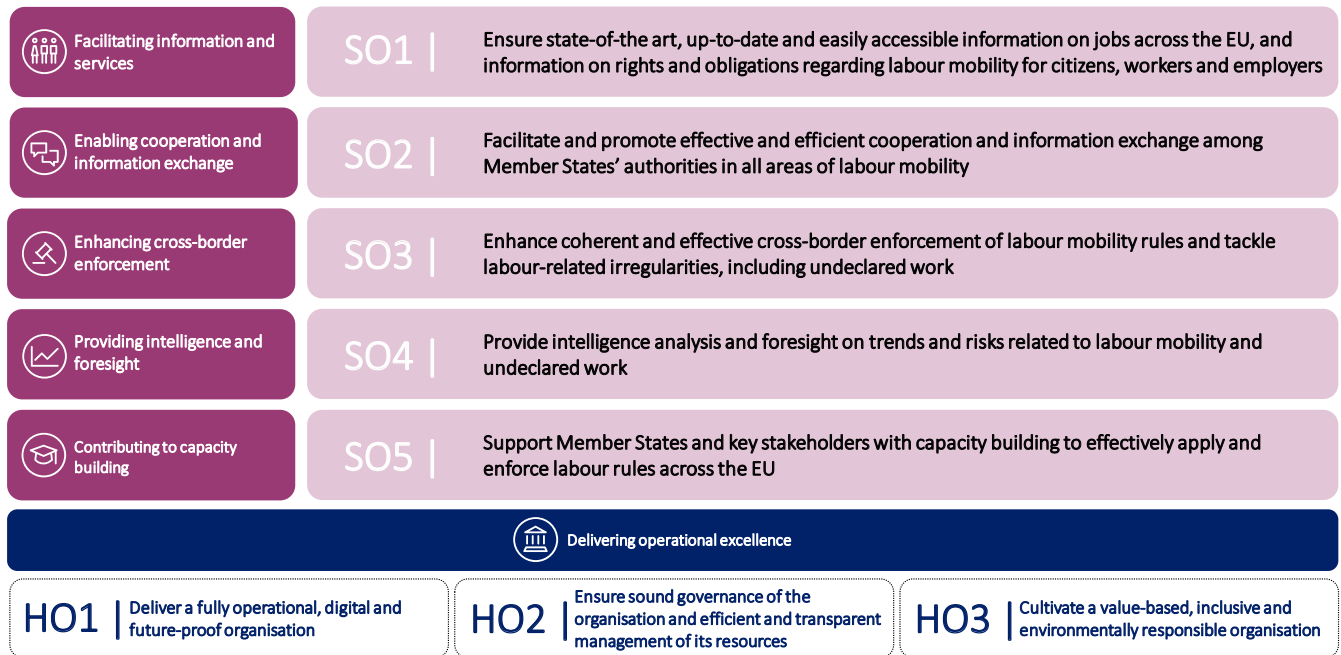
Under ELA's third strategic area, 'Enhancing cross-border enforcement', the aim is to enhance the coherence and effectiveness of cross-border enforcement of EU law in the area of labour mobility and the effectiveness of tackling undeclared work.

The strategic objective for the strategic area 'Providing intelligence and foresight' is to provide intelligence, analysis and foresight on labour mobility relevant trends and risks.

Under the last strategic area, 'Contributing to capacity building', the aim of ELA is to support Member States, social partners and key stakeholders with capacity building regarding the effective application and enforcement of labour rules across the EU, and to enhance effective and efficient cross-border cooperation.

Finally, ELA has set three corporate objectives under the horizontal area 'Delivering operational excellence':

- deliver a fully operational, digital and future-proof organisation;
- ensure sound governance of the organisation and efficient and transparent management of its resources;
- cultivate a value-based, inclusive and environmentally responsible organisation.

Figure 2: Strategic objectives.

In the following sections, the strategic and horizontal areas of work and the strategic and horizontal objectives are discussed in more depth, complemented by the KPIs for 2024–2026 for each strategic area. The annexes show the corresponding allocation of human and financial resources.

The abovementioned strategic objectives will be achieved by a set of comprehensive activities related to the regulatory framework under ELA's competence by carrying out its tasks in a horizontally coordinated manner across all strategic areas. It will focus in particular on:

- the free movement of workers;
- the posting of workers;
- tackling undeclared work;
- social aspects of international road transport;
- coordination of social security systems.

Specific objectives for the period 2024–2026 in each part of the regulatory framework under ELA's remit are included in Boxes 1–5.

2.3. Strategic and horizontal areas of work

2.3.1. Strategic area 1: facilitating information and services

Providing reliable, holistic and high-quality information about rights and obligations in the areas of labour mobility and social security, and facilitating access to relevant services lie at the heart of the authority's mandate to promote fair labour mobility for individuals, employers and social partners. These aspects of ELA's work are covered by Article 5 and Article 6 of its founding regulation.

To fulfil these aspects of its mandate, ELA will contribute to the provision of relevant information. It will do so by coordinating the centralisation of information on EU labour mobility-related matters, by raising awareness of labour mobility opportunities and related rights and obligations, and by promoting a standardised, comprehensive approach to the presentation of information among its stakeholders.

ELA also supports Member States and social partners in their efforts to make relevant information available through efficient and effective means of communication, and by applying appropriate information channels. ELA actively explores and contributes to the development, operation and improvement of digital tools and solutions for information provision and job matching, including through EURES, European and national information platforms.

Box 1

Objectives relating to the free movement of workers

According to Eurostat population statistics, in 2021, approximately 13.9 million citizens of EU countries exercised their right to free movement, of whom around 10.2 million were of working age. Regarding mobility status, the following specific categories of workers also fall under the free movement: cross-border, frontier and seasonal workers. According to the EU Labour Force Survey, cross-border and frontier workers accounted for approximately 1.7 million persons in 2021. The free movement of workers is a regulatory area in which ELA plays a significant role. The authority supports the redistribution of labour by contributing to ensuring fair labour mobility across the EU and better understanding and enforcement of the applicable rules.

The key issues with relevance for ELA's mandate in the area of the free movement include:

- support for the good functioning of the EU single market, in particular through EU-wide cross-border job matching and recruitment to address labour shortages and surpluses;
- accessibility of information on rights and obligations related to labour mobility, especially for more vulnerable groups of workers (e.g. seasonal work, human health and social work, manufacturing, construction), and employers (small and medium-sized enterprises), and combined with emergence of new phenomena, such as virtual labour mobility;
- efficiency of cooperation among the national competent authorities.

ELA's main strategic objective in the area of free movement of workers is to support the efficiency and smooth operation of the single market and the equal treatment of workers exercising their free movement rights, in particular by:

- improving awareness of rights and obligations relating to free movement, with a focus on more vulnerable groups (cross-border workers, frontier workers and seasonal workers);
 - supporting redistribution of the workforce across the single market;
 - improving the efficiency of administrative cooperation among relevant authorities.
-

In order for ELA to achieve the objective to contribute to individuals', employers' and social partners' better access to relevant information on labour mobility and facilitate EU-wide job matching and recruitment, ELA will carry out a range of activities. These will include providing support to authorities through reviews of available national and EU-level information sources, preparing common templates or 'sample outlines' for effective information provision on national websites (relating to, for example, the posting of workers, free movement, road transport including the posting of workers in this sector, social security), organising dedicated training sessions or workshops, arranging for the translation of information materials and other related activities supporting information provision.

In order to achieve its objective 'to facilitate EU-wide job matching and recruitment', ELA will continue to provide information on cross-border job opportunities, living and working conditions and labour market conditions, including on shortage and surplus occupations. It will achieve this by focusing on the EURES portal through a new strategy, the 2023–2030 EURES portal strategy, which aims to develop the portal into a central hub of labour mobility information, and by improving the functioning of the EURES network and coordinating its multitude of activities.

ELA will continue to develop information and awareness-raising materials on issues and in sectors relevant to labour mobility (free movement, the posting of workers, social aspects of road transport, social security and tackling undeclared work). It will also initiate and coordinate EU-wide campaigns on topics and issues under its remit in multiple languages and with the involvement of a range of national and regional partners. As the provision of targeted information for workers and employers is a key area of work for ELA, the awareness-raising campaigns will be tailored to specific themes and/or sectors where information gaps are identified.

The range of themes and sectors will include those that involve cross-border workers and target issues (e.g. employment rights and obligations, social protection, living and working conditions) identified in its activities (e.g. analysis, enforcement activities, social partners liaison, exchange in and across Member States, EURES). The areas that the authority plans to cover in its major campaign activities during the 2024–2026 programming period include (1) rules and regulations on the posting of workers, with a focus on the most relevant issues (e.g. letterbox companies, temporary work agencies or bogus self-employment) and on the construction sector; (2) the free movement of workers, with a focus on seasonal work in the hospitality, restaurant and catering (HORECA), tourism and agriculture sectors; (3) social aspects of road transport; (4) free movement and social security; and (5) healthcare and long-term care. Aspects of undeclared work will be covered as part of the abovementioned campaign-related activities.

Depending on how the Russian war of aggression against Ukraine develops, ELA will, where necessary, also continue awareness-raising activities targeting those fleeing the war. It will be essential to maintain close and constructive cooperation with Member States and social partners in preparing and delivering such campaigns.

ELA's direct support to Member States will also include arranging the translation of campaign and information materials into other languages. ELA will also organise local information events for employers and workers.

Furthermore, the authority will continue to organise hands-on workshops to exchange information on good practice and support the further development of national websites by providing assistance tailored to the needs of individual Member States, ensuring that the information provided meets the needs of workers and employers.

ELA will continue to invest in maintaining and developing synergies and partnerships with existing EU-level information providers and service organisations such as the Your Europe portal, Europass and Eurostat, and will cooperate with relevant EU mobility networks, including the European Enterprise Network and Solvit. Moreover, ELA will work together with the Commission to cooperate with existing national services established by EU law in the field of labour mobility, in particular the bodies for the free movement of workers and the national liaison offices on the posting of workers, and to support initiatives by its social partners in this area.

The activities of the authority in the field of information will complement and contribute to the initiative of the Single Digital Gateway (SDG) – an online portal that provides a single point of access to information, procedures and assistance services for jobseekers, individuals and employers who want to work or operate in another Member State. The authority will contribute to the SDG by providing input into the restructuring and upgrading of the Your Europe and the EURES portals, these being the main EU websites for the provision of information on the jobs market. It will promote the development of these EU websites in an integrated, coherent and user-friendly manner, with the aim of ensuring that they provide all the information and access to services needed by jobseekers, workers, employers and social partner organisations as regards EU labour mobility.

In the area of facilitating EU-wide job matching, ELA's role lies in the tasks and responsibilities of the European Coordination Office of the EURES network (ECO) and the development and operation of the EURES portal.

ELA will help the EURES network to carry out its activities and to further develop them in line with the results of the Commission's 2016–2020 evaluation report on the operation and effects of the EURES regulation ⁽¹³⁾, as well as the recommendations of the report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on EURES activity from July

⁽¹³⁾ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52021DC0452&qid=1690750760838>.

2020 to June 2022 ⁽¹⁴⁾, and, by ensuring strong integration and coherence with other ELA activities, to support fair labour mobility, most notably in the field of facilitating access to information, by ensuring that EURES promotes fair recruitment practices and offers direct and high-quality employment opportunities. EURES will continue to contribute to information provision through active communication activities such as campaigns targeting jobseekers and employers and by exploring opportunities to improve the information provided on the EURES portal (labour market information, information on labour shortages and surpluses, information on living and working conditions). As regards the latter, ELA will also look for increased synergies and investigate how this information can benefit other ELA activities to improve in-house labour market intelligence.

ECO will continue to organise and coordinate the governance of the EURES network. This includes supporting the national coordination offices (NCOs) to continuously improve the quality of the services they provide and to adapt their activities to current labour market trends, and ensuring the provision of a common training programme for the staff of the EURES members and partners and of the NCOs. With a future-oriented perspective, ECO will, in close coordination with EURES stakeholders, develop an overall EURES strategy for 2025–2030 and start its implementation during the 2024–2026 programming period.

Communication on and promotion of the EURES services and opportunities will remain an important part of ELA activities. The aim is to further improve the visibility of EURES, both regarding its activities at the European level as well as in increasing communication support for activities at the national level.

Furthermore, to further support Member States in their work, with the aim of improving and increasing the services offered to jobseekers and employers, ELA will continue to work to expand the EURES network by supporting Member States in the admission of new members and partners. ELA will also actively support the organisation of networking opportunities between members and partners across EURES countries to enable exchanges on approaches taken and lessons learned. In the framework of the EURES regulation and Commission Implementing Decision (EU) 2018/170, ECO will look for improvement of the performance measurement system to build a more reliable and high-quality source of information on EURES results and to allow cross-analysis of indicators, taking into account the requirements of the data and information collection under the SDG, which are further specified in Commission Implementing Regulation (EU) 2020/1121.

In its role as the owner of the EURES portal, ELA will ensure the operation and maintenance of the portal. This will include ensuring that the EU Talent Pool Pilot initiative can be accessed from the portal for as long as the temporary protection directive for those fleeing the war in Ukraine is in force. Furthermore, ELA will implement the 2023–2030 EURES portal strategy, in particular, as set out in the strategy, adding focus to specific areas. In addition, the authority will continue to analyse user needs and business requirements with a view to further developing the functionalities of the portal and the related IT services and improving user experience, data quality and the portal's usability and interoperability, including its integration with the Europass system.

⁽¹⁴⁾ [https://www.europarl.europa.eu/RegData/docs_autres_institutions/commission_europeenne/com/2023/0724/COM_COM\(2023\)0724_EN.pdf](https://www.europarl.europa.eu/RegData/docs_autres_institutions/commission_europeenne/com/2023/0724/COM_COM(2023)0724_EN.pdf).

Facilitating information and services	
Key performance indicator	Target by 2026
Ratio of the number of supported awareness-raising and information initiatives (e.g. campaigns) to the number of initiatives planned in the annual work programme	95 %
Ratio of the number of initiatives taken to support Member States in the provision of information on labour mobility, such as website reviews or common templates, to the number of initiatives planned in the annual work programme	95 %
Proportion of translation requests from Member States processed	100 %
Trend in the number of visitors to the EURES portal	Number of visits increased by up to 5 % bounce rate between 30 % and 50 %
Ratio of the number of European job days supported by ELA to the number planned in the annual work programme	100 %
Satisfaction of stakeholders and end users with the accessibility and usefulness of the information provided on the EURES portal	Qualitative outcome

2.3.2. Strategic area 2: enabling cooperation and information exchange

Under the strategic area 'Enabling cooperation and information exchange', ELA aims to facilitate and promote effective and efficient cooperation and the exchange of information between Member States' authorities and to facilitate a solution in the event of a dispute between the Member States regarding individual cases of application of EU labour mobility law. The scope of ELA's actions in this area covers all aspects of labour mobility, including social security coordination and tackling undeclared work. More specifically, this strategic area of ELA's mandate is covered by Articles 7, 13 and 32 of its founding regulation and to some extent by Article 12.

Box 2 Objectives relating to social security coordination

Social security coordination is a cross-cutting topic relevant to all thematic areas. ELA will seek to incorporate social security considerations in the areas of posting of workers, free movement and road transport, as a coordination mechanism is essential to protect the social rights of mobile workers and ensure seamless labour mobility in practice.

The following key issues are considered the most relevant for ELA's work in the coordination of social security:

- efficiency of cooperation of competent national authorities responsible for social security coordination;
- availability and accessibility of information on the applicable rights of workers and employers (registration and payment).

ELA's main objective in the area of social security coordination is to improve the efficiency of social security cooperation and the understanding of rights and obligations, in particular by:

- further improving the efficiency of cross-border cooperation between Member States' authorities in the area of social security coordination;
 - supporting Member States in their fight against social security fraud (in cooperation with the Administrative Commission for the coordination of social security systems (AC));
 - improving information sources on rights and obligations of workers and employers.
-

ELA will continue to enable and facilitate efficient administrative cooperation, mutual assistance and timely exchange of information among the Member States' competent authorities, with the aim of improving the implementation and enforcement of EU and national rules in the field of labour mobility. In this context, the network of national liaison officers (NLOs) will continue to play a key role in facilitating the cooperation and acceleration of exchange of information between the Member States on a day-to-day basis in all areas within ELA's remit and supporting Member States' effective compliance with cooperation obligations.

ELA will continue to expand its human network by building a strong network of NLOs. This will enable ELA to strengthen its ties with national authorities and other national stakeholders, as well as facilitating the delivery of its operational activities. ELA will continuously assess and improve its processes for dealing with requests for assistance from Member States and will continue to provide a set of tools and instruments to facilitate cooperation and the exchange of information. ELA will also provide conceptual, logistical and technical support to cooperation meetings or projects and staff exchanges between two or more Member States on specific topics of interest. Stronger coordination and consistency of action will be ensured between the NLOs office and other operational tasks of ELA.

The NLOs network has well-established cooperation channels, and ELA will continue to consolidate, and even increase and extend, its efforts to support Member States in cooperation activities related to EU labour mobility. The upcoming period will also see particular emphasis placed on cooperation between Member States in relation to social security coordination. Furthermore, ELA will continue to build on previous work undertaken with the goal of it becoming a trusted partner to which Member States can turn in the face of difficulties, in particular by supporting national authorities with following up requests for information, identifying national contact points, providing insights into national law and practices, disseminating good practices and supporting cross-border enforcement procedures related to penalties and fines.

During 2024–2026, ELA will focus on enhancing cooperation between the national administrations in charge of areas under ELA's remit through the continuous development of practical internal tools and procedures (e.g. guidelines and templates), to improve the exchange of information between Member States. To do so, ELA will benefit from the experience and national networks of its national liaison offices.

Box 3 **Objectives relating to road transport**

In the area of international road transport, ELA has a particular mandate: stipulating sector-specific rules for the posting of drivers and social aspects of international road transport stemming from Mobility Package 1.

In 2022, ELA carried out extensive work in certain key areas related to the implementation and enforcement of this package, either under its framework for action on road transport or more generally. These areas included:

- understanding of, and enforcing, posting rules applicable to drivers, and driving and resting periods;
- understanding of rules and promoting efficient cooperation among Member States' authorities.

ELA's main objective in the area of road transport is to improve Member States' understanding and enforcement of rules related to the social aspects of road transport, in particular by:

- continuing to improve the availability and understanding of information on applicable rules in international road transport;
 - enhancing cross-border enforcement of applicable rules for road transport concerted and joint inspections (CJIs);
 - improving the efficiency of administrative cooperation between Member States' authorities.
-

ELA will also promote the use of secure electronic tools and procedures for rapid message exchange between national authorities, in particular building on and improving current tools such as the Internal Market Information

System (IMI) and the Electronic Exchange of Social Security Information (EESSI). ELA will continue with the IMI-PROVE cooperation programme, aimed at fostering more effective use of the IMI modules for posting of workers and for road transport. This will include the organisation of hands-on workshops assessing challenges with the use of the system. ELA will also launch a new multiannual programme aimed at assisting Member States and the European Commission with ongoing work on various aspects of the EESSI system aimed at both enhancing the system and improving the use made of the system by the competent national institutions. The use of innovative approaches to achieve effective and efficient cross-border cooperation will be encouraged. This will include promoting the use of electronic exchange mechanisms and databases between Member States to facilitate access to data in real time and detection of fraud. In this regard, there will be a greater focus on the assistance that ELA can offer to Member States in their efforts to limit fraud and error in the area of social security coordination and support for new digitalisation developments, such as Esspass. ELA will suggest further improvements in the use of those mechanisms and databases, including improvements to data security and data protection, and how to avoid duplication and promote rationalisation of different electronic tools and procedures.

Part of becoming a trusted partner in enhancing cooperation between Member States' authorities is also supporting direct engagement of competent authorities with national, including sectoral, social partners from one or more Member States. Such support will continue to vary in scope and will include practical hands-on seminars, awareness-raising campaigns and thematic and reflective seminars. The topics covered by these events will generally be linked to priority topics and actions for ELA, and issues relevant to the participating Member States. These national or regional events will be used to further disseminate information and examples of good practice, and will serve as a basis for further action at the national or multinational level. The authority will also continue to provide opportunities for close contact between NLOs and to widen NLOs' networks of contacts in their national administrations, and to stimulate and conduct discussions on issues concerning cross-border labour mobility.

ELA will keep monitoring the application of EU labour mobility legal framework in various sectors involving mobile workers, with the aim of identifying existing barriers to cooperation between Member States, continuing to analyse the underlying causes and to seek potential solutions. This analysis will be followed up by various capacity-building activities, focusing on particular areas and/or target groups and channelled also to other activities of ELA, as relevant.

ELA will step up its cooperation programme, Posting 360, launched in 2023 with the aim of improving cooperation between Member States and the effective application and enforcement of EU posting rules in the field of labour mobility and social security coordination. The programme will have a specific focus on the application of EU labour mobility law relating to the posting of workers. Issues arising will be identified and the programme will bring together national authorities and social partners to discuss a common approach to resolve these issues. ELA will also strengthen cooperation between national authorities in the area of transport by implementing a specific mutual learning and understanding programme for transport, Transport Support. This programme will also have a specific focus on issues arising from the implementation in practice of EU mobility rules as they relate to transport, including the promotion of the use of the European Register of Road Transport Undertakings (ERRU) and dissemination of the results of the Transport Regulators Align Control Enforcement 2 project in the area of road transport.

ELA will continue to offer mediation services at the request of one or multiple Member States in the event of cross-border disputes. The focus in 2024–2026 will be entirely on the promotion and implementation of the mediation procedure. This means that ELA will handle individual cases submitted to ELA, but also actively suggest and bring forward cases for mediation. In addition, ELA wants to make full use of the cooperation agreements with the AC and Solvit. ELA aims to continue to explore further joint actions and new areas of cooperation with the AC in relation to the coordination of social security and to further deepen its cooperation with Solvit. It is hoped that, by liaising regularly with Solvit, ELA will identify opportunities to launch mediation procedures. ELA will also continuously evaluate its mediation procedures to ensure their ongoing effectiveness and explore opportunities for improvement. ELA will continue to provide training to, and promote knowledge sharing among, the mediators and experts who sit on mediation boards, and, at the request of Member States, to national authorities. ELA will seek to ensure visibility of its mediation procedures.

Enabling cooperation and information exchange	
Key performance indicator	Target by 2026
Proportion of requests for cooperation and exchange for information managed within 1 month with ELA's support	85 %
Number of activities or initiatives completed under the mutual learning and understanding framework as a proportion of the number of activities or initiatives planned in the annual work programme	95 %
Number of mediation procedures launched as a proportion of the number of requests received concerning cases that ELA is competent to deal with	80 %
Number of actions to promote the use of EU digital tools and procedures (such as IMI, EESSI and ERRU) as a proportion of the number of actions planned in the annual work programme	95 %
Satisfaction of Member States' authorities and other stakeholders with ELA's activities in cooperation	Qualitative outcome

2.3.3. Strategic area 3: enhancing cross-border enforcement

The effective and coherent enforcement of labour mobility rules is a fundamental precondition that must be met if the authority is to fulfil its mission of helping to ensure and strengthen fair labour mobility within the EU. Responsibility for checking compliance with and enforcement of the rules remains in the hands of Member States, with the involvement of social partners, in accordance with national law and practice. The participation in concerted and joint inspections (CJIs) supported by ELA facilitates the work of national enforcement authorities. The role of ELA in this regard is to support cross-border enforcement of the rules by providing conceptual, logistical, legal, technical and analytical support to CJIs. More specifically, this area of ELA's mandate is covered by Articles 8 and 9, and to some extent by Article 12, of ELA's founding regulation.

Box 4 Objectives relating to the posting of workers

According to the Annual Report on Intra-EU Labour Mobility 2022, published by the European Commission, there were approximately 3.6 million postings in 2021, involving around 2.6 million workers, of whom 1.2 million were active in two or more Member States.

Posting of workers is a regulatory area in which ELA plays a key role, supporting its implementation and enforcement. The principal issues in implementing and enforcing legislation on the posting of workers are:

- accessibility and availability of information on the applicable rules on the posting of workers;
- complex mobility patterns (including issues related to temporary work agencies, subcontracting schemes, letterbox companies, bogus self-employment);
- non-compliance with the applicable legislation;
- understanding of the rules and efficiency of cooperation among Member States' national competent authorities.

ELA's activities on posting will also cover the subcategory of the posting of TCNs within the EU, which represents an emerging phenomenon in EU labour mobility. TCNs are more vulnerable than EU citizens to abusive practices such as labour rights violations, poor employment conditions and irregular payment of social contributions. There are multiple reasons for this increased vulnerability, including TCNs' dependence on employers for work and residence permit renewals, and language barriers. ELA, in fulfilment of its mandate, will prioritise its activities on the posting of non-EU nationals in the EU labour market.

ELA's main objective in the area of posting of workers is to improve enforcement of the existing rules, in particular by:

- improving the accessibility, availability and comprehensibility of information on the posting of workers;
 - enhancing cross-border enforcement of posting rules, including by providing systematic data-driven insight into posting patterns;
 - improving the efficiency of administrative cooperation between Member States' national competent authorities.
-

Cross-border inspections supported by the authority are primarily focused on compliance with labour mobility rules, but, depending on the specificities of each inspection, may also touch on compliance with labour law more generally, including applicable collective agreements, health and safety at work legislation and undeclared work. The authority seeks to build on experience gained from the CJIs carried out so far and will not only encourage Member States to intensify their cross-border enforcement activities but proactively support Member States in doing so. ELA's ambition is to become the main EU hub for coordination of these type of cross-border enforcement activities and to enhance cooperation between all relevant actors. ELA's established cooperation with Europol and Eurojust is expected to continue in the relevant areas, and the authority will continue to forge partnerships with other relevant agencies.

ELA's proactive approach will be furthered by its enhanced analytical and risk assessment capacity, which will help to identify areas that would benefit from inspection and will enable a focused emphasis on sectors and topics experiencing significant challenges in the application and enforcement of labour mobility regulations. In line with its objective of strengthening cross-border enforcement, ELA will provide systematic data-driven insights into posting patterns, offering valuable intelligence on emerging trends and business models that support inspections, and will continue monitoring trends and mobility patterns in all the areas under its remit. The enforcement activities will aim to cover multiple sectors, including continuation of inspections in the seasonal agricultural, road transport and construction sectors, and also expanding into additional sectors such as Horeca, healthcare and long-term care, and modes of transport other than road.

Additionally, a comprehensive annual overview report on posting, along with more focused reports covering various thematic areas, is planned for 2024–2025. This approach empowers ELA to strategically orientate

cross-border inspections in areas known to have significant persisting issues, facilitating the development of tools and further improvement in cross-border inspections.

The identification of focus areas and key projects to address will be also informed by a regular screening of the national priorities of enforcement authorities in Member States that are relevant to the mandate of ELA. The mapping exercise will not place any additional burden on Member States, as it will involve screening of publicly available documents combined with a targeted consultation at the technical level.

While ELA actively promotes and supports inspections in specific areas of focus, it will also collaborate in and offer assistance for inspections requested by Member States in other areas, as long as the requests meet the established criteria and are within the available budgetary resources.

Furthermore, the authority will continue to closely follow cases submitted by social partners at the national level, using clear communication channels secured by the social partners liaison function, in close cooperation with NLOs. After closely analysing the cases, ELA will propose inspections or alternative measures in accordance with Article 8 of its founding regulation, where appropriate. Building on experience gained from the inspections that it has supported so far, combined with its analytical capacity, ELA will organise and support targeted enforcement activities or weeks of action, helping national authorities to tackle irregularities of a cross-border nature in specific sectors or fields in a coordinated manner. In adopting a proactive approach to inspections, the authority will further deepen its cooperation with other EU agencies and committees, such as the Senior Labour Inspectors Committee (SLIC), as well as with stakeholders and national and sectoral partner organisations, with the objective of comprehensively tackling irregularities in labour mobility. In particular, the authority will seek to support Member States in bringing together enforcement authorities from various fields to take part in the cross-border inspections, fostering a holistic and multidimensional approach. A well-established network of NLOs will remain crucial for organising and carrying out the cross-border inspections.

ELA will continue to identify a virtual pool of labour and social security inspectors who regularly work in the area of enforcement of labour mobility rules by offering capacity-building activities and further consolidating their expertise and experience in cross-border activities. The aim is to improve cooperation at the cross-border level among enforcers and to enable them to prepare for and carry out inspections in a more agile way. In addition, the authority will provide capacity-building activities for national enforcement authorities, and other relevant stakeholders, with the goal of enhancing implementation of labour mobility rules.

To enhance the consistency and effectiveness of cross-border enforcement of EU law relating to labour mobility and to tackle abuses, ELA will take a number of actions during 2024–2026.

Continuing the trend observed over the past year, it is expected that the number of CJIs and the participation of the Member States will increase steadily in the coming years. Once it has reached full operational capacity, and making use of its experience of inspections, ELA will further extend its outreach activities, highlighting the added value provided by inspections and encouraging Member States to use this tool more frequently. In addition to leveraging the network of NLOs, and its virtual pool of labour and social security inspectors, ELA will also use reports on completed inspections to identify best practices.

The authority will use the experience gained so far to further calibrate and refine the inspection tools and procedures it has developed, enabling it to provide support that is more tailored to the specific needs of individual Member States. ELA will also look at improving the digital tools used for secure and quick information exchange between Member States while ensuring that such tools remain compliant with the data protection rules.

The growing number of inspections supported by ELA has led to the need for effective follow-up of cross-border inspections, involving social partner organisations where relevant and in line with national law and practice. ELA will consider how to make follow-up more efficient, building on the experience gathered from previous inspections. This will include following up on detected irregularities formally falling outside ELA's mandate, which should be reported to other competent authorities at the national and/or EU level for further action. Information gathered during inspections, including on detected irregularities, will give ELA a clearer overview of the sectors most likely to experience irregularities and the parts of the labour mobility framework most likely to be abused.

ELA's stronger analytical capacity, combined with an increased number of inspections, will allow the authority to better target activities addressing the other strategic areas of its mandate. Identification of critical sectors or recurring issues may lead to targeted actions, for example targeted information campaigns, the provision of targeted information or specific capacity-building activities. ELA will thus aim to use relevant information gathered during inspections to better design its own actions, ensuring that all forms of support provided to Member States are based on solid operational conclusions. The authority will report the results of inspections on a biannual basis to the ELA Management Board, as set out in ELA's founding regulation.

Box 5

Objectives relating to undeclared work

Under the area of undeclared work, ELA's mandate is to support efforts undertaken at the national level to tackle undeclared work. ELA has been focusing so far on the continuation of the activities conducted by the European Platform tackling undeclared work, which has been transformed into an ELA permanent working group.

The main scope of activities has involved sharing practices and knowledge among national authorities, aiming to improve understanding of types of undeclared work and the sectors particularly exposed to it (e.g. the platform economy, seasonal work, construction, personal and household services, and Horeca) and increasing public awareness of undeclared work.

ELA's main objectives in the area of undeclared work are to:

- enhance cooperation between Member States and other actors to enable undeclared work to be tackled more efficiently and effectively;
- improve the capacity of the Member States' national competent authorities to tackle the cross-border aspects of undeclared work.

Furthermore, the authority is mandated to facilitate cooperation between Member States in tackling undeclared work, covering both the national and the cross-border dimensions.

The European Platform tackling undeclared work will continue to contribute to fair labour mobility, while also continuing its activities targeting the national dimension of undeclared work. The platform will continue to be the main forum for cooperation among national authorities, promoting a holistic approach to tackling undeclared work with the aim of creating network effects by ensuring that all relevant national authorities and actors play a role in the prevention and detection of undeclared work. ELA will focus on the further integration of the European Platform tackling undeclared work with the other operational tasks of ELA, its priority being to exploit the potential of the platform to improve the authority's other enforcement and analytical activities, and vice versa.

In addition, the authority will further strengthen the development and dissemination of expertise on tackling undeclared work, by focusing on facilitating exchange of good practices, training activities, peer reviews, benchmarking exercises and information campaigns, where necessary considering sectoral specificities, and by conducting studies and analysis related to specific area or aspects of undeclared work.

Finally, experience gained in the implementation of its enforcement activities will provide a solid basis for the authority's input into the review of its founding regulation, potentially identifying areas where the legal framework can be adjusted.

Enhancing cross-border enforcement	
Key performance indicator	Target by 2026
Proportion of Member States participating in CJIs	90 %
Ratio of the number of inspections supported by ELA to the number of proposals submitted/requested by Member States	95 %
Satisfaction of Member States' competent authorities and other stakeholders with ELA's support to CJIs, including analytical support	Qualitative outcome

2.3.4. Strategic area 4: providing intelligence and foresight

Information, intelligence, analysis and foresight on trends and risks relevant to labour mobility is a horizontal area of ELA's work and supports the core mandate in the fields of enforcement, cooperation and information. More specifically, this area of ELA's mandate is covered by Article 10 of ELA's founding regulation, and also touches indirectly on Articles 5, 6, 7, 8 and 12.

The foundation of ELA's analytical and risk assessment capacity is built on its mandate to, where appropriate, collect statistical data compiled and provided by Member States to provide information and key insights on labour mobility issues, be it through EURES, from external sources (e.g. available data from the existing EU tools and databases) or from its operational activities, such as in the context of day-to-day cooperation with competent authorities and social partner organisations, CJIs or its own analytical activities. The availability of solid and robust information and data is a crucial precondition for the production of useful analyses and risk assessments at both the operational and strategic levels. The growing analytical capacity will enable the authority to gain insight into future developments in labour mobility and to better target its operational activities.

ELA will provide intelligence and foresight related to labour mobility by carrying out both strategic and operational risk assessment and analysis on cases, trends and emerging issues in this area, in cooperation with Member States and, where appropriate, social partners. By using existing analysis and sources at the European and, where relevant, national levels, and expanding on the data collected from the sources outlined in the previous paragraph, the authority will improve its capacity to identify and understand patterns or trends in labour mobility and the main factors affecting those trends. This, in turn, will enable it to develop strategies or concrete solutions to address issues affecting fair labour mobility and social security coordination across the EU and improve knowledge and understanding of undeclared work. Thereby, ELA aims to contribute to labour mobility analysis developed at the national level by adding to it the European perspective. The analytical capacity and data aggregated over time, complemented by relevant reports, will enable the authority to look more deeply at trends in the labour mobility field and to provide its stakeholders with intelligence and foresight. In addition, ELA, as permitted within the scope of its founding regulation, will streamline data collection and improve the comparability and compatibility of data.

Over 2024–2026 the authority will continue to strengthen its analytical and risk assessment capability. ELA intends to develop systematic collection of data on posting from the existing sources at its disposal, covering both labour and social security aspects of posting, while also looking at other available sources of information, streamlining data collection and avoiding creating unnecessary burden for Member States. In this context, ELA will help Member States to improve their statistical data collection in line with EU requirements and good practice. In cooperation with EU-level and national stakeholders, ELA will gather and provide better data on labour shortages and surpluses, and the opportunities for cross-border matching, and make this data more accessible.

The authority will also use information and data acquired through its own activities. Such activities include not only operational activities, such as CJIs, activities of EURES or day-to-day information exchange with the Member States, social partners or other relevant stakeholders, but also activities aimed at obtaining a greater understanding of national approaches and modern technologies (such as artificial intelligence (AI)) in analysis and risk assessment for the further improving of analytical capacity. Moreover, the authority will continue to rely on external sources of information. Its growing network of relations and contacts with the stakeholders, including other EU institutions, agencies and bodies (e.g. the AC or Eurostat), will enable the authority to

benefit from the data sources provided within the context of cooperation. The authority will incorporate the need for efficient collection and processing of data in the development of its ICT systems.

The operational and strategic analytical activities developed in previous years will be maintained and extended. The authority will aim to make better use of analytical outcomes in all its operational activities, but particularly its operational support for CJIs, with the goal of developing a robust foundation for a more integrated approach to labour mobility, both in general and in some specific areas. The growing databases of analytical outputs, and the extended operational analytical background, will feed into the authority's strategic analytical activities, providing the opportunity to better understand the trends over time and scenarios of future development. These scenarios could relate to specific sectors, categories of workers or forms of labour mobility, recurring problems, emerging issues or patterns or good practices / strategies to ensure fair labour mobility. Improved analytical activities will also help ELA better prepare for its operational activities, as well as providing support for those activities.

A similar approach will be used in the area of tackling undeclared work, with the goal of improving knowledge of undeclared work, including its causes, regional and sectoral differences and cross-border aspects. It will do so by developing shared definitions, common concepts and evidence-based measurement tools, by promoting comparative analysis, by developing a common understanding of the different systems and practices that can be used to tackle undeclared work and by analysing the effectiveness of policy measures, including preventive measures and penalties. The horizontal nature of analytical capacity of the authority will enable it to take a more integrated approach to undeclared work, while specifically addressing the need to protect particularly vulnerable groups.

The increased capacity and number of outcomes of analyses and risk assessments related to current relevant information and data will be utilised by the authority to provide qualitative foresight in relation to future trends and developments in labour mobility. Future scenarios relating to labour mobility that go beyond the horizon of current developments will not only be useful input into the authority's planning and calibration of its activities but may also be used by EU and Member States' policy actors to enable them to react to appropriately to future challenges. The authority will continue with its foresight activities, building on its first foresight exercise, which took place in 2023.

Providing intelligence and foresight	
Key performance indicator	Target by 2026
Coverage of key topics through analytical activities, intelligence and foresight as set out and planned in the annual work programme	Reports on key topics that are relevant for ELA and its stakeholders
Development and implementation of ELA's strategy to increase competence in analysis, intelligence and foresight	Strategy agreed Implementation plan prepared and monitored
Satisfaction of Member States' authorities and other stakeholders with ELA's activities in providing intelligence and foresight	Qualitative outcome

2.3.5. Strategic area 5: contributing to capacity building

Contributing to capacity building is one of two horizontal strategic areas that complement the three operational strategic areas of the authority's work. It therefore covers all tasks under ELA's mandate and the complete scope of activities of the authority. More specifically, this area of ELA's mandate is covered by Articles 11 and 12 of the ELA founding regulation.

To strengthen the capacity of national authorities in the areas of labour mobility and social security coordination in order to improve consistency in the application of EU law within the scope of this regulation, the authority should continue to offer capacity-building support to Member States and, where relevant and possible, to other stakeholders, in particular ELA's social partners. ELA's capacity-building activities are aimed at strengthening the administrative capacity of national competent authorities in order to improve cooperation across borders

and to implement and enforce EU labour mobility law more effectively. Moreover, ELA will support Member States in tackling undeclared work. In this regard ELA will promote cooperation with other institutions at the international, European and national levels to find or create synergies and increase the resources available for capacity-building activities. ELA will cooperate with Member States, and, where applicable, European, national and sectoral social partners, to foster the necessary capacities at the national level that support the application and enforcement of fair EU labour mobility. In addition, ELA will further explore possible synergies and complementarities between its capacity-building activities and EURES training activities, capacity-building activities undertaken in the context of the European Platform tackling undeclared work and other operational activities by the authority.

During 2024–2026 ELA will continue to build on the work carried out in previous years and will start to implement its multiannual capacity-building strategy with the aim of further rolling out its various capacity-building activities across all its operational areas. The aim of these activities is to better address the training needs of its stakeholders by providing training covering the full range of labour mobility issues and sectoral specificities and delivered by a variety of different methods, including online.

Specific attention will be given to the development of sectoral and cross-sectoral training programmes, and to programmes that respond to national needs or to emerging trends and challenges, such as the future of (online) cross-border work. ELA, when designing and delivering capacity-building activities that focus on these specific areas, will keep in mind that its work in this field should complement the capacity-building activities offered by other European and national providers and should address the needs of Member States.

Effective and efficient handling of cross-border issues requires sufficient operational capacity to enable cooperation between competent authorities in different Member States, as well as the specialised knowledge necessary to deal with cross-border cases. ELA will therefore help to ensure that Member States' national competent authorities have the administrative capacity and specialised knowledge required to deal effectively with cross-border cases. Furthermore, ELA will commence its work on the launch of an online learning platform and start work on the development of online learning modules, and thus further promote capacity-building activities to all its stakeholders. To complement the work that is already being done at the national level, ELA will continue to strengthen its strong links with national training centres and develop further synergies, by designing and implementing joint capacity-building activities, including training needs analysis, targeting national labour enforcement authorities and other stakeholders.

ELA will continue collecting national good practices that covering all areas of EU labour mobility, as well as various tools, policies and other instruments relevant for tackling undeclared work, with the aim of promoting and disseminate these instruments and practices across all Member States. This will help ensure that inspections and enforcement activities are carried out to the highest standards, thereby ensuring that fundamental labour rights are respected.

ELA will continue to support learning activities aimed at sharing knowledge and experiences on how to deter undeclared work, whether at the national or cross-border level. To do so, ELA will organise seminars, thematic review workshops, webinars, peer-learning dialogues and other activities, such as staff exchanges and study visits in areas falling under ELA's mandate. The aims of these activities are to facilitate cooperation mechanisms, mutual learning and exchange of information about different national systems and legislation related to EU labour mobility, and to build mutual trust and networking opportunities between ELA and its social partners. The social partners' contributions, in particular their sector-specific knowledge and their feedback on the implementation, will be key to this work. Given the nature of undeclared work, the mutual learning activities in this area will have more effect at the national level, enhancing cooperation between key authorities within Member States (e.g. among enforcement authorities in the fields of labour law, tax and social security, and social partners at the national and sectoral levels).

Contributing to capacity building	
Key performance indicator	Target by 2026
Ratio of the number of capacity-building activities completed to the number planned in the annual work programme	95 %
Participation rate of Member States and other stakeholders in ELA's capacity-building activities	90 %
Satisfaction of Member States and other stakeholders with the capacity-building activities provided by ELA (e.g. relevance and value added to their own capacity-building work)	Qualitative outcome

2.3.6. Horizontal area: delivering operational excellence

As of 2024, ELA will be fully operational, in that it will have the financial and human resources needed to fulfil its mandate, and will concentrate on delivering effectively on that mandate. Over 2024–2026, ELA will work at its full operational capacity, and considerable effort will be required to finalise, consolidate and further improve the digitalisation, governance, communication and other horizontal activities of the organisation.

To help it meet the horizontal objective of delivering a fully operational, digital and future-proof organisation (HO1), the authority will further build the capability and expertise needed to provide high-quality services to its stakeholders. ELA will continue to build a modern, digital organisation, with the aim of contributing to and facilitating the digital transformation efforts of its external stakeholders by enabling knowledge and expertise sharing at the technical level.

The authority will continue its communication efforts with the aim of raising awareness of its mission and increasing the visibility of its activities. ELA will also provide input into the first review of its founding regulation, planned to take place in 2024.

Communication and outreach activities

ELA's communication objectives for the period are to:

- further increase and improve access to information, primarily through improvement of its website and collaboration with multipliers;
- build and strengthen its relationships with stakeholders and identified target groups;
- continue to improve the visibility of ELA and its work to other EU bodies, agencies, networks, relevant national institutions, social partners, individuals, workers and employers.

To this end, ELA will continuously improve its website; consolidate its presence on existing social media channels; reinforce cooperation with communication contact points in national authorities that can work as multipliers; and organise and coordinate at least one EU-wide campaign per year. Furthermore, ELA will continue to explore and, if possible, implement joint communication activities with EU institutions, other agencies and bodies, and other relevant stakeholders.

During 2024–2026, ELA will implement its most recent communication and dissemination plan (updated in 2023) based on the performance of communication activities conducted until 2023 and assess new types of content and/or channels to be developed.

Organisational strategy, governance framework, policies and standards

ELA's objective in this area is efficient, coherent and effective management and internal governance.

ELA will continue to ensure proper planning and reporting of its activities and resources; coordination of the horizontal aspects of its operational activities; information and cooperation workflows within the authority; assessment and management of risks; communication; and stakeholder engagement. ELA aims to establish policies, standards, internal processes and practices that not only facilitate the operational functioning of the organisation but also ensure that it delivers results in accordance with its mandate.

Horizontal coordination of operational activities will be supported by internal coordination structures in the form of thematic task forces and managerial committees, with the aim ensuring better planning of specific activities, information flow across the operational units and consistent delivery of activities in line with the organisational objectives. These coordination structures will also prepare internal documents (e.g. roadmaps, action plans) supporting practical coordination in planning and delivering ELA's operational activities. The business continuity and contingency plan developed in 2023 will be tested and, if necessary, updated in 2024, to ensure business continuity of ELA in an emergency situation and to enable the organisation to react adequately to the emerging needs of Member States, individuals and employers.

Digitalisation initiatives, both internal and external

ELA will progressively implement internal information systems supporting ELA's activities, in line with its mandate and tasks and based on the preparatory work carried out in previous years. The design and implementation of the internal information system will prepare ELA to face business challenges and will utilise best-in-class ICT, aligned with budget and staff constraints and the interests of stakeholders both internal and external.

ELA will strive to deliver a business- and IT-aligned strategy in a way that allows the authority's information system to support its activities as per its mandate. The digital strategy will entail the use of best practices, allowing ELA to be a driving engine when it comes to maximising the use of data related to labour mobility and its internal processes, while facilitating the sharing of information with internal and external stakeholders.

To enable it to meet objective HO2 'To ensure sound governance of the organisation and efficient and transparent management of its resources', ELA will continue to pursue operational excellence in all its activities, ensuring close alignment with its mandate, and reinforce its effective internal collaborative structure. The authority applies the principles of sound financial management, effectiveness of performance and transparency with respect to its budget implementation. To achieve cost efficiencies and stronger synergies, ELA will continue, and seek opportunities to extend, its cooperation with other EU agencies and institutions. Moreover, ELA will build on and strengthen its relations with other key stakeholders, including social partner organisations, relying on established channels of communication, particularly the social partners liaison function and the NLOs.

Effective planning, monitoring and reporting mechanisms

ELA will aim to further improve the efficiency and effectiveness of its planning, monitoring and reporting processes, thus ensuring transparent, efficient and sound financial management. This includes the constant improvement of the authority's internal processes and procedures, which will facilitate decision-making as well as knowledge sharing and collaboration with the Commission, the ELA Management Board and the ELA Stakeholder Group. The authority will continue to implement its operational plan, to enable better planning and coordination of ongoing activities, and its performance management framework (by closely monitoring its KPIs) and ensure the provision of detailed and timely information to its stakeholders. Furthermore, the authority will also strengthen its internal processes by leveraging on the operational plan to efficiently monitor the implementation of the work programme.

Policies and control mechanisms to ensure compliance with the regulatory framework

ELA's objective in this area is to continue operating in full compliance with the legal framework set out in the ELA founding regulation and other applicable regulations. The application of internal workflows and standard procedures will be monitored, further calibrated and, if necessary, revised to achieve a system that clearly

describes applicable procedures and the relevant actors and their responsibilities. The authority's policies will continue to support managerial oversight of its decision-making process and to ensure an appropriate information flow and enhance control structures and compliance with the regulatory framework of the authority. The focus for the calibrating of internal workflows and procedures will result from ongoing internal risk assessment and identified areas of potential internal control deficiencies as well as from the audit findings and recommendations from the Internal Audit Service and the European Court of Auditors.

The internal control function will support the process by ensuring that an appropriate internal control system is in place to deliver on risk management, sound financial management, fraud prevention and compliance. ELA will aim to follow the state-of-the-art developments in all policy areas of its operation as well as in horizontal activities, policies and strategies, including contingency planning.

ELA will also continue to ensure that the processing of personal data complies with Regulation (EU) 2018/725. ELA's data protection officer (DPO) will continue to carry out monitoring, consultative and investigation activities to ensure the independent application of that regulation in ELA.

Cooperation agreements with relevant EU agencies and working arrangements with third countries and international organisations

In order to ensure greater alignment and creation of synergies, ELA will continue its cooperation with other EU agencies, by entering into, at least on an annual basis, joint activities with those agencies with which cooperation agreements have already been signed (e.g. Eurofound, EU-OSHA, Cedefop), as well as looking for opportunities for further liaison or to sign cooperation agreements with other EU agencies or bodies whenever relevant.

Moreover, the authority will continue to cooperate closely with relevant EU and international institutions and bodies and to participate in EU initiatives, fully using the capacity of its liaison office in Brussels.

To meet HO3 'Cultivate a value-based, inclusive and environmentally responsible organisation', ELA will continue to position itself as an employer of choice, committed to its values and the highest ethical standards in the course of implementing its activities and creating an inclusive, environmentally responsible and value-based culture for its employees.

Environmental and sustainability policies and initiatives

ELA will consider the environmental and climate impact of its decisions across all sectors, taking due account of the impact on the environment of missions, power consumption, waste products and the materials consumed. To that end, ELA will ensure the implementation and, if necessary, updating of its environmental strategy.

Recruitment and human resources policy based on equal treatment

Various human resources (HR) activities are planned for 2024–2026, contributing to the fulfilment of the authority's horizontal objectives.

Attracting, selecting, training, developing and keeping the right staff is essential if ELA is to continue to be a high-performing organisation fit for the future. ELA will reach its full capacity, with a total staff of 144 staff members, during 2024. Its aim is that the composition of its resources will remain stable over 2024–2026, but with the addition of two posts to be filled by contract agents, one for accountancy and one for cybersecurity.

The authority will continue to develop and implement strategic attractiveness actions, including equal opportunities and diversity actions. ELA will continue to foster an inclusive culture and consider diversity and equality principles in its operational and horizontal activities. To that end, ELA will explore the possibility of further developing its inclusiveness and equality policy, including for persons with disabilities.

During 2024–2026, ELA will continue the consolidation, development and implementation of HR policies, processes and procedures and HR digital tools (e.g. e-HR (Sysper), HR digital transformation).

Learning and development activities, aimed at integrating newly recruited colleagues as well as developing existing ones, will be offered to ensure that ELA has the know-how and capacity to effectively and efficiently deliver on its mandate. ELA will further develop and put in place a talent management framework that will contribute to having the right people with the right skills in the right place, and will promote knowledge management and retention. ELA will strengthen its workforce planning with sound allocation of resources, developing the organisation's job-screening methodology in accordance with the financial regulation.

HR activities aimed at organisational development and employee well-being will be consolidated and further developed. This will include training in change management, with the goal of facilitating organisational agility and adaptations to ensure that the organisation is fit for the future, for example by cultivating and promoting ELA's values and work culture. Other activities will aim to build an attractive workplace by maintaining and improving the excellent working conditions and supporting staff well-being, to foster a healthy, engaged and resilient workforce.

Delivering operational excellence	
Key performance indicator	Target by 2026
Trend in the number of visitors to the ELA website and the amount of activity on social media	Number of visits increased by up to 5 % Bounce rate of between 50 % and 70 %
Adoption of an ELA digital strategy and implementation plan	Strategy agreed Implementation plan prepared and monitored
Turnover rate	Below 10 %
Staff satisfaction with ELA as an employer	Qualitative outcome
Stakeholder perception regarding cooperation with ELA	Qualitative outcome
Number of 'critical', 'significant' or 'very important' findings of external and internal audit bodies	Three or fewer
Efficient budget management including achieving the set commitments rate and payments rate	95 % commitments rate 90 % payments rate 90 % of payments made on time

2.4. Human and financial resources – outlook for 2024–2026

2.4.1. Overview of the past and current situations

The authority's human and financial resources will reach their planned capacity by the end of 2023.

	2023	2024	2025	2026
Number of staff	144	144	146 (1)	146
Budget (EUR)	39 568 000	48 426 694 (2)	50 946 705	51 965 639

(1) ELA has identified the need for a further two contract agents in function group IV, one for accountancy and one for cybersecurity services (to ensure compliance with the forthcoming cybersecurity regulation).

(2) ELA requested EUR 49 534 000 in the EU draft budget. However, the European Commission's has proposed a budget of EUR 48 426 694, which was approved by the co-legislators. .

ELA achieved financial autonomy in the first half of 2021. This single programming document (SPD) is the authority's third (2024–2026). The tables presented in the annexes provide a detailed overview of the evolution of resources, including the gender and geographical balance of staff. As indicated in Annexes III–V, the evolution of the staff population and budget reflects the growth of the authority and the resources needed to deliver on all the tasks assigned to the authority.

2.4.2. Outlook for 2024–2026

After reaching its full operational capacity in 2024, the authority will operate at cruising speed, being equipped and resourced to deliver on all the tasks assigned to it.

During 2024–2026, the authority will mature in terms of human and financial resources. Nevertheless, this period will be marked by continued development and consolidation. The authority will continue to implement and extend its core activities and operations. In particular, it will facilitate access to information and services on labour mobility to individuals, employers and social partners; support and coordinate CJIs; increase cooperation among relevant authorities and offer mediation; conduct labour mobility analyses and risk assessments; and support Member States with capacity building in the field of labour mobility. ELA will need to react flexibly to developments in the labour market stemming from general trends (e.g. increased digitalisation and teleworking), evolving policy in the field of labour mobility or political developments (e.g. the priorities of the Commission may change following European Parliament elections in 2024) and adjust its activities to meet the needs of the single market. This might require the authority to implement new tools, develop HR and build additional technical expertise within the organisation.

ELA will continue to evolve as an operational authority offering high-quality services to its stakeholders. ELA's organisational development, together with its talent management and workforce planning, will focus on improving the effective development and deployment of its staff.

2.4.3. Resource programming for 2024–2026

By the end of 2023, the authority's workforce will reach 144 full-time equivalents according to the legislative financial statement: 69 temporary agents, 15 contract agents and 60 seconded national experts (SNEs) (including NLOs).

More details can be seen in Annex II, which sets out the human and financial resources allocated to each activity covered by this programming document. Annex III provides more details of the budget forecast and Annex IV more details of the HR forecast.

To support the operational and workforce stability of ELA, five SNE posts will be converted into five contract agent function group IV posts in 2024. It remains the intention of ELA to convert at least a further 10 SNE posts into establishment plan temporary administrative posts in the following year (2025). ELA has a need for two additional contract agents in FG IV in 2024 onwards, one for accountancy and one for cybersecurity services (to ensure compliance with the forthcoming cybersecurity regulation). This would bring the authority's headcount to 146 in 2025.

Detailed data on staffing changes over the programming period is provided in Table 9 in Annex IV.

2.4.4. Strategy for achieving efficiency gains

The authority is committed to striving for continuous improvement, agility, efficiency and effectiveness, and will continue to consolidate its operations, by streamlining and simplifying processes, optimising cross-unit collaboration and the engagement of its staff, and ensuring optimal use of its resources in compliance with sound financial management, regularity and legality.

ELA will continue its efforts for efficiency of recruitment and onboarding, to have all posts filled despite its persistent challenges linked to attractiveness and talent acquisition. Further, ELA is making use of shared service opportunities and joint procurement procedures for common services. ELA uses the EU Agencies Network to share information, and plans to continue to collaborate and share benchmarking information and best practices with 'sister' and other agencies with a view to continuously developing the skills of ELA staff. The newly established Brussels Liaison Office will improve the effectiveness of the authority's outreach, including to European social partners, and strengthen its cooperation with the European Commission and other EU institutions and beyond, at the strategic and operational levels.

The authority will continue to strive for improved productivity by modernising its administrative systems through digital transformation, maximising its use of systems such as ARES and Sysper, as well as e-procurement and e-signature, eliminating the use of paper and simplifying workflows. The authority will continue to use digital tools to streamline its work processes and workflows, building on experience gained, such as collaboration and automation solutions based on the Microsoft 365 platform or e-learning tools. ELA is already making considerable use of virtual meetings and online collaboration tools.

The authority will explore the possibility of developing an efficiency strategy to consolidate all actions in place, examining the ambition, resource constraints, scope and possible future actions for efficiency gains.

2.4.5. Negative priorities / decrease in existing tasks

No decrease in tasks to be undertaken by the authority is expected over the period covered by this SPD (other than the elimination of tasks required only during the start-up phase).

3. Annual work programme for 2024

ELA's latest annual work programme details the work to be carried out in 2024, organised in 10 operational and 6 horizontal activities. It defines, under each activity, the actions, deliverables and other outputs needed to progress towards achieving the multiannual objectives set in the multiannual section. Individual activities contribute to one or more strategic areas of ELA's work presented in the multiannual part of the work programme.

Each operational and horizontal activity included in the 2024 work programme, its objective and how each activity contributes into the multiannual strategic objectives is described in the relevant section, supplemented by a table presenting the expected outputs and an estimated timeline for delivery.

The planned allocation of the financial and human resources for each activity is presented in more detail in Annex II of this document.

3.1. Operational activities

3.1.1. Activity 1: information and services

ELA's activities in the area of information and services aim to facilitate access to information on cross-border labour mobility, as well as to relevant services, for individuals, workers, employers and social partners in order to improve the availability, quality and accessibility of information on rights and obligations deriving from EU legislation. In 2024, ELA will continue to focus on information and services activities related to the posting of workers, the free movement of workers, social aspects of international road transport and social security.

In the area of the **posting of workers**, ELA will continue to provide, on request, assistance in further improving national and EU-level websites and information material. It will do so by carrying out website reviews and organising workshops for Member States and EU-level providers of information on labour mobility. Furthermore, in cooperation with Member States and social partners, a 'sample outline' for effective information provision on current national posting websites will be developed for implementation by those national authorities that wish to do so.

The identification and promotion of good practices in national approaches to information provision, with a specific focus on the posting of workers in the construction sector, initiated in 2023, will continue in 2024 in the form of a mutual learning programme. The communication materials developed in 2023 for the information and awareness-raising campaign on posting rules in general, and some particularities in the construction sector, will be made accessible and further promoted to national stakeholders for their use. Local information events in selected Member States, targeting employers and workers, will be arranged.

In addition, considering the importance of the issue for the Member States, a mapping of information needs of third-country nationals posted in the EU and their employers will be initiated, with the aim of helping Member States to provide targeted information for this group. If the need arises, this could be differentiated by sector, occupation or employment modality, such as construction, road transport, the meat-processing industry or seasonal work.

As regards the **free movement of workers**, based on the results of the survey carried out in 2023, and the needs of national stakeholders identified, ELA stands ready to provide support to national multistakeholder fora for exchange on promising practices and challenges related to information provision.

ELA will also continue its activities related to seasonal work. The information campaign material developed previously will be kept up to date, and national stakeholders will be encouraged to reuse it. A new campaign on

the Horeca sector, with a focus on winter tourism, will be designed and launched in cooperation with Member States and social partners. Promotion of ‘good practices’ on effective information provision in seasonal work will be continued in the form of a mutual learning programme. As a new activity, ELA plans to identify and compile information on support services targeting seasonal workers and their employers offered at the national level, to improve end users’ awareness and facilitate their access to practical information on services they could benefit from.

ELA will continue its work on the emerging phenomenon of ‘virtual labour mobility’ (which includes cross-border telework, hybrid working, remote working and online platform work) by identifying the information needs of workers, employers and institutions and existing information initiatives and tools, for example through the initiation of mutual learning events on information provision to this target group. The authority will explore the feasibility of cooperating with Eurofound in this activity.

Through its information activities on **road transport**, ELA will continue its efforts to further improve workers’ and employers’ access to information by distributing and promoting the material developed for the 2022 campaign focused on road transport, and improving national and EU-level websites, as well as through local information events in selected Member States. In addition, interaction with drivers and operators will continue, the results of which will be used to compile a list of frequently asked questions that can be used by EU-level or national information providers on their websites.

As regards **social security** aspects, ELA will focus on improving the information provided for employers on obligations related to registration and the payment of contributions. This will be achieved, in cooperation with EU-level and national stakeholders, through, for example, website reviews and by the identification and dissemination of good practices (incorporated into capacity-building activities). ELA will also help raise awareness of and promote the use of relevant digital solutions for the coordination of social security systems (such as Esspass) once they become operational.

Horizontally, ELA will continue its cooperation with EU-level providers of information and services on labour mobility, notably the Your Europe portal and the SDG team. Alongside joint improvement of web information and enhancing cooperation, ELA will cooperate with the available EU-level information and service providers (Your Europe, EURES, the bodies for the free movement of workers, etc.) to improve end users’ experience. This will be based on the analysis, started in 2022 and finalised in 2023, of national-level stakeholders’ awareness of the available information and services, and their perceived improvement potential. Examples of joint initiatives that will be discussed with service providers are an in-depth exploration of the findability, completeness, accuracy and user-friendliness of labour mobility-related information, including information on social security coordination, and a coordinated campaign to enhance the visibility of existing services for citizens and businesses in the field of labour mobility.

ELA will also work on a feasibility study exploring the preconditions and requirements for setting up and maintaining a helpdesk for workers and employers to address their questions related to rights and obligations when exercising their rights to free movement in the single market.

ELA will continue to offer its translation facility to support Member States’ information activities in a multitude of EU and third languages and to work to improve the quality of translations, for example through regular meetings with the national translation coordinators.

In addition, with a comprehensive and holistic approach in mind, in 2024 ELA aims to become operational as regards the preparation of an AI-driven ‘web tool’ on labour mobility, based on the results of the feasibility study on an innovative digital information tool conducted in 2023. This digital tool is intended to consolidate national and EU-level information sources, such as those provided by the European Commission, EU agencies and European social partners, and to use advanced technologies, such as machine learning and natural language recognition (e.g. an AI chatbot), to channel information to users. As this is a very ambitious instrument, a phased implementation is envisaged, with the first modules coming into operation in 2024 or 2025.

In 2024, ELA plans to continue activities initiated during the organisation’s start-up phase to further professionalise its tools. At the same time, new activities will be introduced, intended to expand ELA’s range of information services, resulting in a diversified ‘toolbox’ capable of satisfying heterogeneous needs.

Actions and outputs under this activity contribute mainly to the achievement of strategic objective SO1 'Facilitating information and services'.

Title	Action type	Output	Main regulatory area	Timeline
Developing common templates for posting information	Developing guidelines and recommendations	Templates	Posting of workers	Continuous
Distributing and promoting existing campaign material on the posting of workers in the construction sector	Information campaigns	Information material	Posting of workers	Continuous
Information needs analysis on posting of third-country nationals	Analysis	Analysis/study	Posting of workers	Q4 2024
Local information events on the posting of workers	Information provision	Minutes/summary	Posting of workers	Continuous
Mutual learning events on information provision related to posted workers	Mutual learning provision	Information material	Posting of workers	Continuous
Review workshops on national websites on the posting of workers	Improvement of national information	Report	Posting of workers	Continuous
Reviews of national websites on the posting of workers	Improvement of national information	Report	Posting of workers	Continuous
Distribution and promotion of existing campaign material on seasonal work	Information campaigns	Information material	Free movement of workers	Continuous
Exchange forum on information related to the free movement of workers	Mutual learning provision	Minutes/summary	Free movement of workers	Q2 2024
Information and awareness-raising campaign in seasonal work in the Horeca sector	Information campaigns	Information material	Free movement of workers	Q4 2023 to Q1 2024
Information needs analysis on labour mobility and information initiatives (all topics / areas / target groups)	Analysis	Analysis/study	All	2024
Mapping of support services on seasonal work	Information provision	Mapping document	Free movement of workers	Q4 2024
Mutual learning events on information provision related to seasonal work	Mutual learning provision	Information material	Free movement of workers	2024
Mutual learning events on information provision related to 'virtual labour mobility'	Mutual learning provision	Information material	Free movement of workers	2024
Distribution and promotion of existing campaign material on road transport	Information campaigns	Information material	Road transport	Continuous
Liaison with road transport drivers and operators to develop a list of frequently asked questions	Information provision	Question and answer document	Road transport	Continuous
Review workshops on national websites on road transport	Improvement of national information	Report	Road transport	Continuous
Reviews of national websites on road transport	Improvement of national information	Report	Road transport	Continuous
Road transport roadshow events	Information provision	Summary	Road transport	Continuous
Reviews of national and EU-level information on social security	Improvement of national information	Report	Social security coordination	Continuous

Title	Action type	Output	Main regulatory area	Timeline
Conceptualisation of an information web tool (chatbot)	Information provision	Analysis/study	All	Q4 2024
Feasibility study on a helpdesk on labour mobility	Information provision	Analysis/study	All	2024
Further improvement of EU-level websites (e.g. Your Europe)	Information provision	Report	All	Continuous
Translation of information material for Member States	Translation for Member States	Translated document	All	Continuous

3.1.2. Activity 2: European Employment Services

ELA's EURES activities are mainly related to the thematic areas of the free movement of workers and some aspects of social security.

ELA is responsible for managing the EURES ECO and is the system owner of the EURES portal. ECO will continue to coordinate the EURES network and to maintain and further develop the functionalities of the portal for external (jobseekers and employers) and internal (EURES network) users. ELA aims not only to continue established EURES activities, but to further improve them, in close coordination with the network and relevant stakeholders and taking into account the recommendations of the *ex post* evaluation of the operation and effects of the EURES regulation. For this purpose, an overall 2025–2030 EURES strategy will be developed, to provide a multiannual orientation for the future development of EURES activities.

As regards **EURES network governance**, ECO will continue to arrange meetings of the EURES Coordination Group (ECG), to support the national coordination offices in their annual planning activities (drafting of national and ECO work programmes, including Programming Cycle Workshop and Roundtable meeting), to compile the information required for EURES' annual activity report and to collect information for the performance measurement system (PMS). ECO will also continue providing EURES input to the Single Market Scoreboard and the SDG.

Building on activities started since 2021, ECO will further support NCOs in their efforts to extend the network by attracting new members and partners, and facilitate networking and exchange on specific topics (for example, EURES service provision, digitalisation, greening, addressing specific target groups such as young people or people with disabilities). ECO will continue to assist the EURES network in the areas of job matching and recruitment support by offering them the possibility of organising European (online) job days. ECO will maintain the platform and facilitate the planning and implementation of the recruitment events as well as arranging mutual learning workshops on European online job days (EOJDs).

ECO will further enhance its stakeholder relationship management by regular exchanges with the ECG, NCOs, EU-level social partners, the Public Employment Service network, the Directorate-General for Employment, Social Affairs and Inclusion's Europass team, the Directorate-General for Communication and other relevant stakeholders. To further expand its stakeholder relationships, ECO aims to enhance its cooperation with the Committee of the Regions, Cedefop and Eurostat.

To further improve EURES's visibility, ELA will continue its communication on EURES activities at the European level and support communication activities at the national level (including through meetings of the EURES Communication Working Group). In 2024, EURES celebrates its 30th anniversary. In addition to regular communications such as newsletters, articles and social media posts, a EURES campaign to celebrate EURES's 30th anniversary will be implemented. ELA's support to fair mobility will be linked to the campaign. The campaign will be supplemented by other communication activities to commemorate the anniversary, such as a large stakeholder event, media sessions targeting journalists, the production of a dedicated video/movie and special publications (e.g. an anniversary magazine or similar). The EURES network, as an important stakeholder, will also be consulted on the planned ELA campaign on seasonal work in winter tourism (see

Section 3.1.1, above). Also in 2024, much of ELA's communication activity will be devoted to preparatory work for the next multiannual EURES communication strategy, to be implemented in 2025.

In 2024, ECO will also continue to run the EURES Training Academy, including reviewing and updating the training offer and implementing the training programme as well as the annual EURES in Action event. The EURES network will also have access to ELA's support for staff exchange between participating countries (see Section 3.1.8, below). This scheme enables participating staff to gain better insight into work organisation and procedures in partner organisations and to learn from first-hand experience of good practices.

Maintenance and operation of the **EURES portal** requires the continued cooperation of the technical solution provider, the Directorate-General for Employment, Social Affairs and Inclusion (including the Europass team), and the NCOs (or their technical teams). This work also includes the operation and maintenance of the EU Talent Pool Pilot initiative as long as the temporary protection directive for those fleeing the war in Ukraine is valid. Building on experience from the pilot project, ELA will stand ready to support the EU Talent Pool initiative.

ELA will continue to provide the EURES portal helpdesk services, translate EURES portal information and support the Interoperability Group with network representatives. In addition, ELA will continue supporting EURES countries in ensuring interoperability between national systems and the implementation of European classification of skills, competences and occupations together with the European Commission for the purpose of automated matching through the common IT platform. In addition, ELA will continue supporting EURES countries in ensuring interoperability between national systems and the European classification.

The 2023–2030 EURES portal strategy will be implemented in a phased approach,. Implementation activities planned for 2024 include defining the EURES portal's strategic positioning and orientation, including the exploration of the profiles and needs of current and future users. The design and architecture of the home page will be reviewed and, where needed, adapted to contemporary practices to improve user experience and accessibility. The portal's information sections (labour market information, living and working conditions – including information relevant to aspects of social security and (un)declared work –and labour shortages and surpluses) will be further reviewed and improved. Particular attention will be given to the further improvement of certain functions, for example the matching engine, and to data quality. New features to be developed could use components of AI or high-performance automation. In addition, opportunities for synergies with Europass will be explored, based on the existing specialisation and distinct mandates of the two portals, with the aim of improving services and functionalities, the user experience, mutual support and cross-promotion of services. ELA will implement the strategy through annual implementation plans and liaise with the technical solution provider, the Directorate-General for Employment, Social Affairs and Inclusion, in order to develop related annual technical implementation documentation (e.g. IT project charter files).

ELA will further work on developing synergies and complementarities between EURES and other ELA activities, such as communication and training (including mutual learning and exchange) activities. It will be further explored how mutual benefits between EURES, and other ELA sectors can be created, for example relating to specific sectors (e.g. seasonal work or the transport and construction sectors) or types of labour mobility (e.g. frontier workers in border regions or virtual labour mobility).

ELA considers the EURES portal to be one of the important EU-level information portals and will include it in activities carried out under activity 1 (see Section 3.1.1, above), such as when exploring potential improvement in EU-level information sources or organising an information event on labour shortages and surpluses. Given the importance of continuous and accessible data, comparable across countries, for timely and high-quality analytical activities, ECO will further work on the collection and provision of data on labour shortages and surpluses. In 2024, a specific focus could be devoted to road transport. Furthermore, ELA will build on the expertise of its information and communication teams, for example by continuing to offer voluntary reviews of national EURES websites or in the planning and implementation of campaigns. At the same time, the data and information collected through EURES (labour market information, living and working conditions, labour shortages and surpluses) are expected to benefit other ELA activities, as these will, as a result, be based on better labour market intelligence (see Section 3.1.7, below).

Actions and outputs under this activity contribute mainly to the achievement of strategic objectives SO1 'Facilitating information and services' and SO4 'Providing intelligence and foresight'.

Title	Action type	Output	Main regulatory area	Timeline
EURES communication strategy and activities	EURES network support	Information material, strategy	EURES regulation	Continuous
Input into the SDG	EURES network support	Information material	EURES regulation	Q1 and Q3
EOJDs	EURES network support	Job fair	EURES regulation	Continuous
EOJD mutual learning workshops	EURES network support	Minutes/summary	EURES regulation	Continuous
2023 EURES network activity report	EURES network support	Report	EURES regulation	Q2 2024
PMS report S1/2024	EURES network support	Report	EURES regulation	Q4 2024
2023 PMS report	EURES network support	Report	EURES regulation	Q4 2024
Coordination of the 2025 national and ECO work programmes	EURES network support	Programming document	EURES regulation	Q4 2024
Support for the ECG	EURES network support	Minutes/summary	EURES regulation	Continuous
Input into the Single Market Scoreboard	EURES network support	Information material	EURES regulation	31.12.2024
Support for training coordinators	EURES network support	Training/learning material	EURES regulation	31.12.2024
Translations of EURES portal information	EURES portal management	Information material	EURES regulation	Continuous
Support for the Interoperability Group	EURES portal management	Minutes/summary	EURES regulation	Continuous
EURES Portal Project Charter	EURES portal management		EURES regulation	Q1 2024
Implementation of the 2023–2030 EURES portal strategy	EURES portal management	Concept note / policy note	EURES regulation	Continuous
Provision of labour market information on the EURES portal	Information provision	Information material	EURES regulation	Continuous
Peer reviews of national EURES websites	Information provision	Report	EURES regulation	Continuous
Development of the 2025–2030 overall EURES strategy	Internal policy analysis	Concept note	EURES regulation	31.12.2024
Event on the ELA report on labour shortages and surpluses	Stakeholders' engagement	Minutes/summary	EURES regulation	Q1 2025
2024 EURES in action event	EURES network support	Minutes/summary	EURES regulation	Q4 2024
EURES Training Academy	EURES network support	Training plan/ programme	EURES regulation	Continuous
Extension of the EURES network and facilitation of networking within it	EURES network support		EURES regulation	Continuous
ECO networking activities	EURES network support	Minutes/summary	EURES regulation	Continuous
EURES portal operation and maintenance, including facilitation of the EU Talent Pool Pilot initiative	EURES portal management		EURES regulation	Continuous
EURES 30th anniversary information campaign	Information provision	Information material	EURES regulation	Q1–Q2 2024

Title	Action type	Output	Main regulatory area	Timeline
EURES portal helpdesk services	Information provision	Information material	EURES regulation	Continuous

3.1.3. Activity 3: cooperation and national liaison officers office

Under the cooperation and NLOs office activity, the authority will continue to fulfil its task of facilitating enhanced cooperation and information exchange between Member States through activities aligned with four horizontal work pillars related to the key focus areas of **posting of workers**, **the free movement of workers**, **social aspects in international road transport** and **social security coordination**. These activities will be complemented by the capacity-building actions described below.

To further strengthen and extend cooperation with specific Member States, ELA will support the formation of dedicated teams aimed at supporting the tasks and activities pertaining to a particular Member State or a group of Member States. The establishment of such teams will be implemented through the secondment of cost-free SNEs provided by the interested Member State(s). The establishment of such specific teams and the secondment of the cost-free SNEs will be contingent upon ELA's agreement, which will consider factors such as the volumes of labour mobility, the added value of such teams for operational support, the intensity of cooperation between ELA and the Member State(s) in question, the interest and extent of the Member State(s)' engagement in ELA's tasks, the uptake of services offered, and the availability of resources to support such enhanced cooperation. This will be done while ensuring proportionality and equal consideration of all Member States' needs.

First, ELA will continue to develop general-purpose instruments to improve and facilitate cooperation between Member States while complying with its reporting obligations. Adding to the business processes already in place to support cooperation and the exchange of information between NLOs, the authority will develop an **application to manage requests** for support from Member States in a more effective manner. Requests received and exchanged between national authorities through the NLOs will form the basis for the **report on unresolved requests**, mandated by Article 7(1)(e) of ELA's founding regulation. ELA will also continue to provide, **information to support Member States on issues regarding the application of EU labour mobility law**, upon the request of any Member State, ELA will also to investigate the possibility of cross-border cooperation practices or challenges in line with the thematic priorities of the year.

Second, ELA will provide support to existing and new cross-border cooperation projects through a variety of instruments. It will continue to promote and provide **logistical and technical support** to bilateral or multilateral meetings with national authorities and/or social partners and will support the organisation of **national and multinational events** at which Member States can discuss cooperation priorities, good practices and solutions to the challenges they face. It will also ensure that NLOs have the resources they need to maintain close contact with their home authorities, as well as with the authorities of other Member States. These national and multinational events are also intended to improve cross-border cooperation in areas within ELA's mandate and address all the key focus areas. The ELA translation facility will arrange translation of relevant documents for the purpose of internal exchanges and to facilitate cooperation between national administrations.

Third, promoting and optimising the use of digital tools, such as the **IMI system**, the **EESSI system** and the **ERRU**, for the exchange of information and cross-border cooperation between national authorities will continue to be a horizontal priority, in particular in the focus areas of the posting of workers, road transport and the coordination of social security. In order to improve knowledge and coordination across different institutions, ELA will organise a **joint workshop** to demonstrate to practitioners from different national authorities the functionality of the electronic tools available to them.

Fourth, ELA will continue to work on its four mutual learning and understanding programmes, each of which is dedicated to one of the thematic areas under ELA's remit and focus areas. The **IMI-PROVE programme** will continue to foster more effective use of the IMI system modules for the posting of workers and road transport. Furthermore, ELA will continue and expand the activities of the **Posting 360 programme**, which

aims to strengthen cooperation in the field of the posting of workers between Member States, the European Commission and social partners, from both a labour law perspective and a social security perspective. In 2024, the programme will focus on priority areas such as the posting of third-country nationals, effective administrative procedures, electronic exchange of information, implementation of posting directives and collection of data. In 2024, the authority will launch the **Progress programme on EESSI**, in agreement and full cooperation with the European Commission and the AC. The aim of the programme is to assist Member States and the European Commission on various aspects related to the ongoing work pertaining to the EESSI system, supporting continuous improvements in relation to both the enhancements of the system and the use of the same system by the users of the competent national institutions. Moreover, ELA will articulate the **Transport Support programme**, which aims to increase cross-border cooperation and exchange of information, thereby expanding knowledge and promoting building capacity in Member States, by bringing together different stakeholders to discuss cooperation practices and challenges related to EU labour mobility in different transport sectors.

ELA will continue strengthening cooperation with its stakeholders. In 2024, ELA aims to continue exploring further joint actions and new areas of cooperation with the **AC** in relation to the coordination of social security, and to deepen cooperation with the **Solvit network** to find solutions for individual cases concerning social security and free movement rights, where no solution is found through the Solvit procedure.

Actions and outputs under this activity contribute mainly to the achievement of strategic objective SO2 'Enabling cooperation and information exchange'.

Title	Action type	Output	Main regulatory area	Timeline
Progress – mutual learning and understanding programme on EESSI	Mutual learning provision	Minutes and learning material	Social security coordination	Continuous
IMI-PROVE – mutual learning and understanding programme	Mutual learning provision	Minutes and learning material	Posting of workers / road transport	Continuous
Transport Support – mutual learning and understanding programme	Mutual learning provision	Minutes and learning material	Road transport and other forms of transport	Continuous
Posting 360 – mutual learning and understanding programme	Mutual learning provision	Training/learning material	Posting of workers / social security coordination	Continuous
Forum on the posting of workers under Posting 360	Member States cooperation support	Minutes/summary	Posting of workers / social security coordination	Q2 and Q4 2024
Workshop on the posting of TCBNs under Posting 360	Member States cooperation support	Minutes/summary	Posting of workers / social security coordination	Q2 2024
Development of a case management system for requests for cooperation and exchange of information	Internal governance	Internal procedures	All	Q4 2024
Reports on unresolved requests for cooperation and exchange of information cases handled by the NLOs	Member States cooperation support	Report	All	Q1 and Q4 2024
Translation instrument to assist cooperation and exchange of information between Member States	Member States cooperation support	Report	All	Continuous
Requests for cooperation and exchange of information cases via the NLOs network	Member States cooperation support	Written response to cases	All	Continuous

Title	Action type	Output	Main regulatory area	Timeline
Cooperation support events and national events	Member States cooperation support	Information material	All	Continuous
Provision of information to support Member States in the effective application of EU labour mobility legislation	Information provision	Written response to cases	All	Continuous
Report(s) on cooperation practices between Member States and challenges in specific sectors related to labour mobility	Member States cooperation support	Report	All	Q4 2024

3.1.4. Activity 4: mediation

The authority will continue to offer services aimed at resolving disputes between two or more Member States regarding individual cases of application of EU labour mobility law. Importantly, in 2024, in accordance with Article 40(1) of the ELA founding regulation, ELA's mediation procedure will be evaluated by the European Commission in order to assess the experiences gained. Moreover, the authority will continue to provide targeted communication and information about its mediation function, and to offer training and knowledge-sharing opportunities, thus fulfilling the reporting obligations set out in its founding regulation.

ELA aims to provide efficient and effective mediation services at the request of one or more Member States, upon consideration of a referral of a case by the SOLVIT network, or upon its own initiative. Through an evaluation of the effectiveness and functionality of the current rules of procedure, the mediation procedure may be reinforced to ensure the availability and effectiveness of the procedure, and that it meets the anticipated demands of the Member States that may refer a dispute for mediation. For this process, the authority will be assisted with the advice and expertise of the Working Group on Mediation.

ELA will continue to provide **information** on mediation and to carry out **communication initiatives** to inform the relevant institutional actors, including national authorities and social partners, about its rules of procedure and working arrangements. In addition, the authority will continue to build the knowledge of mediators and experts appointed to the mediation board by offering training and by sharing good practices and experiences gained from mediation with other stakeholders dealing with dispute resolution in labour mobility, such as the AC and the Solvit network.

Actions and outputs under this activity contribute mainly to the achievement of strategic objective SO2 'Enabling cooperation and information exchange'.

Title	Action type	Output	Main regulatory area	Timeline
Biannual reports to the Commission on the outcome of mediation cases	Corporate monitoring and reporting	Founding regulation report	All	Q1 and Q3 2024
Report to the Management Board on the implementation by Member States of the opinions and recommendations delivered during the first and second stages of the mediation procedure	Corporate monitoring and reporting	Report	All	Q4 2024
Support of mediation cases referred to ELA	Mediation process	Mediation document	All	Continuous
Organisation of information sessions on the use of mediation in different Member States	Mediation process	Mediation document	All	Continuous

Title	Action type	Output	Main regulatory area	Timeline
Development of an IT tool to support the mediation process	Mediation process	Register	All	Q4 2024
Review of the guidance and workflows for the mediation procedure	Developing guidelines and recommendations	Guidelines	All	Q4 2024
Evaluation on the effectiveness and functionality of the mediation rules of procedure	Internal governance	Policy note	All	Q2 2024

3.1.5. Activity 5: concerted and joint inspections

Under this activity the authority will continue to promote, coordinate and support inspections by providing conceptual, logistical and technical support (including interpretation services and translation of inspection-specific documentation) and legal expertise. The cost-free SNEs seconded to Authority to further strengthen and extend cooperation with a specific Member State or a group of Member States may also support the cross-border inspections, in particular those involving the Member States concerned. ELA's activities in the area of CJIs will be supported by the Working Group on Inspections.

Thanks to increased analytical capacity within ELA and close cooperation with Member States in the definition of priority areas, ELA's enforcement campaigns will target the most important problematic sectors or cross-border irregularities. In parallel with these intelligence-led and more programmed enforcement campaigns, ELA will continue to work closely with Member States' authorities, as well as enforcement organisations and other stakeholders, to identify and support any other regional, sectoral or circumstantial and more specific cases and priority areas requiring cross-border intervention. A combination of both larger-scale and more focused enforcement initiatives should enable all Member States to participate in cross-border activities, depending on their priority areas and needs.

ELA will continue its work to offer digital solutions to facilitate the planning, execution and follow-up of cross-border inspections. Several tools enabling secure and smooth exchange of information relevant for inspections with a view to further enhancing enforcement activities at the operational level have already been piloted. However, additional work is still needed to make sure such tools are ready to be used by Member States' enforcement authorities and ELA and that all sensitive data is handled in a compliant way.

ELA will also fully implement and further refine the internal case management tools it developed during 2023 (e.g. the Inspections app) to receive, manage, monitor and report on CJIs. ELA will fully utilise the tools to ensure that deliverables related to operational support are provided to Member States quickly, consistently and effectively.

ELA will also continue to refine its internal procedures and guidelines to simplify and streamline access to coordination and support to CJIs. This exercise will entail close engagement with national authorities competent in the domain of cross-border enforcement. In parallel, ELA will develop a range of support tools that will include all types of services and assistance available to Member States within the scope of CJIs.

Planned and on-demand targeted training activities (covered under activity 8; see Section 3.1.8, below) will support enforcement authorities and other stakeholders in acquiring the necessary knowledge and skills to prepare for and efficiently take part in joint enforcement actions. The virtual pool of inspectors will contribute to better targeting such capacity-building activities to equip inspectors with the necessary skills to enforce labour mobility rules in a cooperative environment.

The authority will continue deepening its cooperation with other EU agencies, as well as national and sectoral partner organisations, relevant committees such as SLIC, social partners and other stakeholders, with the purpose of enhancing the effective application and enforcement of labour mobility rules. This will include cooperation with relevant third countries and international organisations (e.g. the International Labour

Organization) in the priority areas requiring cross-border coordination, as described above. In this regard, while fully respecting its mandate, ELA will pay particular attention to the mobility of third-country nationals in the EU labour market.

ELA will continue to support the initiatives of stakeholders, other than public enforcement authorities, which are active in the enforcement of labour mobility *acquis*, aiming to help enforcement authorities to efficiently tackle cross-border irregularities.

Cross-border cooperation in enforcement should lead to frequent and increasingly systematic and targeted CJIs. In addition, the employment, where possible, of analyses and risk assessments carried out either in Member States or by ELA will help to expand the geographic and sectoral scope of CJIs. ELA will emphasise the need for appropriate follow-up to inspections based on the findings of post-inspection reports. Given the importance of timely data capture (in particular, key results, challenges and lessons learned) and the need for ELA to provide detailed information in its biannual reports on CJIs, the authority will aim to itself collect any additional data needed after an inspection, to avoid placing any additional burden on participating authorities. If the information that ELA obtains from various sources (input provided by social partners, information from post-inspection reports, etc.), and from its own risk analyses, suggests the need for cross-border inspections, then ELA will suggest to the Member States in question that these are carried out. It will also advise on the focus of those inspections, that is, whether they should address regional or sector-specific issues, systemic risks and challenges in relation to the application of relevant EU labour mobility and social security law, or any other situations falling under ELA's mandate that put at risk mobile workers' rights and/or the proper functioning of the internal labour market. Building on experience from the previous years, relevant sectors (e.g. construction, agriculture, transport, Horeca) and issues (e.g. posting of workers, either EU citizens or third-country nationals, free movement, social security coordination, cross-border undeclared work, the situation of Ukrainian displaced persons employed within the EU) will be covered by inspection activities.

Actions and outputs under this activity contribute mainly to the achievement of strategic objective SO3 'Enhancing cross-border enforcement'.

Title	Action type	Output	Main regulatory area	Timeline
Proposing CJIs to Member States	Case identification for CJIs	CJI proposal	All	Continuous
Providing conceptual, logistical, legal, technical and analytical support to CJIs	Coordination and support of CJIs	Completed inspection	All	Continuous
Organising enforcement activities targeting specific problematic sectors or irregularities of a cross-border nature	Coordination and support of CJIs	Completed inspection	All	Continuous
Making available new tools or refining tools and procedures to facilitate cross-border inspections, including to ensure secure information exchange	Developing guidelines and recommendations	Guidelines/templates		Q4 2024
Developing non-binding guidelines to help to enforce EU mobility legislation	Developing guidelines and recommendations	Guidelines		Q4 2024
Deepening cooperation with strategic partners, including enforcement authorities in third countries	Stakeholders' engagement			Continuous
Coordinating and supporting the meetings of the Working Group on Inspections	ELA working structures	Minutes/summary		Q1–Q4 2024

3.1.6. Activity 6: tackling undeclared work

ELA will continue its activities aimed at helping Member States to tackle undeclared work, while also creating and exploiting synergies with other ELA activities, particularly CJIs, capacity building, knowledge-sharing activities, and labour mobility analyses and risk assessment. ELA will focus on the cross-border aspects of undeclared work, but will continue to help Member States to deal with the national dimensions of undeclared work. ELA will also analyse the drivers of undeclared work and the trends and policy developments affecting the undeclared work phenomenon in Member States. The European Platform tackling undeclared work will continue to be an important tool to support work in this area.

ELA aims to improve cooperation and the exchange of information, including information on best practices, between relevant authorities and other actors operating in this area. The aim is to address more efficiently and effectively all forms of undeclared work and falsely declared work, including bogus self-employment and the use of letterbox companies. ELA will research new areas and build the knowledge base on undeclared work; among possible topics are the range and effectiveness of incentives to regularise undeclared work and undeclared work in cultural industries. ELA will also aim to further improve the capacity of different relevant authorities and actors to tackle undeclared work. Topics could include the policies and tools that can be used to deter undeclared work among high-skilled workers; safe reporting and complaint mechanisms to enable workers to denounce abuse and seek support; or the role of digital platforms as a source of undeclared work and bogus self-employment. Furthermore, ELA will, where relevant, continue to support Member States in tackling undeclared work among persons fleeing the Russian war of aggression in Ukraine and preventing labour exploitation of this group. In addition, ELA will continue to support cooperation and the exchange of information between the Member States in the area of tackling undeclared work, by providing activities such as staff exchange and peer-to-peer learning. Other activities will aim to increase public awareness and knowledge of issues relating to undeclared work.

ELA will encourage Member States to step up their efforts to tackle undeclared work. It will also support the development of expertise and analysis, and encourage and facilitate innovative approaches. The European Platform tackling undeclared work will continue to promote a comprehensive approach to tackling undeclared work with a view to fulfilling the ultimate objective of transforming undeclared work into declared work.

Actions and outputs under this activity contribute mainly to the achievement of strategic objectives SO1 'Facilitating information and services', SO2 'Enabling cooperation and information exchange', SO3 'Enhancing cross-border enforcement' and SO5 'Contributing to capacity building'.

Title	Action type	Output	Main regulatory area	Timeline
Support for the Platform tackling undeclared work	ELA working structures	Minutes/summary	All	Continuous
Contributing to the development of information and awareness-raising materials on aspects undeclared work	Information campaigns	Information material	All	Continuous
Sharing of good practices	Good practices provision	Good practices document	All	Continuous
Analysis and studies to improve the knowledge of undeclared work	Analysis	Analysis/study	All	
Supporting the capacity of national authorities and the cooperation between them through peer-learning dialogues and mutual assistance projects	Member States cooperation support	Report	All	Continuous
Seminars, workshops, webinars and follow-up/study visits related to undeclared work	Mutual learning provision	Minutes/summary and learning material Report	All	Continuous

3.1.7. Activity 7: labour mobility analysis and risk assessment

ELA will continue to carry out analyses and risk assessment on issues related to cross-border labour mobility and social security coordination. This includes a range of tasks related to enforcement as well as information provision, EURES and capacity building.

ELA will support CJIs through operational risk assessment. The analytical function was established in 2023, and allows ELA to provide support to CJIs in the form of analytical reports produced at the request of the Member States involved. The analytical function will also cover work on the biannual report on CJIs.

ELA will further develop its strategic analysis capacity to enable it to keep track of emerging trends. In this way it will be able to identify sector-specific challenges and recurring problems in the application of labour mobility and social security legislation. As regards focused in-depth analyses and studies to investigate specific issues, ELA will finalise and publish its report on the Horeca sector as well as its analysis of the issues involved in the posting of third-country nationals. It will launch a study on trends and challenges in the healthcare and long-term care sector, possibly also covering domestic work. Such analyses will inform activities of all ELA's operational units in the next year and beyond.

Collection of statistical data compiled and provided by Member States is crucial for effectively implementing the mandate to carry out labour mobility analysis. ELA will thus continue developing cooperation with the Commission and the Administrative Commission for the coordination of social security systems on collection and analysis of statistics on labour mobility and social security cooperation. The administrative statistics will be analysed together with data available from Eurostat.

Closely intertwined with the analytical activities, ELA will continue to organise outreach activities for national competent authorities involved in the implementation and enforcement of labour mobility and social security coordination legislation in Member States. The aim of these activities will be to enhance the authorities' risk assessment capacities and their knowledge and understanding of different systems and practices. ELA's technical workshops, in cooperation with Member States and, where appropriate, the social partners, will contribute to the development of an analytical and risk assessment capacity in the area of labour mobility and social security cooperation. In this context, ELA will continue to consider AI and other new technologies in its risk assessments. Moreover, it will explore the feasibility of developing a network of social attachés focused on labour mobility risk assessment.

In this context, ELA will also support and encourage multidisciplinary cooperation between labour inspectorates and other law enforcement organisations dealing with, for example, labour exploitation or undeclared work when these are of a cross-border nature.

ELA will, if relevant (depending on how the Russian war of aggression against Ukraine develops), continue to analyse the situation of those fleeing the war in EU labour market, and the national employment and social policy measures applicable to them.

ELA will also analyse information and data obtained through the EURES portal. It will, under the EURES mandate, prepare and publish data on labour shortages and surpluses. Depending on the progress of preparatory work in previous years, 2024 could be devoted to implementing a more dynamic and interactive approach to data provision online. This could be explored in cooperation with Cedefop, Eurofound, Eurostat, the Public Employment Service network and other national and EU-level stakeholders.

In order to inform the development of EURES activities, ELA will continue to develop scenarios to be included in its strategic foresight report on labour mobility.

In addition, ELA plans to explore national data sources and indicators to measure seasonal work, for example to determine the types of workers and companies involved and the activities carried out.

Finally, ELA will continue to conduct analytical activities such as mapping exercises and analyses in the fields of labour mobility and social security coordination across the EU. Such analysis will inform those of ELA's activities that support enforcement, information provision and cooperation among Member States. It will also enable the continuous review and prioritisation of its activities, in close consultation with its main stakeholders.

and based on their own priorities, to ensure alignment with Member States' operational needs, but also flexibility and responsiveness to any changes in the EU labour mobility and social security coordination landscapes.

Actions and outputs under this activity contribute mainly to the achievement of strategic objective SO4 'Providing intelligence and foresight'.

Title	Action type	Output	Main regulatory area	Timeline
Preparation of scenarios on labour mobility for foresight analysis	Analysis	Analysis/study	Free movement of workers	Q4 2024
Strategic risk assessment – report on specific issues	Analysis	Analysis/study	All	Q1 2025
Strategic risk assessment reports on selected relevant issues	Analysis	Analysis/study	All	Q1 2025
Posting 360: focus group on data collection	Mutual learning provision	Minutes/summary	All	Q4 2024
Operational risk assessment – technical and analytical support to CJIs	Operational risk assessment	Analysis/study	All	Continuous
Launch of the report on Horeca	Technical workshops	Minutes/summary	All	Q3 2024
Risk assessment workshops	Technical workshops	Minutes/summary	All	Q2 and Q4 2024
Empact (European Multidisciplinary Platform Against Criminal Threats) analytical activities	Technical workshops	Minutes/summary	All	Q2 2024
Risk assessment procedure	Technical workshops	Report	All	Q2 2024
Legal analysis	Analysis	Analysis/study		Q4 2024
2024 report on labour shortages and surpluses	Analysis	Report		Q1 2025
Exploration of data sources and indicators to measure seasonal work	Analysis	Analysis/study	Free movement of workers	Q1 2025

3.1.8. Activity 8: capacity building

Under the activity capacity building, the authority will continue to support Member States and social partners with capacity building aimed at fostering and improving consistency in the application of EU law. In 2024, ELA will start implementing its capacity-building strategy with the long-term goal of becoming, by 2030, a **preferred partner** for Member States in matters related to EU labour mobility, providing authoritative information and expertise on the application and enforcement of EU labour mobility law. In line with this strategy, the authority aims to strengthen the capacity of national authorities by enhancing the knowledge, skills and capabilities of individuals, organisations and systems to perform their functions effectively across the activities covered by ELA's mandate and in the key focus areas of **the posting of workers, the free movement of workers, social aspects of international road transport and social security coordination**. It will do so by providing various training opportunities for different target groups in accordance with their training needs, developing practical guidelines, establishing peer-learning programmes, identifying and encouraging opportunities for the exchange of good practices and knowledge, arranging staff exchanges and study visits and promoting a mutual understanding of different national systems and practices as established in ELA's founding regulation.

In 2024, in line with its capacity-building strategy, and in accordance with Article 11 of ELA's founding regulation, the authority will support Member States in strengthening the capacity of their national authorities in the areas of labour mobility and social security coordination. This will be achieved through the development of **sectoral and cross-sectoral training programmes** that will enable national authorities, including labour

inspectors, and social partners, to respond to emerging trends, needs and demands in the Member States and to address the challenges linked to the future of work. In 2024, training programmes will cover a range of tools and topics, including road transport, aviation, Horeca, seasonal work and the construction sector, and also new challenges in the labour market such as online cross-border work (telework, hybrid work, remote work and platform work).

With a view to forging efficient cooperation between national authorities and national and sectoral social partners, the authority will aim at promoting the **identification, exchange, dissemination and uptake of good practices**, experiences and knowledge in its different areas of operation, information, including cooperation with other stakeholders in the area of capacity building. The authority will continue developing the **communities of practice**.

Moreover, with the cooperation of national authorities and its social partners (when appropriate), the authority will respond to the need to develop common non-binding guidelines, shared definitions and common concepts, building on relevant work already carried out at the national and EU levels.

The authority will continue to improve the cooperation and effective application and enforcement of EU rules in the labour market by supporting **study visits, staff exchanges, peer-to-peer learning and mutual learning and assistance**.

Furthermore, the authority aims to **increase and strengthen cooperation with other stakeholders** through, inter alia, workshops, seminars, training courses and other events. To do so it plans to **create strategic partnerships** in the area of capacity building, including with existing training organisations at the Member State and EU levels. The authority will also explore the feasibility of using alternative methods to deliver training to stakeholders, such as the establishment of an ELA **online learning platform** and the development of **e-learning modules and self-paced tools**. The development of the new tool, a **database of experts**, will allow ELA to identify individuals who have specialised knowledge and expertise in various aspects of labour mobility, and who will serve – on an ad hoc basis – as trainers and facilitators during training programmes. Their expertise will ensure that the training content is comprehensive, accurate and up to date.

Finally, the authority will also advise Member States on **potential funding opportunities** to strengthen their capacity.

Actions and outputs under this activity contribute mainly to the achievement of strategic objective SO5 'Contributing to capacity building'.

Title	Action type	Output	Main regulatory area	Timeline
Good practices call 2024	Good practices provision	Good practices collection	All	Q4 2024
Good practices database	Good practices provision	Good practices document	All	Continuous
Study visit / staff exchanges and secondment schemes in different areas	Member States cooperation support	Staff exchange	All	Continuous
Engagements to strengthen cooperation with national training centres for labour inspectors	Member States cooperation support	Minutes/summary	All	Continuous
Cooperation with other European and international stakeholders in the area of capacity building	Stakeholders' engagement	Minutes/summary	All	Continuous
Annual workshop with the mediators and experts of the mediation board and other stakeholders dealing with the resolution of disputes relating to labour mobility	Technical workshops	Minutes/summary	All	Q3/Q4 2024
Workshops on thematic issues related to labour mobility	Technical workshops	Minutes/summary	All	Continuous
Building a database of capacity-building experts	Training provision	Training/learning material	All	Continuous
Implementation and maintenance of an ELA online learning platform	Training provision	Training/learning material	All	Continuous
Training for national inspectors in Member States	Training provision	Training/learning material	All	Continuous
Modular training for the virtual pool of inspectors in the application and enforcement of EU labour mobility rules, including on the organisation of and participation in CJIs	Training provision	Training/learning material	All	Q1/Q2 and Q3/Q4 2024
EU labour mobility training Q1/Q2 2024	Training provision	Training/learning material	All	Q1/Q2 and Q3/Q4 2024

3.1.9. Activity 9: social partners liaison

ELA will continue its close cooperation with trade unions and employer organisations at the European level as well as at the sectoral and national levels, as these organisations are ELA's key social partners as regards the implementation of its mandate. The social partners liaison function will continue to engage with social partners in a comprehensive and structured way to enhance cooperation and input into ELA work. Staff dedicated to this activity will continue to carry out the three basic functions: (1) provide a secretariat function to the Stakeholder Group to ensure its efficient and compliant functioning; (2) act as the first point of contact within ELA for European social partners; and (3) help to handle cases reported to ELA under Article 8 of the ELA founding regulation and facilitate social partners' engagement with ELA's operational activities.

Building on work carried out in previous years, the social partners liaison function will further deepen the cooperation between ELA and its sectoral social partners to harvest their hands-on expertise in the field of labour issues and the practical application of labour mobility rules in specific sectors. Liaison with social partners will contribute to the identification of those issues or sectors that are most relevant to the authority, such as Horeca and healthcare and long-term care, as well as providing input into planning and prioritisation of ELA activities. Expertise in the field can facilitate the identification of high-risk situations and effective actions to address these. ELA will continue to organise events, such as workshops and seminars, for social partners

active in specific sectors, to propose studies to social partners and to enable the exchange of practices. More generally, by liaising with its social partners it is hoped that ELA will obtain a better understanding of trends and issues in sectors with high proportion of mobile workers. ELA will also seek further, and strengthen existing, synergies with the sectoral social dialogue committees supported by the Commission. The social partner liaison function will also look to support NLOs in outreach activities targeting national social partners.

Actions and outputs under this activity contribute mainly to the achievement of strategic objectives SO1 'Facilitating information and services', SO3 'Enhancing cross-border enforcement' and SO4 'Providing intelligence and foresight' and horizontal objective HO2 'To ensure sound governance of the organisation and efficient and transparent management of its resources'.

Title	Action type	Output	Main regulatory area	Timeline
Coordination of cases reported to ELA by social partners	Case identification for CJIs	Written response to cases	All	Continuous
Secretariat function to the Stakeholder Group	ELA working structures	Minutes/summary	All	Continuous
Workshops or seminars with social partners – follow-up workshop on the construction sector	Technical workshops	Minutes/summary	All	Q2 2024
Workshops or seminars with social partners – discussion with sectoral social partners on selected topics	Technical workshops	Minutes/summary	All	Q4 2024

3.1.10. Activity 10: facilitation of digital tools supporting labour mobility

Under this activity the authority will collect and share knowledge on the use of innovative technology-driven approaches with the goals of achieving effective and efficient cross-border cooperation, improving access to information on rights and obligations regarding labour mobility, and ensuring better enforcement of labour mobility rules and access to data and detection of fraud.

Building on initial experience in mapping and collecting innovative solutions supporting labour mobility, ELA will continue engaging with relevant stakeholders. In the cases of competent authorities that have implemented innovative solutions at national level, ELA will encourage knowledge sharing on such solutions among the interested EU competent authorities and organise dedicated workshops, seminars and conferences aiming to facilitate knowledge sharing and the adoption of digital tools to facilitate the digital transition. ELA will also continue its engagement with stakeholders from other governmental and non-governmental organisations, social partners, industry and academia by issuing open calls for papers and by organising conferences to enable further sharing of knowledge and insights into how new digital technologies can be used to the benefit of labour mobility. Knowledge obtained through this activity will also be leveraged in other activities and in building ELA's own information systems.

Actions and outputs under this activity contribute to the achievement of strategic objectives SO1 'Facilitating information and services', SO2 'Enabling cooperation and information exchange', SO3 'Enhancing cross-border enforcement' and SO4 'Providing intelligence and foresight' and horizontal objective HO1 'Deliver a fully operational, digital and future-proof organisation'.

Title	Action type	Output	Main regulatory area	Timeline
Mapping of digital solutions supporting labour mobility	Member States digitalisation support	Mapping document	All	Continuous
Facilitation of knowledge sharing on digital innovative solutions and tools	Member States digitalisation support	Report	All	Q4 2024
Public call for papers – ELA Tech Conference	Member States digitalisation support	Minutes/Summary	All	Q2 and Q4 2024

3.2. Horizontal activities

3.2.1. Activity 11: governance and policy coordination

Under this activity the authority will ensure sound governance of the organisation, well-functioning ELA governing bodies and compliance with the legal requirements with regard to programming and reporting obligations and documents. As part of sound governance, ELA will further develop its internal processes, services delivery model, performance management system and related monitoring tools, and provide effective and efficient horizontal policy coordination. This function will ensure relations and engagement with relevant external stakeholders at the European and national levels.

One of the key priorities is to ensure the well-functioning of ELA's management structures (the Management Board, Stakeholder Group, working groups) and efficient internal processes. Processes and procedures supporting the management structures will be reviewed and adjusted where needed, reflecting experience from previous years.

As regards planning, programming and reporting activities, ELA will continue to improve its SPD and consolidated annual activity report, and to evaluate progress towards the set objectives and targets. Oversight of the implementation of the 2024 work programme and budget will include ensuring compliance with the regulatory framework. The internal performance management system and monitoring of KPIs implemented in 2023 will be further refined and supported by an automated IT tool. As part of sound governance, ELA will continue to monitor the efficiency of its internal processes and will implement new processes and make any improvements needed for an efficient model of service delivery.

In terms of policy coordination, ELA will aim to ensure adequate horizontal coordination of its operational activities and strategic policy coordination, and to strengthen its relations with key external stakeholders (by engaging with EU institutions and social partners and aiming to conclude cooperation agreements or memoranda of understanding with relevant institutions or agencies). ELA will also bring forward the consolidation of information workflows within the authority and will introduce internal procedures and policies as required, as these are important tools for effective delivery of its mandate.

Actions and outputs under this activity contribute mainly to the achievement of horizontal objectives HO1 'Deliver a fully operational, digital and future-proof organisation' and HO2 'To ensure sound governance of the organisation and efficient and transparent management of its resources'.

Title	Action type	Output	Main regulatory area	Timeline
2024–2026 multiannual work programme	Corporate monitoring and reporting	Programming document	All	Q1 2024
2023 consolidated annual activity report	Corporate monitoring and reporting	Founding regulation report	All	Q2 2024
2025–2027 draft multiannual work programme	Corporate monitoring and reporting	Founding regulation report	All	Q4 2024
Operational plan development and monitoring	Corporate monitoring and reporting	Report	All	Continuous
Secretariat function to the Management Board	Governing bodies coordination	Minutes/summary	All	Continuous
Policy coordination – leading internal projects and task forces	Internal policy coordination	Strategy / concept note / policy note	All	Continuous
External relations – engagement related to accountability to the European institutions	Stakeholders' engagement	Minutes/summary	All	Continuous
Terminology glossary	Developing guidelines and recommendations	Handbook	All	31.12.2024
Testing and update of the business continuity plan	Business continuity management	Training / learning material		Continuous
Internal governance framework development and monitoring	Internal control	Internal procedures		Continuous
Development and implementation of ELA environmental strategy and Eco-Management and Audit Scheme (EMAS) certification	Internal policy coordination	Analysis/study		Q4 2024
ELA annual conference	Stakeholders' engagement	Minutes/summary		Q2 2024
External relations – meetings with stakeholders and other engagement activities	Stakeholders' engagement	Minutes/summary		Continuous
Concluding or updating memoranda of understanding and/or other forms of cooperation arrangements	Stakeholders' engagement	Cooperation agreement		Continuous

3.2.2. Activity 12: compliance and internal control system

Under this activity the authority will ensure that all of its undertakings are legally compliant and will put in place an effective internal control system.

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

ELA's DPO ensures, in an independent manner, the application of the data protection regulation for the European institutions, bodies and agencies (i.e. Regulation (EU) 2018/1725). In particular, the ELA DPO monitors the implementation of ELA's personal data protection plan, provides information and advice to the ELA units and sectors, and investigates processing operations that are the subject of complaints from individuals.

The ELA DPO's responsibilities can be divided into three main areas: monitoring, consultative and investigative activities.

To ensure compliance with the data protection rules, the ELA DPO will continue to provide appropriate support to ELA staff and ensure proper record keeping.

Given the European Data Protection Supervisor's instruction to review the records of processing operations on a regular basis to ensure that this information is always up to date, a biannual exercise for the revision of records of processing operations will be launched in 2024. This review exercise will help to identify new processing operation activities, recurrent issues and systematic weaknesses and/or risks.

New specific guidelines will be issued to support ELA staff in registering personal data breaches.

Where an envisaged processing operation is likely to result in a high risk to the rights and freedoms of individuals, the unit/sector concerned has to carry out a data protection impact assessment. The ELA DPO will help the specific unit/sector to fill out the appropriate documentation.

The ELA DPO's consultative activities include informing controllers and operational controllers in ELA of their obligations under the data protection rules and advising them on how to comply with those obligations.

To this end the ELA DPO will put in place structural guidance, to ensure a harmonised approach to data protection in ELA, relating in particular to:

- the responsibilities and functions of operational controllers;
- records of processing operations;
- privacy statements.

The internal control function aims to ensure that an effective internal control system is in place, enabling the authority to maximise its performance and its ability to handle risks and opportunities and to execute its tasks efficiently, while complying with the applicable regulations.

Internal workflows and standard procedures will be further developed to clarify applicable procedures, responsibilities and actors. The aim is to support managerial oversight of the authority's decision-making process, to ensure an appropriate information flow and to enhance control structures and compliance with the regulatory framework of the authority. The focus for the development of such workflows and procedures will result from the outcome of internal risk assessment and identified areas of potential internal control deficiencies as well as from the audit findings and recommendations from the Internal Audit Service and the Court of Auditors.

Actions and outputs under this activity contribute to achievement of horizontal objective HO2 'To ensure sound governance of the organisation and efficient and transparent management of its resources' and support other objectives.

Title	Action type	Output	Main regulatory area	Timeline
Monitor the handling of personal data breaches in line with the legal requirements	Data protection	Written response to cases		Continuous
Monitor the restrictions on data subjects' rights on ELA processing activities (Article 25 of Regulation (EU) 2018/1725)	Data protection	Report		Continuous
Monitor the new processing operations and biannual review of the existing processing operations in ELA units/ sectors	Data protection	Report		Continuous
Monitor the handling of request by data subjects to exercise their rights under Regulation (EU) 2018/1725	Data protection	Written response to cases Report		Continuous
Monitor international data transfers	Data protection	Report		Continuous
Monitor processes with external/internal processors	Data protection	Report		Continuous
Access to documents requests	Handling of public requests and complaints	Written response to cases		Continuous
Complaints and inquiries	Internal control	Written response to cases		Continuous
Legal advice	Legal advice			Continuous
Consolidation of ELA's internal control framework	Risk management and compliance	Report		Continuous
Staff training/awareness courses in order to implement data protection rules	Training provision	Training / learning material		Continuous

3.2.3. Activity 13: communication and awareness-raising campaigns

Under this activity the authority ensures effective internal and external communication on its activities, prepares information and awareness-raising campaign material on issues under its remit and leads EU-wide coordinated campaigns on topics related to labour mobility in collaboration with Member States' authorities and social partners.

In 2024, ELA will continue its dissemination and outreach activities and will consolidate its collaboration with national multipliers, including media, in EU Member States, as well as with EU-level stakeholders. Dedicated communication materials and activities will be produced for the annual ELA conference and ELA tech conference.

ELA will build on work carried out in previous years aimed at increasing its digital presence. ELA's social media strategy aims to improve the organisation's exposure by increasing the number of followers and reach and by further consolidating its presence on the social media channels in use. The ELA website will be maintained and further developed, in particular by improving multilingualism and accessibility.

ELA will continue to prepare coordinated, EU-wide information and awareness-raising campaigns on selected labour mobility issues (see also activity 1, Section 3.1.1). To better target the campaigns, the target audience analysis, dissemination strategy, and media and social media strategy will be set up. Campaign material in multiple languages for use at the national level by the campaign partners will also be prepared. ELA will be responsible for conducting the campaign in the relevant media and will coordinate dedicated periods of actions with its campaign partners. This will be coupled with monitoring of media and analysis of campaign analytics.

In addition to the large-scale campaign, smaller and targeted ELA campaigns on specific topics are planned. As part of its information and awareness-raising activities, ELA will produce communication and information materials on selected topics that will be distributed through a number of media channels and directly during inspection and information events.

Actions and outputs under this activity contribute mainly to the achievement of strategic objective SO1 'Facilitating information and services' and horizontal objective HO1 'Deliver a fully operational, digital and future-proof organisation'.

Title	Action type	Output	Main regulatory area	Timeline
Website development and further updates	External corporate communication	Communications material		Continuous
Production of corporate communication material	External corporate communication	Communications material		Continuous
Promotion of ELA conferences and events	External corporate communication	Communications material		Continuous
Engagement with media and media monitoring	External corporate communication	Analysis/study		Continuous
Audience analysis of the EU-wide information and awareness-raising campaign (Horeca)	External corporate communication	Analysis/study		Q1 2024
Delivery of an EU-wide information campaign on seasonal work in the Horeca sector	Information campaigns	Communications material		Q3–Q4 2024
Analysis of campaign results	Information campaigns	Analysis/study		Continuous
Delivery of a follow-up campaign on road transport	Information campaigns	Communications material		Q2–Q3 2024
Delivery of information campaign on posting and the construction sector	Information campaigns	Communications material	Posting of workers	Q1–Q2 2024
Targeted campaigns on emerging topics	Information campaigns	Information material	All	Continuous
Preparation of information materials on labour mobility issues	Information provision	Communications material		Continuous

3.2.4. Activity 14: financial resources

Under this activity the authority will continue to work on ensuring sound financial management and the legality and regularity of its budget implementation.

This will be achieved by:

- accurate budget planning and ensuring that budgetary implementation follows forecasts and makes effective use of resources;
- ensuring timely reporting of the organisation's budget and review of the budget to identify possible mitigating measures;
- ensuring timely establishment of the organisation's procurement plan and regular monitoring and review of the plan to identify possible mitigating measures;
- ensuring effective and efficient contract management;
- providing a compliant, effective and efficient financial framework and procedures;
- providing a compliant, effective and efficient procurement system and procedures;
- providing a reasonably assured, true and fair view of the financial position of ELA in all material aspects.

In 2024, regular follow-up on ELA's budget will be continued and strengthened to ensure the full implementation of the budget and timely and effective reporting to ELA's management and other stakeholders.

For more efficient execution of procurement procedures, ELA aims to make full use of all functions of the Public Procurement Management Tool and parts of the e-submission tool (e-request, e-ordering and e-invoicing).

With reference to the ELA strategy on data, information and knowledge management, the strategic use of data, information and knowledge is an essential part of a new way of working at ELA. Knowledge sharing, efficient data management, and dissemination and exchange of information are key to maintaining a supportive, encouraging and challenging working environment. In the financial domain, ELA will further develop a set of interactive dashboards for ELA's units and ELA's stakeholders to simplify access to and use of financial information. These dashboards cover various aspects of finance and procurement.

Actions and outputs under this activity contribute mainly to the achievement of horizontal objective HO2 'To ensure sound governance of the organisation and efficient and transparent management of its resources' and support other objectives.

Title	Action type	Output	Main regulatory area	Timeline
Public Procurement Management Tool use for procurement planning	Financial management	Programming document		Q3 2024
Additional business processes for procurement for reopening of competition framework contract	Financial management	Not applicable		Q2 2024
Cooperation with EU agencies in setting up socially responsible procurement	Internal governance	Internal procedures		Continuous
Budget plan development, monitoring and reporting	Budget management	Report		Continuous December 2024 March 2024
Procurement plan development and monitoring	Financial management	Report		Continuous December 2024
Provisional and final accounts	Financial management	Report		March 2024 June 2024
Interactive dashboards	Corporate monitoring and reporting	Report		Q4 2024
Ensure excellence in financial governance	Financial management	Not applicable		Continuous

3.2.5. Activity 15: human resources

Under this activity the authority will continue working on HR management to support the fulfilment of the organisational objectives and all activities.

Attracting and retaining staff of the highest standard in terms of ability, expertise and qualifications, while ensuring diversity and inclusiveness, is a continuous priority. Ongoing work on the recruitment or secondment and onboarding of staff members will be necessary to maintain the full complement of staff (planned to be 146 people, including additional contract agent posts in the areas of cybersecurity and accountancy). ELA will continue to use interim services to support the organisation's needs. ELA will continue with its traineeship programme and will look into further talent acquisition possibilities.

ELA counts a significant number of SNEs, including 27 NLOs, among its total workforce. The Authority will also implement the option for national authorities to second cost-free SNEs to ELA. Therefore, secondment to the authority will remain a key area, and ELA will consolidate existing processes and develop and implement further specific measures to ensure business continuity. This will include the smooth onboarding and integration and of SNEs and NLOs into ELA and the continuation of provision of opportunities for mutual knowledge sharing between SNEs and other staff members.

ELA will continue to develop new and improve existing HR processes, procedures, policies and digital tools to support the organisation's objectives and the efficient and effective delivery of its mandate. This will include, for example, the further use of collaborative tools and the HR intranet, wider implementation of e-HR (Sysper) and further consolidation of HR-related data protection privacy statements.

In 2024, ELA will consolidate its structure and services, and will expand its work in workforce planning, organisational design and development, talent management, HR analytics, monitoring of KPIs and HR administration. ELA will design and implement a learning and development plan and implement the leadership development programme to build and sustain a high-performing organisation.

Further development and consolidation of working conditions, including the well-being of staff, remain another key priority. Support adapted to the host city will continue (i.e. implementation of relevant provisions under the Seat Agreement with the Republic of Slovakia), as will the implementation of schooling and pre-schooling options for the children of staff, team-building events and various other social measures and activities. ELA, to encourage employee engagement, will follow up on the results of the well-being survey by implementing appropriate actions. Another staff survey, linked to the strategic objective of maintaining ELA as an employer of choice, is planned.

With its first confidential counsellors soon to be in place, ELA will consolidate and develop informal confidential support to staff, protecting the dignity of the person and preventing psychological and sexual harassment.

Finally, ELA will continue to ensure effective adoption and implementation of HR rules and regulations, in line with the Authority's mission and objectives and the staff regulations (Article 110).

Actions and outputs under this activity contribute mainly to the achievement of horizontal objectives HO3 'To cultivate a value-based, inclusive, and environmentally responsible organisation' and provide support to other horizontal objectives, HO1 'Deliver a fully operational, digital and future-proof organisation' and HO2 'To ensure sound governance of the organisation and efficient and transparent management of its resources'.

Title	Action type	Output	Main regulatory area	Timeline
Selection, recruitment and secondment	Recruitment, selection and onboarding	Not applicable		Q4 2024
Onboarding and support to newcomers	Recruitment, selection and onboarding	Not applicable		Q4 2024
HR rules and policies	HR administration management	Internal procedures		Q4 2024
HR administration	HR administration management	Not applicable		Q4 2024
Annual appraisal exercise	Performance management	Not applicable		Q3 2024
Annual reclassification exercise	Performance management	Not applicable		Q4 2024
Well-being survey	HR administration management	Survey		Q4 2024
Workload / full-time equivalent organisational analysis	Strategic workforce planning	Analysis		Q2 2024
Job screening	Strategic workforce planning	Report		Q1 2024
Strategic talent and knowledge management framework	Talent knowledge management	Strategy		Q1 2024
Competency model	Talent knowledge management	Strategy / concept note		Q1 2024
Job descriptions	HR administration management	Not applicable		Q4 2024
Strategic learning and development plan	Talent knowledge management	Training plan/ programme		Q1 2024

3.2.6. Activity 16: ICT and corporate services

Under this activity the authority will execute and evolve its digital strategy. The strategy is intended to deliver the supplies and services necessary to enable ELA staff to operate effectively in the office environment and to collaborate efficiently in the remote environment. The strategy also covers the building or deployment of applications that will help ELA staff to perform their daily tasks more efficiently.

ICT infrastructure

ELA will continue to operate the ICT infrastructure and continue to monitor the KPIs already established and assess these to ascertain if additional performance measures are necessary or applicable. Some additional KPIs may be readily available through the cloud-based infrastructure that ELA is using. Following the successful migration, in 2023, of all cloud broker services to self-managed services and some available through the DIGIT Cloud II and other framework contracts, ELA will further enrich its portfolio of cloud-based services. The single cloud vendor approach will be reviewed in terms of the balance of risks and management effort. ELA will build on the technological capabilities and strengthen the security of both infrastructure and data and its processing. The business continuity of the ICT infrastructure set-up will continue to be tested to ensure that ELA operations can continue in most adverse circumstances. A specific aim is to conduct business continuity tests on at least an annual basis to ensure that infrastructure and services that have changed during the year can continue to function normally during an incident.

Potential improvements to the authority's ICT operations will be investigated through planned assessments of the security measures and services and in response to any findings of ICT studies or third-party penetration testing or to meet the requirements of the forthcoming cybersecurity regulation. This will translate into changes in the means for managing and monitoring the ICT infrastructure, the deployment of technology and services or processes such as change management, service management, incident reporting, operational management, business continuity and critical incident management. Minor upgrades of central infrastructure and end user equipment will be required to maximise the effectiveness of infrastructure use and enable state-of-the-art methods of interaction in office, remote and hybrid environments.

ICT solutions

ELA will continue to develop ICT solutions to meet operational and administrative needs. The outsourced development based on software development life cycle developed in 2022 will be a key delivery method when no market product can fulfil the task. The strict use of the software development life cycle and related tooling will be a major success factor in changing the solution development supplier in 2024. ELA will continue to depend on outsourced development, but it will put a strong focus on continuity and the need to protect its code and keep in-house knowledge of the development environment. The prioritisation of development will be based on the key directions of ELA's digital strategy. The approach to ICT solutions portfolio management will be developed in close collaboration with activity 10 'Facilitation of digital tools supporting labour mobility to maximise synergies and speed up functionality development'. An EU-sponsored innovation laboratory environment will be used to test innovative solutions and prepare proof of concepts to help ELA's mission.

Significant ICT and key stakeholders' resources will have to be allocated to meet the continued demands and requirements of cybersecurity and information security legislation. Cooperation with EU institutions and the use of external consultants will be required to meet the increased demand for implementation resulting from these new obligations. It will be necessary to determine if there is a structural need for additional establishment plan resources in the next few years.

Corporate services

Ongoing maintenance of ELA premises and office management-related services will continue to be provided under this activity. ELA will adapt its services to the growing number of staff.

ELA's corporate travel services function will continue to maintain travel policies, to set up and manage the MIPS application tool and booking tool, and to provide training and ongoing support to staff. Other activities falling under the heading of corporate support include the implementation of ELA's facilities-related and social policies, processes related to ELA's seat agreement, and logistical and technical support of events and meetings.

The consolidated approach to event management and related IT tools will be further developed to minimise effort of staff in operational units, to ensure that event conflicts do not occur and to allow all staff to have visibility of events across the entire organisation.

Environmental impact

ELA will consider the environmental impact of its decisions across all sectors, assessing the impact on the environment of power consumption, waste products and the materials consumed. Examples include the authority's printing policy (see Appendix VI) and the use of cloud services or enabling technologies that promote on-line collaboration and thus reduce the need for missions. In addition, with the active cooperation of the ELA procurement team, new calls for tender will reflect consideration for the environmental and social responsibility.

ELA will monitor the carbon footprint associated with its missions and aim to offset emissions by green initiatives such as the green transport social policy.

ELA's policy on hybrid working helps to reduce CO2 emissions by reducing staff commuting and the resulting congestion and therefore contributes the European Green Deal and the EU's ambition to be climate neutral by 2050.

Actions and outputs under this activity contribute mainly to the achievement of horizontal objectives HO1 'Deliver a fully operational, digital and future-proof organisation' and HO3 'To cultivate a value-based, inclusive and environmentally responsible organisation'.

Title	Action type	Main regulatory area	Timeline
Migration of cloud broker framework contract services	ICT cloud, infrastructure and operations		Q3 2024
Corporate reporting platform implemented	ICT governance		Q2 2024
Cybersecurity risk assessment	ICT security management		Q3 2024
Corporate services	ICT governance		Continuous
Travel policy and management of corporate travel services	ICT governance		Continuous
Facilities management	ICT governance		Continuous

III. ANNEXES

Annexes

Annex I. Organisation chart

The ELA organisation chart valid as of 1 November 2023 is presented below.



Table 1: ELA staff as at 31 December 2023

Unit	Number of staff			
	TAs	CAs	SNEs	Total
Executive Director	5	2	1	8
Governance and coordination	10	1	5	16
Information and EURES	12	2	9	23
Enforcement and analysis	17	1	11	29
Cooperation support	12	1	34	47
Resources	13	8		21
Total	69	15	60	144

Annex II. Resource allocation per activity, 2024–2026

Table 2: Resource allocation per activity, 2024–2026

Activity	2023				2024				2025				2026			
	TAs	CAs	SNEs	Budget (EUR)	TAs	CAs	SNEs	Budget (EUR)	TAs	CAs	SNEs	Budget (EUR)	TAs	CAs	SNEs	Budget (EUR)
Operational activities																
1. Information and Services	6	0	5	3,150,684	6	1	4	3,418,324	6	1	4	2,406,448	6	1	4	2,496,226
2. EURES	5	2	4	11,756,213	5	2	4	13,363,702	5	2	4	14,871,448	5	2	4	15,046,226
3. Cooperation and NLOs office	5	0	30	5,577,017	5	0	30	6,396,941	5	0	30	6,195,516	5	0	30	6,419,811
4. Mediation	2	0	1	693,168	2	0	0	526,968	2	0	0	621,172	2	0	0	631,132
5. Concerted and joint inspections	7	0	7	3,259,544	7	1	6	3,768,776	7	1	6	3,998,206	7	1	6	4,117,924
6. Tackling Undeclared Work	2	1	2	1,602,979	2	1	2	1,807,136	2	1	2	1,792,647	2	1	2	1,852,830
7. Labour mobility analysis and risk assessment	7	0	2	2,310,561	7	0	2	2,886,356	7	0	2	2,860,275	7	0	2	2,965,094
8. Capacity building	4	1	3	2,981,117	4	2	3	2,996,356	4	2	3	2,970,275	4	2	3	3,065,094
9. Social partners liaison	0	0	1	422,817	0	0	1	298,484	0	0	1	295,586	0	0	1	300,566
10. Facilitation of digital tools supporting labour mobility	0	0	1	398,058	0	0	1	318,484	0	0	1	315,586	0	0	1	240,566
11. Governance and policy coordination	6	0	2	1,455,502	6	2	0	1,567,872	6	2	0	1,544,689	6	2	0	1,607,528
13. Communication and awareness raising campaigns	3	1	1	1,710,117	3	1	1	4,877,320	3	1	1	6,372,535	3	1	1	6,302,830
Horizontal support activities																
12. Compliance and Internal Control	3	2	1	531,278	3	2	1	830,904	3	2	1	813,517	3	2	1	843,396
14. Financial Resources	4	4	0	1,062,556	4	4	0	1,107,872	4	4	0	1,084,689	4	5	0	1,265,094
15. Human Resources	5	2	0	1,062,556	5	2	0	969,388	5	2	0	949,103	5	2	0	983,962
16. ICT and facilities	3	2	0	664,097	3	2	0	2,322,420	3	2	0	2,684,931	3	3	0	2,843,396
Management and support																
Management and support	7			929,736	7			969,388	7			949,103	7			983,962
Total	69	15	60	39,568,000	69	20	55	48,426,694	69	20	55	50,725,727	69	22	55	51,965,639

Allocation of resources is based on the 16 activities included in the annual work programme. Full-time equivalents (FTEs) are allocated based on the prevailing activities. The budget per activity is allocated as a sum of the FTEs for Title 1 (staff expenditure) and Title 2 (infrastructure and operating expenditure) and the amount allocated per activity in Title 3.

Annex III. Financial resources, 2024–2026

Table 3: Revenues (EUR)

Revenue source	2023 (revenues estimated by the authority)	2024 (budget forecast)
EU contribution	39 973 330	48 426 694
Other revenue	p.m.	p.m.
Total revenue	39 973 330	48 426 694

NB: p.m., *pro memoria*.

Table 4: General revenues (EUR)

Revenue source	General revenues					
	2022 executed budget	2023 budget	2024 budget	Variation between 2023 and 2024	Budget envisaged in 2025	Budget envisaged in 2026
1 Revenue from fees and charges						
2 EU contribution	21 421 196	39 973 330	48 426 694	21 %	50 946 705	51 965 639
<i>Of which assigned revenues deriving from previous years' surpluses</i>						
3 Contribution from third countries (including EEA/ EFTA and candidate countries)	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
<i>Of which from EEA/EFTA (excluding Switzerland)</i>	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
<i>Of which from candidate countries</i>						
4 Other contributions						
5 Administration operations		24 100				
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Article 61)</i>						
6 Revenues from services rendered against payment						
7 Correction of budgetary imbalances						
Total	21 421 196	39 997 430	48 426 694	21 %	50 946 705	51 965 639

NB: EEA, European Economic Area; EFTA, European Free Trade Association; FRR, Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council, OJ L 122, 10.5.2019, p. 1–38; p.m., *pro memoria*.

Table 5: Expenditure (EUR)

Type of expenditure	2023		2024	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 – staff expenditure	13 556 330	13 556 330	15 697 700	15 697 700
Title 2 – infrastructure and operating expenditure	5 615 000	5 615 000	4 244 000	4 244 000
Title 3 – operational expenditure	20 442 000	10 221 000	28 484 994	15 534 994
Total expenditure	39 613 330	29 392 330	48 426 694	35 476 694

Table 6: Expenditure – commitment appropriations

Expenditure	Commitment appropriations					
	2022 executed budget	2023 budget	2024 budget	Variation between 2023 and 2024	Envisaged in 2025	Envisaged in 2026
Title 1 – staff expenditure	11 381 638	13 556 330	15 697 700	16 %	16 131 385	16 784 639
11 Salaries and allowances	8 141 250	10 370 330	11 650 000	12 %	12 226 200	12 802 639
<i>of which establishment plan posts</i>	4 329 500	6 885 330	8 500 000	23 %	8 925 000	9 337 639
<i>of which external personnel</i>	3 811 750	3 485 000	3 150 000	– 10 %	3 301 200	3 465 000
12 Expenditure relating to staff recruitment	929 391	243 000	35 000	– 86 %	50 000	50 000
13 Mission expenses	158 400	270 000	220 000	– 19 %	250 000	250 000
14 Socio-medical infrastructure	1 050 457	1 630 000	1 725 700	6 %	1 789 485	1 800 000
15 Training	122 896	328 000	400 000	22 %	440 000	462 000
16 External services	927 764	635 000	1 607 000	153 %	1 305 700	1 350 000
17 Receptions and events	51 480	80 000	60 000	– 25 %	70 000	70 000
18 Other staff-related expenditure		0	0		0	0
Title 2 – infrastructure and operating expenditure	2 846 047	5 615 000	4 244 000	– 24 %	3 614 000	3 738 000
21 Rental of buildings and associated costs	168 997	356 50	375 000	5 %	321 000	330 000
22 Information and communication technology	1 736 103	3 182 000	3 085 000	– 3 %	2 740 000	2 850 000
23 Movable property and associated costs	45 233	70 000	116 000	66 %	55 000	55 000
24 Current administrative expenditure	229 432	611 000	315 000	– 48 %	115 000	120 000
25 Postage	25 000	30 000	3 000	– 90 %	3 000	3 000
26 Meeting expenses	147 720	40 000	50 000	25 %	80 000	80 000
27 Information and publishing	301 800	855 000	300 000	– 65 %	300 000	300 000
28 Other administrative expenditure	191 762	470 500	0	– 100 %		
Title 3 – operational expenditure	7 193 511	20 442 000	28 484 994	39 %	31 201 320	31 443 000
31 Enforcement	1 769 371	3 321 320	4 584 716	38 %	4 854 716	5 000 000
<i>of which CJIs</i>	1 180 187	1 197 253	1 830 000	53 %	2 100 000	2 150 00
<i>of which analysis and risk assessment</i>	149 122	982 366	1 640 000	67 %	1 640 000	1 700 000
<i>of which tackling undeclared work</i>	440 063	1 141 701	1 114 716	– 2 %	1 114 716	1 150 000
32 Cooperation	1 542 586	3 141 606	3 550 000	13 %	3 550 000	3 650 000
<i>of which cooperation – NLOs</i>	410 840	928 336	1 550 000	67 %	1 450 000	1 500 000
<i>of which capacity building</i>	892 235	1 918 560	1 750 00	– 9 %	1 750 000	1 800 000
<i>of which mediation</i>	239 511	294 710	250 000	– 15 %	350 000	350 000
33 Information	2 855 923	11 984 869	13 735 378	15 %	14 295 000	14 450 000
<i>of which EURES</i>	2 238 565	10 295 199	11 840 378	15 %	13 380 000	13 500 000
<i>of which information and services</i>	617 359	1 689 670	1 895 00	12 %	915 000	950 000
34 Governance	1 025 630	1 994 205	6 614 900	232 %	8 501 604	8 343 000
<i>of which social partners and committees</i>		157 179	160 000	2 %	160 000	160 000
<i>of which governance and policy coordination</i>	65 409	392 947	460 000	17 %	460 000	483 000
<i>of which communication and awareness-raising campaigns</i>	960 221	1 178 840	4 184 900	255 %	5 694 60	5 600 000
<i>of which facilitation of digital tools</i>		265 239	180 000	– 32 %	180 000	100 000
<i>of which operational digital solutions</i>			1 630 000		2 007 000	2 000 000
Total expenditure	21 421 196	39 613 330	48 426 694	22 %	50 946 705	51 965 639

NB: Subtotals in bold.

Table 7: Expenditure – payment appropriations

Expenditure	Payment appropriations					
	2022 executed budget	2023 budget	2024 budget	Variation between 2023 and 2024	Envisaged in 2025	Envisaged in 2026
Title 1 – staff expenditure	4 611 193	13 556 330	15 697 700	16 %	16 131 385	16 784 639
11 Salaries and allowances	1 420 250	10 370 330	11 650 000	12 %	12 226 200	12 802 639
<i>of which establishment plan posts</i>	663 750	6 885 330	8 500 000	23 %	8 925 000	9 337 639
<i>of which external personnel</i>	756 500	3 485 000	3 150 000	– 10 %	3 301 200	3 465 000
12 Expenditure relating to staff recruitment	198 250	243 000	35 000	– 86 %	50 000	50 000
13 Mission expenses	158 400	270 000	220 000	– 19 %	250 000	250 000
14 Socio-medical infrastructure	1 050 457	1 630 00	1 725 700	6 %	1 789 485	1 800 000
15 Training	122 896	328 000	400 000	22 %	440 000	462 000
16 External services	1 609 460	635 000	1 607 000	153 %	1 305 700	1 350 000
17 Receptions and events	51 480	80 000	60 000	– 25 %	70 000	70 000
18 Other staff-related expenditure	0	0	0		0	
Title 2 – infrastructure and operating expenditure	2 846 494	5 615 000	4 244 000	– 24 %	3 614 000	3 738 000
21 Rental of buildings and associated costs	168 997	356 500	375 000	5 %	321 000	330 000
22 Information and communication technology	1 736 549	3 182 000	3 085 000	– 3 %	2 740 000	2 850 000
23 Movable property and associated costs	45 233	70 000	116 000	66 %	55 000	55 000
24 Current administrative expenditure	229 433	611 000	315 000	– 48 %	115 000	120 000
25 Postage/telecommunications	25 000	30 000	3 000	– 90 %	3 000	3 000
26 Meeting expenses	147 720	40 00	50 000	25 %	80 000	80 000
27 Information and publishing	301 80	855 000	300 000	– 65 %	300 000	300 000
28 Other administrative expenditure	191 762	470 500		– 100 %		
Title 3 – operational expenditure	7 430 17	10 221 000	15 534 994	52 %	29 282 80	32 211 086
31 Enforcement	1 881 936	1 660 660	3 214 994	94 %	4 665 716	5 132 288
<i>of which CJIs</i>	1 259 06	598 627	1 314 994	120 %	1 911 00	2 102 100
<i>of which analysis and risk assessment</i>	155 542	491 183	800 000	63 %	1 640 000	1 804 000
<i>of which tackling undeclared work</i>	467 327	570 851	1 100 00	93 %	1 114 716	1 226 188
32 Cooperation	1 654 600	1 570 803	2 750 000	75 %	3 550 000	3 905 000
<i>of which cooperation – NLOs</i>	410 840	464 168	600 000	29 %	1 520 000	1 672 000
<i>of which capacity building</i>	903 824	959 280	2 000 000	108 %	1 750 000	1 925 000
<i>of which mediation</i>	339 937	147 355	150 000	2 %	280 000	308 000
33 Information	2 868 008	5 992 435	7 700 000	28 %	13 735 378	15 108 916
<i>of which EURES</i>	2 238 565	5 147 600	7 000 000	36 %	11 840 378	13 024 416
<i>of which information and services</i>	629 444	844 835	700 000	– 17 %	1 895 000	2 084 500
34 Governance	1 025 630	997 103	1 870 000	88 %	7 331 711	8 064 882
<i>of which social partners and committees</i>	0	78 590	50 000	– 36 %	160 000	176 000
<i>of which governance and policy coordination</i>	65 409	196 474	150 000	– 24 %	460 000	506 000
<i>of which communication and awareness-raising campaigns</i>	960 221	589 420	1 500 000	154 %	4 637 811	5 101 592
<i>of which facilitation of digital tools</i>	0	132 620	70 000	– 47 %	180 000	198 000
<i>of which operational digital solutions</i>			100 000		1 893 900	2 083 290
Total expenditure	14 887 862	29 392 330	35 476 694	21 %	49 028 190	52 733 725

NB: Subtotals in bold.

2024 procurement plan

The 2024–2026 SPD, including the 2024 ELA annual work programme, is equivalent to a financing decision for the activities it covers, in line with Article 72 of ELA's financial rules ⁽¹⁵⁾.

The implementation of the decision is subject to the availability of budget appropriations for the 2024 financial year.

Administrative appropriations will be implemented without a prior financing decision, in line with Article 72(1) of ELA's financial rules.

The estimated global budget reserved for procurements related to the operational activities referred to in Section 3.1 of this document for the 2024 financial year is EUR 4 290 000.

Table 8: Procurement plan

Annual work programme	Type of procurement service	Type of contract	Estimated amount (EUR)
Activity reference			
Activity 1: information and services	Service	FWC, SC	1 600 000
Activity 3: cooperation and NLOs' office	Service	FWC, SC, DC	1 600 000
Activity 6: tackling undeclared work	Service	FWC, SC, OF	1 090 000

NB: DC, direct contract; FWC, framework contract; OF, order form; SC, specific contract.

⁽¹⁵⁾ Decision No 21/2020 of 15 December 2020 of the Management Board on ELA's Financial Rules.

Annex IV. Human resources: quantitative

Table 9: Staff population and its evolution; overview of all categories of staff: statutory staff and SNEs

A. Statutory staff and SNE

Staff ESTABLISHMENT PLAN POSTS	Year <i>N</i> – 1 (2022)			Year <i>N</i> (2023) authorised staff	Year <i>N</i> + 1 (2024) envisaged staff	Year <i>N</i> + 2 (2025) envisaged staff	Year <i>N</i> + 3 (2026) envisaged staff
	Authorised budget	Filled as of 31.12.2022	Occupancy rate				
Administrators (AD)	40	35	88 %	52	52	62	62
Assistants (AST)	17	14	82 %	15	15	15	15
Assistants/secretaries (AST/SC)	0	0	—	2	2	2	2
TOTAL ESTABLISHMENT PLAN POSTS	57	49	86 %	69	69	79	79
EXTERNAL STAFF	FTE authorised budget	FTE as of 31.12.2022	Execution rate	Envisaged FTE 2023	Envisaged FTE 2024	Envisaged FTE 2025	Envisaged FTE 2026
Contract agents (CA)	15	13	87 %	15	20	22	22
Seconded national experts (SNE)	60	55	92 %	60	55	45	45
TOTAL EXTERNAL STAFF	75	68	91 %	75	75	67	67
TOTAL STAFF	132	117	89 %	144	144	146	146

Table 10: Staff population and its evolution; overview of all categories of staff: other human resources – structural service providers

	Actually in place as of 31 December of year <i>n</i> – 1 (2022)
Security	0
IT	5
Other (specify): EURES	1
Other (specify): communication	1
Other (specify)	0

Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature.

Table 11: Staff population and its evolution; overview of all categories of staff: other human resources – interim workers

	Total FTEs in year <i>n</i> – 1 (2022)
Number	12

Table 12: Multiannual staff policy plan for year *N* + 1, year *N* + 2 and year *N* + 3

Function group and grade	Year <i>N</i> – 1 (2022)						Year <i>N</i> (2023)		Year <i>N</i> + 1(2024)		Year <i>N</i> + 2 (2025)		Year <i>N</i> + 3 (2026)	
	Authorised budget		Actually filled as of 31.12.2022		Modifications in 2022 (flexibility rule)		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AD 15	—	—	—	—	—	—	—	—	—	—	—	1	—	1
AD 14	—	1	—	1	—	—	—	1	—	1	—	—	—	—
AD 13	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AD 12	—	—	—	—	—	—	—	—	—	—	—	1	—	2
AD 11	—	1	—	2	—	1	—	3	—	5	—	4	—	3
AD 10	—	5	—	3	—	—1	—	3	—	1	—	1	—	2
AD 9	—	—	—	1	—	—	—	1	—	5	—	8	—	11
AD 8	—	5	—	7	—	2	—	14	—	14	—	18	—	21
AD 7	—	14	—	12	—	—1	—	10	—	8	—	10	—	16
AD 6	—	8	—	3	—	—1	—	18	—	18	—	19	—	6
AD 5	—	6	—	6	—	—	—	2	—	—	—	—	—	—
AD TOTAL	0	40	0	35	0	0	0	52	0	52	0	62	0	62
AST 11	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST 10	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST 9	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST 8	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST 7	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST 6	—	—	—	—	—	—	—	—	—	—	—	—	—	1
AST 5	—	—	—	1	—	1	—	1	—	2	—	6	—	7
AST 4	—	7	—	6	—	—1	—	6	—	12	—	9	—	7
AST 3	—	10	—	7	—	—	—	8	—	1	—	—	—	—
AST 2	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST 1	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST TOTAL	0	17	0	14	0	0	0	15	0	15	0	15	0	15
AST/SC 6	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST/SC 5	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST/SC 4	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST/SC 3	—	—	—	—	—	—	—	—	—	—	—	2	—	2
AST/SC 2	—	—	—	—	—	—	—	2	—	2	—	—	—	—
AST/SC 1	—	—	—	—	—	—	—	—	—	—	—	—	—	—
AST/SC TOTAL	0	0	0	0	0	0	0	2	0	2	0	2	0	2
TOTAL	0	57	0	49	0	0	0	69	0	69	0	79	0	79
GRAND TOTAL	57		49		0		69		69		79		79	

NB: AD, administrator; AST, assistant; AST/SC, assistants/secretaries.

Table 13: External personnel

Contract agents

Contract agents	FTE corresponding to the authorised budget <i>N</i> – 1 (2022)	Executed FTE as of 31.12. <i>N</i> – 1 (2022)	Headcount as of 31.12. <i>N</i> -1 (2022)	FTE corresponding to the authorised budget <i>N</i> (2023)	FTE corresponding to the authorised budget <i>N</i> + 1 (2024)	FTE corresponding to the authorised budget <i>N</i> + 2 (2025)	FTE corresponding to the authorised budget <i>N</i> + 3 (2026)
Function group IV	9	7	7	9	14	16	16
Function group III	6	6	6	6	6	6	6
Function group II	—	—	—	—	—	—	—
Function group I	—	—	—	—	—	—	—
Total	15	13	13	15	20	22	22

Table 14: External personnel

Seconded national experts ⁽¹⁶⁾

FTE authorised budget 2022 (<i>N</i> -1)	Executed as of 31 December 2022	Headcount as of 31 December 2022	FTE authorised budget 2023	FTE authorised budget 2024	FTE authorised budget 2025	FTE authorised budget 2026
60	55	55	60	55	45	45

⁽¹⁶⁾ Additional cost-free SNEs may be seconded to the Authority. For 2024, the Authority foresees up to seven cost-free SNEs.

Annex V. Human resources: qualitative

Recruitment policy

Table 15: Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Engagement of CAs	Model Decision C(2019) 3016	x		
Engagement of TAs	Model Decision C(2015) 1509	x		
Middle management	Model decision C(2018) 2542	x		
Type of post and post titles	Model Decision C(2018) 8800	x		

Appraisal and reclassification

Table 16: Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Appraisal of TAs	Model Decision C(2015) 1513	x		
Appraisal of CAs	Model Decision C(2015) 1456	x		
Reclassification of TAs	Model Decision C(2015) 9560	x		
Reclassification of CAs	Model Decision C(2015) 9561	x		

Table 17: Reclassification of TAs / promotion of officials

Grade	Average seniority in the grade among reclassified staff (years)				
	Year $n - 3$ (2020)	Year $n - 2$ (2021)*	Year $n - 1$ (2022)	Actual average over 5 years	Average over 5 years (according to Decision C(2015)9560)
AD5	—	—	1.6	1.6	2.8
AD6	—	—	—	—	—
AD7	—	4	—	4	2.8
AD8	—	—	—	—	—
AD9	—	—	—	—	—
AD10	—	3	1.2	2.1	4
AD11	—	—	—	—	—
AD12	—	—	—	—	—
AD13	—	—	—	—	—
AD14	—	—	—	—	—
AST1	—	—	—	—	—
AST2	—	—	—	—	—
AST3	—	—	2.1	2.1	3
AST4	—	—	2	2	3
AST5	—	—	—	—	—
AST6	—	—	—	—	—
AST7	—	—	—	—	—
AST8	—	—	—	—	—
AST9	—	—	—	—	—
AST10 (senior assistant)	—	—	—	—	—
AST/SC1	—	—	—	—	—
AST/SC2	—	—	—	—	—
AST/SC3	—	—	—	—	—
AST/SC4	—	—	—	—	—
AST/SC5	—	—	—	—	—

Table 18: Reclassification of contract staff

Function group	Grade	Staff in activity at 1.01.N – 2 (2021)	How many staff members were reclassified in year $N - 1$ (2022)	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015) 9561
CA IV	17	—	—	—	Between 6 and 10
	16	—	—	—	Between 5 and 7
	15	—	—	—	Between 4 and 6
	14	—	1	1.2	Between 3 and 5
	13	—	—	—	Between 3 and 5
CA III	11	—	—	—	Between 6 and 10
	10	—	1	1.2	Between 5 and 7
	9	—	1	1	Between 4 and 6
	8	—	—	—	Between 3 and 5
CA II	6	—	—	—	Between 6 and 10
	5	—	—	—	Between 5 and 7
	4	—	—	—	Between 3 and 5
CA I	2	—	—	—	Between 6 and 10
	1	—	—	—	Between 3 and 5

Gender representation

Table 19: Gender breakdown as at 31 December 2022: statutory staff (TAs and CAs only)

	Temporary agents		Contract agents		Total	
	Number of staff	%	Number of staff	%	Number of staff	%
Female						
Administrator level (AD and FG IV)	20	41	6	46	26	42
Assistant level (AST and FG III)	11	22	4	31	15	24
Total female	31	63	10	77	41	66
Male						
Administrator level (AD and FG IV)	15	31	1	8	16	26
Assistant level (AST and FG III)	3	6	2	15	5	8
Total male	18	37	3	23	21	34
Grand total	49	100	13	100	62	100

Table 20: Gender evolution of middle management

Table 2 – Data regarding gender evolution over 5 years of the Middle and Senior management *				
	N – 1 (2022)		N (2023)	
	Number	%	Number	%
Female managers	2	33	2	33
Male managers	4	67	4	67

(*) Heads of unit and the Executive Director.

NB: If heads of sector are included as managers, the ratio between female and male managers is 47 % to 53 %.

Geographical balance

In 2022, ELA staff (TAs and CAs) were of 18 different nationalities. A breakdown of staff nationality, split into administrative (CA FG IV) and assistant (CA FG I, II, III)) roles, is given in Table 21.

Table 21: Statutory staff only (TAs and CAs)

Nationality	AD + CA FG IV		AST/SC – AST + CA FG I/CA FG II/CA FG III		Total	
	Number of staff	Percentage of total staff members in the AD and FG IV categories	Number of staff	Percentage of total staff members in AST SC/AST and FG	Number of staff	Percentage of total staff
Austrian	3	7	0	0	3	5
Belgian	1	2	0	0	1	2
Bulgarian	3	7	2	10	5	8
Croatian	2	5	0	0	2	3
Czech	2	5	1	5	3	5
Dutch	1	2	0	0	1	2
Finnish	1	2	0	0	1	2
German	2	5	0	0	2	3
Greek	1	2	1	5	2	3
Hungarian	2	5	3	15	5	8
Italian	4	10	1	5	5	8
Lithuanian	1	2	2	10	3	5
Maltese	1	2	0	0	1	2
Polish	4	10	1	5	5	8
Portuguese	4	10	0	0	4	6
Romanian	2	5	3	15	5	8
Slovakian	7	17	6	30	13	20
Spanish	1	2	0	0	1	2
Total	42	100	20	100	62	100

Schooling

Table 22

Agreement in place with the European school(s)	
Contribution agreements signed with the European Commission on type I European schools	Yes No x
Contribution agreements signed with the European Commission on type II European schools	Yes No x
Number of service contracts in place with international schools:	15
Description of any other solutions or actions in place:	
<p>Schooling is a key factor in fostering multilingualism and enabling ELA to attract and retain diverse qualified staff. The authority will continue recruiting on the broadest possible geographical basis from among the nationals of the EU Member States. In the area of the seat of the authority, there is no European school. To that end, the authority is continuing to implement the Management Board decisions on schooling and preschool facilities costs for the children of ELA staff.</p>	

Annex VI. Environmental management

While the overall environmental policy and management system is to be further defined, specific actions related to environmental management will continue.

In 2023, ELA initiated a project aiming to conduct environmental analysis and draft ELA's environmental statement. This will continue in 2024 with preparation for EMAS certification and implementation of internal and external measures (e.g. offsetting measures). Based on the work done during 2023, the authority will continue in the development of a comprehensive environmental strategy, which will set out the actions required to maintain a high-quality and sustainable physical environment by maximising the efficiency of its facilities and services; minimising the environmental impact of its operations, particularly in the areas of production of waste, consumption of resources and greenhouse gas emissions; and providing staff with improved working conditions. The strategy will include specific objectives to reduce the environmental impact, including in relation to the consumption of resources, transport, recycling, etc.

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

As a joint tenant of the building, the authority intends to use the certified management systems already installed by the landlord, and within the context of the authority's sustainability strategy, as an effective way of managing resources more efficiently. It will simplify several activities associated with these systems' maintenance and improvement. Those integrated management systems could have the following certifications: International Organization for Standardization (ISO) 9001 (quality), ISO 27001 (information security), ISO 10002 (complaints handling), Occupational Health and Safety Assessment Series (OHSAS) 18001 (health and safety), European Norm (EN) 170001 (universal accessibility) or ISO 14001 (environmental management). They could also be registered with EMAS.

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

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

Annex VII. Building policy, 2024

Table 23: Details of rented ELA premises in 2023

Building name and type	Location	Surface area (m2)			Rental contract					Host country (grant or support)
		Office space	Non-office space	Total	Rent (EUR/year)	Duration of the contract (years)	Type	Breakout clause (yes/no)	Conditions attached to the breakout clause (if applicable)	
Landererova 12, administrative building	Landererova 12, Bratislava 1, 81109, Slovakia	3 436.70	1 282.40	4 719.10	1 200 (1)	20	Sublease	Yes	If ELA ceases to exist, if ELA relocates, if Slovakia ceases to be an EU Member State (2)	Slovakia

(1) As of the 11th year of the contract, ELA will pay regular rent.

(2) According to the 'termination clause', ELA may terminate the sublease agreement if ELA ceases to exist without a successor, if ELA's seat is relocated outside Slovakia or if Slovakia leaves the EU. There are further conditions attached to these events depending on whether or not they occur in the first 10 years of the sublease.

The provisions for the seat of the authority have been established by Decision (EU) 2019/1199 ⁽¹⁷⁾ and the headquarters agreement between ELA and the Government of the Slovak Republic. ELA moved to its permanent location in Bratislava, Slovakia, in September 2021. In its premises at Landererova 12, ELA has a lettable floor space of 4 719.1 m², of which approximately 1 282.4 m² is a conference centre for the dedicated use of ELA. The building was newly constructed in 2018, and ELA is the first tenant of its assigned floors. The building meets the authority's needs for its specific installations, equipment, conference centre and office space. The office space and infrastructure were gradually made available during 2021, and the conference facilities were finalised in Q2 2022. Possible future adjustments of the premises will take into account experience with its current use and further adjustment to the authority's needs.

The lease for Landererova 12 lasts 20 years, with an option to break the lease under certain circumstances.

The building has a shared tenancy arrangement, with the authority occupying 4 of the available 14 lettable floors.

⁽¹⁷⁾ ELA takes note of the decision of the court in Case C-743/19 *European Parliament v Council*. ELA will respect all future steps taken by the competent EU institutions on that matter.

Annex VIII. Privileges and immunities

The negotiations for the headquarters agreement with the Government of Slovak Republic as the host Member State were finalised in mid July 2021. The joint signing of the agreement took place on 4 October 2021. Under its provisions, Slovakia provides full compliance with the protocol on the privileges and immunities of the European Union in terms of ELA staff and their relatives, and Slovakia also granted temporary tax measures that will facilitate the integration of ELA staff in Bratislava.

Annex IX. Evaluations

ELA's evaluation policy currently consists of a mixture of *ex ante* and *ex post* controls (which include following the four-eyes principle, verification of the financial circuits, operational and financial verification functions, and exceptions reporting) and a modular approach rather than the conventional *ex ante* / interim / *ex post* evaluation approach, focusing in particular on the activity level of the work programme, and relying on narrative reports linked to the specific activities.

ELA collects and reports on various other metrics to support efficient and effective operations at the process and functional levels, notably regarding its communication and its financial performance.

Monitoring is carried out internally, including by the Management Board, which is informed at least twice per year of the status of the implementation of the annual work programme. Finally, the Management Board conducts an annual analysis and assessment of the Executive Director's activity report.

KPIs are used to evaluate the overall and long-term success of ELA. Indicators are in place to evaluate the success of a particular objective of an activity ELA is engaged with, linked to the work programme.

According to Article 40 of the founding regulation, Commission will assess the authority's performance in relation to its objectives, mandate and tasks by 1 August 2024.

Annex X. Strategy for organisational management and internal control

Organisational management

ELA is headed by the Executive Director, who is accountable to the Management Board. The Management Board consists of a member from each Member State, two members from the European Commission, an independent expert appointed by the European Parliament and four members from EU-level social partners, two representing trade unions and two representing employer organisations. The Management Board also has several observers from European Free Trade Association (EFTA) Member States and ELA's EU sister agencies.

The Management Board provides the strategic orientation of ELA and adopts ELA's SPD, the annual budget and the consolidated annual activity report on ELA's activities and other activities related to working groups and expert panels. The Management Board meets at least twice a year to ensure good governance of ELA's activities.

Internal control

The Executive Director – supported by managers and the internal control and legal functions – oversees the internal control systems within each unit/function. At the level of units, all managers are accountable for the achievement of objectives, and report in accordance with the applicable reporting arrangements within ELA.

ELA carries out an annual risk assessment taking into account the inherent risk environment in which the authority operates, and specific activities and processes. At the corporate level, the assessment exercise involves the Executive Director and senior management supported by the internal control function. During the year, the risk register and related reporting are regularly reviewed, with feedback provided to senior management.

Since 2022, ELA has taken part in the peer review exercise on risk management in decentralised agencies launched by the European Commission. ELA implements the internal control framework adopted by the Management Board in December 2020. The framework comprises 5 internal control components and 17 principles, and is based on the internal control framework of the European Commission. KPIs for monitoring the internal control framework will be developed and adopted. ELA will further strengthen its internal control system based on the recommendation of the Internal Audit Service.

ELA has in place an internal procedure to report and register non-conformity events, which are reported yearly to the Executive Director.

Annual audits implemented by external auditors (European Court of Auditors) allow the authority to demonstrate that it has an effective internal control and management system.

In order to support its ethical and organisational values, ELA adopted and is implementing the following key ELA documents: Management Board Decision No 5/2022 on the code of good administrative behaviour, Management Board Decision No 3/2021 on ELA's anti-fraud strategy and Management Board Decision No 11/2021 on guidelines on whistleblowing. The objective of ELA's 2024–2026 anti-fraud strategy is to maintain a high standard of ethics and a high level of fraud awareness. The implementation of the strategy will be monitored using a dedicated action plan.

Every staff member is required to submit a certificate of good conduct or demonstrate the absence of a criminal record before taking up their duties.

Annex XI. Plan for grant, contribution or service-level agreements

Not applicable.

Annex XII. Strategy for cooperation with third countries and/or international organisations

After the consolidation and growth stage of previous years, ELA continues its cooperation with the European Economic Area (EEA) countries and Switzerland, and has also continued working-level cooperation with some other third countries and international organisations, in close coordination with the European Commission and in line with the applicable rules, while also exploring the possibility of concluding formal instruments of cooperation.

The founding regulation stipulates that representatives from third countries that are applying EU law in areas covered by the regulation may participate in the meetings and deliberations of the Management Board as observers. Therefore, the EEA/EFTA countries have been invited to ELA Management Board meetings from the outset.

Regarding EEA countries, the process of incorporating ELA's founding regulation into the EEA agreement has progressed substantially and, although it has not yet been completed, its finalisation is expected to take place soon. Even in the absence of the incorporation and given the importance of EEA countries' continued and active participation in the area of labour mobility, and following a request by the EFTA Secretariat, EEA countries have been allowed to participate in the ELA working groups (inspections, mediation, information) since 2021. EEA countries are also participating as observers in the working group on the European Platform to enhance cooperation in tackling undeclared work. EEA countries and Switzerland are participating in EURES activities, ELA manages the EURES ECO.

Financial contributions by the EEA/EFTA countries are set by the EEA agreement (Protocol 31) and based on annual proxies. Pending confirmation of any such contributions, the ELA budget indicates what is *pro memoria*. The financial contribution of EEA requires the amendment of the EEA agreement, in particular Protocol 31. Until the incorporation of the founding regulation into the EEA agreement, any costs incurred in carrying out any of the activities in which EEA countries have been allowed to participate on an ad hoc basis prior to incorporation of the founding regulation into the EEA agreement should be borne by the countries concerned.

The participation of Switzerland in ELA activities beyond the Management Board can take place only once the EU–Switzerland agreement on the free movement of people is amended. Advance participation such as that granted to the EEA countries is thus not possible at this stage.

Third countries that have entered into agreements with the EU can propose SNEs to ELA. In the case of EEA/EFTA countries, this will be possible once the joint committee adopts the relevant decision. In the case of Switzerland, this will be possible once the EU–Switzerland agreement on the free movement of people is amended. The ELA Management Board will then need to make the necessary practical arrangements when the issue arises.

Beyond the EEA countries and Switzerland, ELA has established ad hoc working relations with other third countries and international organisations, while exploring and initiating exchanges on the possible instrument of cooperation. As a priority, ELA focuses on its cooperation with the candidate countries. The working-level cooperation includes meetings with international organisations or third countries and joint organisation of events (e.g. with the ILO), strictly following ELA's mandate. Some activities have been intensified, particularly regarding the Russian war of aggression against Ukraine. In 2024, ELA will also continue its working relations and exchanges with third countries and international organisations, including concluding instruments of cooperation, in close coordination and cooperation with the European Commission and the ELA Management Board and respecting the applicable legal framework, particularly Article 43 of the founding regulation.



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