

# **ELA Consolidated Annual Activity Report 2024**

# Contents

<b>Management Board assessment.....</b>	<b>5</b>
The Management Board.....	6
<b>Executive summary.....</b>	<b>9</b>
The European Labour Authority .....	10
<b>Part I. Achievements in 2024.....</b>	<b>12</b>
Multiannual Strategic objectives and key performance indicators .....	14
Strategic objective 1 – facilitating information and services .....	14
Strategic objective 2 – enabling cooperation and information exchange .....	14
Strategic objective 3 – enhancing cross-border enforcement .....	15
Strategic objective 5 – contributing to capacity building .....	15
Strategic objective 6 – delivering operational excellence .....	15
1.1. Activity 1 – Information and services .....	16
1.2. Activity 2 – EURES .....	19
1.3. Activity 3 – Cooperation and National Liaison Officers' Office .....	22
1.4. Activity 4 – Mediation .....	24
1.5. Activity 5 – Concerted and joint inspections .....	26
1.6. Activity 6 – Tackling undeclared work .....	29
1.7. Activity 7 – Analysis and risk assessment .....	30
1.8. Activity 8 – Capacity building .....	32
1.9. Activity 9 – Social partners liaison function .....	34
1.10. Activity 10 – Facilitation of digital tools supporting labour mobility .....	35
1.11. Activity 11 – Governance and coordination .....	36
<b>Part II. Management .....</b>	<b>42</b>
2.1. Management Board .....	43
2.2. Executive Director .....	43
2.3. Major developments .....	47
2.3.1. Budgetary and financial management .....	47
2.3.2. Delegation and sub-delegation .....	48
2.3.3. Human resources management .....	48

2.3.4. Strategy for efficiency gains.....	50
2.4. Assessment of audit and <i>ex-post</i> evaluation results during the reporting year .....	50
2.4.1. Internal Audit Service.....	50
2.4.2. Internal audit capability (where applicable) .....	50
2.4.3. European Court of Auditors .....	50
2.4.4. Follow-up of recommendations and action plans for audits and evaluations.....	51
2.4.5. Follow-up of recommendations issued following investigations by the European Anti-Fraud Office .....	51
2.5. Follow up of observations from the discharge authority.....	51
2.6. Environment management .....	62
2.7. Assessment by management .....	62

### **Part III. Assessment of the effectiveness of the internal control systems.....64**

3.1. Effectiveness of internal control systems .....	65
3.2. Conclusions of assessment of internal control systems.....	66
3.3. Statement of the manager in charge of risk management and internal control .....	66

### **Part IV. Management assurance .....67**

4.1. Review of the elements supporting assurance .....	68
4.2. Reservations.....	68

### **Part V. Declaration of assurance .....70**

Statement of the Executive Director.....	71
Statement of the Head of Unit .....	72

### **Annexes .....73**

Annex I. Core business statistics .....	74
Total number of action types and their delivery status in 2024 .....	74
Percentage of KPIs for the core business activities in 2024 .....	75
Count of KPI-driven actions and their delivered outputs for 2024 .....	76
Annex II. Statistics on financial management .....	77
Annex III. Organisational chart.....	80
Annex IV. Establishment plan and additional information on human resources management.....	81
Annex V. Human and financial resources by activity .....	83
Annex VI. Contribution, grant and service level agreements, and financial framework partnership agreements.....	83

Annex VII. Environment management.....86

Annex VIII. Annual accounts .....87

Annex IX. List of abbreviations .....87

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# **Management Board assessment**

The Management Board of the European Labour Authority (ELA or Authority) takes note of the *Consolidated Annual Activity Report 2024* prepared by ELA for the 2024 financial year and submitted for adoption to the Management Board on 16 June, in accordance with Article 22(4), point (e), of the ELA regulation (EU) 2019/1149). The Management Board provides herein its assessment of the report, as required by Article 18(1), point (c), of the ELA regulation.

The Management Board, based on its analysis and assessment of the *Consolidated Annual Activity Report 2024*, recognises the accomplishments of the Authority in delivering on its mandate and achieving the objectives set out in the Single Programming Document for 2024–2026, particularly the 2024 Work Programme, while also adapting its activities to respond to current trends and challenges. The Management Board takes note of ELA's 2024 achievements and would like to particularly highlight the following:

- An increase in the number of concerted and joint inspections (CJIs) for the fourth year in a row. In 2024, ELA supported **117 CJIs**. This represents a 54% increase compared to 2023 (76 CJIs) and the highest number of CJIs in a single year since the establishment of ELA. All EU Member States were involved in the CJIs in 2024 and, for the first time ELA supported several CJIs initiated based on a request from social partners. An estimated 6 881 individual workers and 1 224 companies were checked during CJIs supported by ELA.
- The first phase of the information and awareness raising campaign #FairHORECAinEU as well as the continuation of the #Road2FairTransport campaign, which included out-of-home advertising across various locations in the Member States. Both campaigns achieved significant outreach in the Member States.
- The all-year-round campaign on the 30<sup>th</sup> anniversary of EURES celebrated three decades of supporting labour mobility across Europe, including the organisation of the largest EOJD that ever took place. The campaign resulted in the increasing visits of EURES portal traffic.
- The further consolidation and advancing the analytical function illustrated by strategic analysis on HORECA sector or the use of operational analysis to provide analytical support for concrete cases as requested by national authorities. The first strategic foresight activity on exploring labour shortages and surpluses by 2030 was completed and the Annual EURES report on the same topic was further improved.
- The continuous work on tackling undeclared work through the Platform, with emphasis on facilitating compliance among temporary work agencies and tackling undeclared work at digital labour platforms
- The on-going intensive cooperation with other agencies and particularly the conclusion of the Memorandum of Understanding with the European Training Foundation as well as the deepening of the operational cooperation with other bodies and networks Administrative Commission for the Coordination of Social Security Systems, EUORPOL, Roadpol or Aquapol.
- Further development and fine-tuning of its Mutual Learning and Understanding programmes, in close cooperation with the European Commission, dedicated to posting of workers (POSTING 360 Programme), and social aspects in the transport sector (TRANSPORT SUPPORT Programme).
- The further advancement of the Authority's activities in the field of digital tools. In this context welcomes the continuation of IMI-PROVE program focused on the information exchange and cooperation as well as the launch Progress Programme to support digital tools for social security coordination in close cooperation with European Commission and Technical Commission. Appreciates the on-going work on facilitation of digital innovation, particularly the second edition of ELA TECH Conference
- The completion of the Authority's growth and further consolidation of its internal process, planning, coordination structures, budget implementation and the highest occupational rate in line with its establishment plant. Management Board calls on the strengthen coordination of Authority's activities.
- The increased outreach and intensified cooperation with its key stakeholders, through the work of Brussels Liaison Office and Social Partners Liaison Function.

Almost all planned activities in the 2024 work programme were fully implemented; however there were certain activities which were not fully implemented, including:

- The formal environmental strategy has not been completed yet, despite the Authority progressively moving towards the strategy by completing the environmental review in 2024
- Low number of post-inspection reports submitted (only 28 reports submitted for 117 CJIs), hindering the comprehensive analysis. The Management Board calls on national authorities to submit post-inspection reports, as provided for in the founding regulation, to strengthen the follow-up of the inspections.
- Despite the various efforts carried out during 2024 to promote the mediation function, this task remained underutilised, with no mediation cases submitted to ELA by the Member States in 2024.
- IT tools, notably the database of experts and the secure platform for CJIs, initially planned for completion in 2024, will now only be finalised in 2025
- The review workshops on national websites on the posting of workers and on road transport did not take place, as no requests were received from Member States, suggesting limited demand or awareness.

The Board also notes that while the percentage of implemented activities slightly decreased to 95% in 2024 from 96.2% in 2023, this is offset by a substantial increase in the total number of implemented activities, from 458 in 2023 to 626 in 2024, confirming the Authority's growing operational capacity.

The Management Board acknowledges that the ELA's performance in its fifth year of activity reflects a maturing and operationally robust authority, which has largely delivered on the priorities set out in the SPD 2024–2026. The significant growth in the number of implemented activities, combined with the Authority's solid operational capacity and enhanced stakeholder cooperation, confirm ELA's evolving strategic role in promoting fair and effective labour mobility across the EU.

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

The ELA Management Board, having concluded the above assessment, taking into account Article 18(1), point (c), of the ELA regulation, hereby instructs the Secretariat of the Management Board to finalise the process. Namely, to submit the *Consolidated Annual Activity Report 2024*, together with this assessment, to the European Parliament, the Council of the European Union, the European Commission and the European Court of Auditors and to make the report public by 1 July 2025.

For the Management Board

Tom Bevers

Chairperson of the Management Board





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# Executive summary

The European Labour Authority (ELA) entered its first year at full operational capacity in 2024. This implies the Authority has at its disposal the full human and financial resources. This development was mirrored in the further extension and deepening of its activities structured around six strategic areas:

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

The awareness-rising campaign was targeting HORECA sector, with the campaign launched in Q4 2024. The first phase of the campaign achieved significant outreach towards millions of workers and employers. The first phase had 74.7 million impressions on social media and over 16 million views of the campaign videos. The physical, out-of-home campaign, (e. g. billboards, ATMs), reached out more than 21 million workers. The Authority continued with the improvement of campaign outreach via dedicated webpage; the real life-footage videos were first time introduce, including their voice-overs in all EU languages. ELA also continued in 2024 with the #Road2FairTransport campaign. Other important activities to facilitate the access to information realised in 2024 refer to the continuation of local information events directly addressing workers and employers, the support of more than 300 translations as well as the successful introduction of a new format of mutual learning workshops, the 'Labour Mobility Labs'. ELA continued to carry out its responsibilities regarding the European Coordination Office of the European network of Employment Services (EURES). In 2024, EURES celebrated its 30<sup>th</sup> anniversary. Corresponding campaign resulted in 31% increase in unique visitors and 64% increase in page views. ELA implemented the EURES Portal Strategy with the first improvements of the EURES Portal.

ELA continued in its effort to improve cooperation and information exchange among national competent authorities, with the national liaison officers continuing to play a considerable role in supporting this cooperation. This was done through the established tools and procedures. The mutual learning and understanding programmes continue to be implemented and further advanced. The POSTING 360, with its Forum for Posting, brings together labour law and social security experts looking at posting-related issues, including enforcement of posting rules, protection of posted workers and ensuring good working conditions. The TRANS-SUPPORT program nurture the cooperation particularly in the field of road transport, but also covering other modes, such as aviation. The Authority also continued to offer mediation services. In 2024, it hosted an annual workshop for mediators and experts of the Mediation Board. They received updates on mediation at ELA and looked at proposals to enhance the effectiveness and functionality of its mediation.

In 2024, the capacity building strategy of ELA for 2024-2030 was launched, and ELA provides variety of trainings to its stakeholders, with the particular focus on labour inspectors and social partners. Several tools were implemented, such as modular training for labour inspectors, study visits, good practices as well as on-going identification of training needs.

In 2024, ELA supported the organisation of 117 concerted and joint inspections (CJIs) in all Member States.. The CJIs supported by ELA took place primarily in transport, construction and manufacturing sectors and increased efforts were made to focus on the HORECA sector throughout the year to complement the on-going information and awareness campaign ELA extended its support to organising CJIs in previously uncharted sectors such as aviation, arts, entertainment and recreation. The majority of CJIs supported by ELA were targeted, tackling either a specific pre-identified company or phenomenon. General, preventive inspections took place mainly during thematic weeks of action. In 2024 ELA supported 8 weeks of action which is the highest annual number to date.

The operational activities, including CJIs, carried out by the national enforcement authorities were further supported and strengthened by operational analysis. In 2024 ELA delivered the first 10 operational analytical reports requested by national enforcement authorities in the context of specific cases. Further, 4 technical workshops were organised to strengthen the analytical function capacity in the Member States including two workshops on addressing bias in the use of AI and other algorithms.

ELA also continued its activities in the area of tackling undeclared work, with the support of the European Platform Tackling Undeclared Work. On this topic, ELA provided support to Member States to more effectively and efficiently combat undeclared work including the tackling undeclared work among third country nationals in supply chains or tackling undeclared work in cultural and creative

The capacity-building activities continued to be provided, in line with the Capacity Building Strategy 2024-2030, including dedicated trainings for national authorities under ELA's remit, with some of these specifically focused on training labour inspectors participating in CJIs. In 2024, ELA also organised with social partners, CORTE and the European Commission training sessions, focusing on the enforcement of road transport social legislation.

The facilitation of digitalisation remains a cross-cutting topic for the Authority, be it through supporting users of the EU systems for cooperation in place via the IMI-PROVE programme or the European Register of Road Transport Undertakings (ERRU), or PROGRESSI Program Both of these bodies collaborate with ELA in managing the PROGRESS programme, which supports Member States to digitalise their work in the field of social security and the implementation of the Electronic Exchange of Social Security Information (EESSI) system. ELA also maps existing digital tools and solutions at national level in the labour mobility field, collecting information related to technological solutions used and sharing best practices among technical experts and policymakers. The ELA TECH Conference looked at the potential of Artificial Intelligence (AI) to transform the labour market and social security.

The ELA annual conference was organised in June and celebrated the fifth anniversary of the Authority.

ELA continued in its intensive cooperation with other agencies and bodies, which was articulated by several concrete activities. Together with Eurofound, a conference on the topic of labour shortages and surpluses was organised in Brussels in October. The cooperation with Cedefop resulted in a jointly developed new product, the 'Job Vacancies Insights' published on the EURES portal in November. Authority continued in the implementation of the several joint projects with the Administrative Commission for the Coordination of Social Security Systems (AC), such as the improvement of information resources on registration for insurance and payment of contributions or on enhanced statistics and analysis. ELA also continued cooperation with EUREPOL and organised the third EMPACT analytical meeting to exchange between labour inspectorates and law enforcement authorities on methods, technologies and tools to combat labour exploitation and human trafficking in connection with labour mobility. Brussels Liaison Offices completed the first year of its operation by facilitating the relations between ELA and its institutional and policy stakeholders in Brussels, particularly social partners organisation. It moved to the premises of DG EMPL to further enhance relations with the European Commission.

ELA also continued in the further consolidation of its internal tools and processes. The full implementation of the operational plan enhances the monitoring and reporting of the activities. The internal taskforces covering main regulatory areas under ELA's remit helped to reinforce coordination of the activities across the organisation.

## **Part I. Achievements in 2024**



## Multiannual Strategic objectives and key performance indicators

The European Labour Authority (ELA) has successfully implemented all planned actions under its six strategic objectives for the 2024 Annual Work Programme. Additionally, most of the Key Performance Indicators (KPIs) set for the 2023-2025 period have reached or exceeded their targets ahead of the 2025 deadline.



### Strategic objective 1 – facilitating information and services

#### Achievements:

- Comprehensive awareness and information-raising initiatives were successfully executed, improving access of workers, employers, and social partners to relevant information on rights and obligations.
- The EURES portal was enhanced, leading to a 31% increase in unique visitors and a 64% increase in page views and improved job-matching functionalities.
- All translation requests were processed on time, ensuring multilingual accessibility for labour mobility resources.
- Launch of a new format to enable mutual learning and cooperation among information providers ('Labour Mobility Labs').

#### Positive takeaways:

- Increased clarity and accessibility of information empowered workers and employers to make informed decisions.
- Improved digital tools facilitated EU-wide job-matching and recruitment, addressing labour shortages and surpluses.

### Strategic objective 2 – enabling cooperation and information exchange

#### Achievements:

- 64% of cooperation requests were managed within one month, streamlining cross-border information exchange.
- The successful execution of mutual learning programs (, POSTING 360, , TRANSPORT SUPPORT) fostered stronger collaboration among national authorities

#### Positive takeaways:

- Stronger administrative cooperation led to faster and more effective implementation and enforcement of labour mobility regulations.

### Strategic objective 3 – enhancing cross-border enforcement

#### Achievements:

- 100% of Member States actively participated in concerted and joint inspections (CJIs), leading to improved compliance with labour mobility laws.
- 117 CJIs supported (57% increase from 2023), with 69 CJIs taking place within the 8 weeks of action organised by ELA. In 2024, an estimated 6 881 individual workers and 1 224 companies were checked during CJIs supported by ELA.
- The first CJIs based on ELA's initiative and information submitted by SPOs were proposed to the Member States and carried out by national enforcement authorities marking a significant milestone in development of the operational function at ELA.
- In 2024, 10 analytical reports were prepared at the request of member states in the context of preparation of CJIs.

#### Positive takeaways:

- A unified EU approach to enforcement contributed to ensuring fair competition and protection of workers' rights.
- Proactive inspections led to stronger deterrence against violations of labour mobility and social security coordination rules.

### Strategic objective 4 – Providing intelligence and foresight

#### Achievements:

- Analytical reports on labour mobility trends, sectoral risks, and social security coordination were initiated or published. The flagship report on labour mobility trends and enforcement challenges in Horeca sector was published.
- Data-driven risk assessments (e.g. on letterbox companies) were successfully integrated into enforcement planning, leading to more targeted and efficient interventions.
- Publication of ELA's first strategic foresight results, providing an outlook towards labour shortages and surpluses by 2030.

#### Positive takeaways:

- The analytical activities inform the other strands of ELA's mandate.
- Data-driven enforcement increased the effectiveness of inspections.

### Strategic objective 5 – contributing to capacity building

#### Achievements:

- 100% of planned training and capacity-building activities were successfully delivered to national authorities and social partners.
- Participants in the training sessions represented 88% of the Member States.
- Sector-specific training programs enhanced enforcement capabilities in key sectors.

#### Positive takeaways:

- Strengthened expertise among labour inspectors and social security authorities improved regulatory enforcement.
- Enhanced cross-border cooperation created a more cohesive enforcement network.

### Strategic objective 6 – delivering operational excellence

#### Achievements:

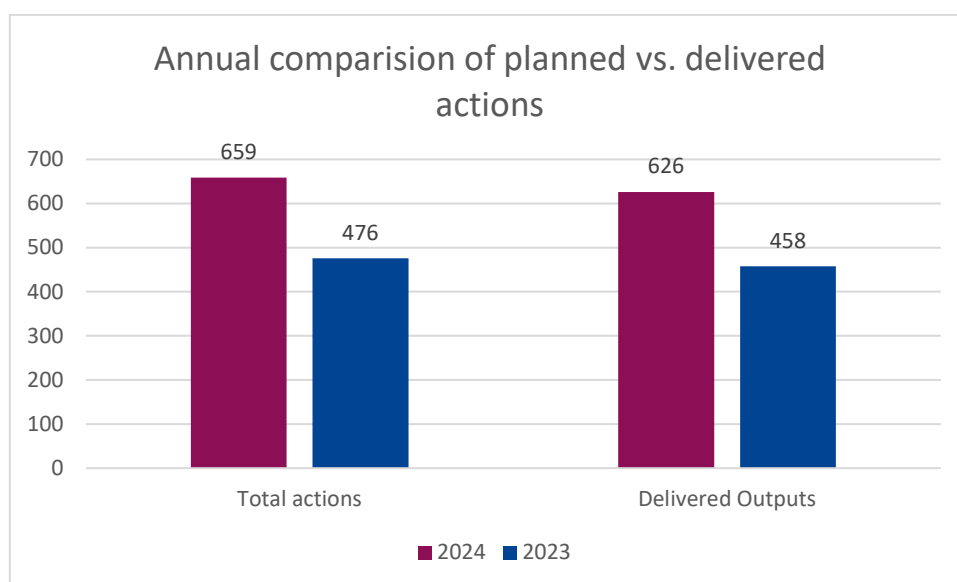
- Budget execution rates remained above 95%, ensuring optimal resource utilization.
- Occupancy rate improved to 99,3 %, ensuring workforce stability and smooth continuation.
- Workplace diversity, inclusion, HR and well-being initiatives resulted in satisfaction of staff and stable turnover rates.

- Further consolidation of coordination structures leading to the improved information flows and synergies among Authority's activities
- Further consolidation of digitalisation, both from the organisational perspective as well as the streamlining of digitalisation across its operational activities.

#### Positive takeaways:

- ELA's operational efficiency ensured the seamless execution of its mandate.
- Digital transformation fostered sound governance, future-proof organisation, transparency, and service delivery.

In 2024, ELA achieved significant progress in meeting its strategic objectives, demonstrating its commitment to assist Member States and stakeholders in promoting fair and effective labour mobility throughout the EU. Over the course of the year, ELA meticulously planned 659 operational initiatives, out of which 626 were successfully executed, showing the Authority's capacity to deliver its mandate. The growth in total initiatives, despite a slight decrease in the percentage of successfully executed activities, reflects ELA's expanding operational capacity and its strengthened position in facilitating labour mobility and addressing evolving challenges within the EU.



#### 1.1. Activity 1 – Information and services

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

In 2024, ELA persistently advanced its mission to facilitate access to information and services pertaining to labour mobility across the EU. As part of its respective activities, ELA completed 391 initiatives successfully, focusing on all four regulatory areas of ELA's mandate: posting of workers, freedom of movement of workers, social aspects of international road transport and social security coordination. The latter marked first activities, focused on expanding and adapting established approaches to this thematic area. Furthermore, ELA engaged in initiatives designed to further enhance collaboration with EU-level information sources and to reinforce support for national-level service providers. Similarly, ELA initiated a series of analytical activities to systematically and



structurally explore information needs of mobile workers and their employers, as basis for future targeted and effective interventions by ELA (e.g. its campaigns, local information events or mutual learning workshops) and its stakeholders.

### **Posting of workers and social aspects of international road transport**

ELA continued to contribute to improve national websites and information material on the posting of workers, including those in road transport, through developing a non-binding guideline for single national websites and information materials, analysis of existing information sources and the collection of frequently asked questions and good practices in information provision. For better visibility of this service offer by ELA, the Authority developed and disseminated an infographic providing hands-on information for stakeholders about the objectives and processes related to information website reviews.

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

### **Free movement of workers**

ELA continued its activities related to information provision in the field of seasonal work by organising interactive mutual learning and exchange workshops for national stakeholders, including the design of a digital exchange forum which could in the future facilitate networking and exchange among stakeholders to complement the physical meetings and the development of a training for information providers on effective campaigning and social media use (held in January 2025).

Furthermore, preparations for the 2025 campaign on the HORECA sector started by developing key messages for said campaign based on the analytical report focused on this sector. Also, to improve access to relevant information for mobile seasonal workers, local information events as well as trainings for information providers were organised. Furthermore, the first preparatory steps were taken to map existing support instruments in the Member States was launched.

In the field of virtual labour mobility, ELA started a compilation of existing channels and tools addressing the information needs of (online) platform workers. Preparations to explore the information needs related to online platform work have been started in cooperation with Eurofound.

Furthermore, ELA analysed the results of a survey among national stakeholders to identify existing multi-stakeholder fora dealing with the topic of transnational labour mobility, conducted in 2023, to learn about their key characteristics and support needs. The draft report was validated and discussed in various ELA fora, including its recommendations for follow-up activities by ELA (e.g. mutual learning, sharing of good practices, cooperation support).

### **Social security coordination**

In 2024, ELA successfully started its information and services activities related to social security aspects. After the design of a joint programme of activities to be implemented in cooperation with the AC, the first phase of this programme was launched. This entailed the identification of relevant EU-level and national information websites, including some first profiling and high-level reviewing of these websites.

Following this, first website reviews were conducted for volunteering Member States as well as for EU-level information websites, resulting in individual review reports with recommendations of how to further enhance the respective information provision.

In preparation of ELA's 2025 campaign on social security aspects, a scoping among its stakeholders was conducted concerning the most effective orientation of the campaign and developed its key message in cooperation with national authorities and social partners.

### Horizontal information and services activities

In 2024, ELA piloted a new tool to facilitate information provision related to labour mobility. In so-called 'Labour Mobility Labs' it gathered representatives of labour mobility services, such as EURES, SOLVIT, the Enterprise Europe Network, or the Free Movement Bodies, to familiarise themselves with their respective services and discuss cooperation opportunities.

ELA continued its efforts to translate information materials for Member States through the Translation Facility for Information, while striving to ensure the quality of these services by developing the corporate terminology glossary project initiated in 2022. For better visibility of this instrument, ELA developed a practical infographic, informing national authorities about the key features of the Translation Facility and how to apply for ELA's support.

Advancing its activities on digital information tools, ELA finalised the preparation of requirements (functional and non-functional) for ELA's web tool on labour mobility through further explorations with other Union bodies such as Commission on available technical solutions. Furthermore, the approach to developing the tool's content library were analysed. A concrete roadmap for the development of the tool from 2025 onwards was approved by the Management Board.

ELA launched a study on information needs of mobile workers, their families and employers to better understand their requirements as well as information consumption behaviour, as a pre-condition for designing effective ELA information tools and better support to Member States and social partners. Similarly, ELA continued on carrying out the study mapping available data sources and indicators to characterise workers and employers in seasonal work (see Activity 7). Furthermore, ELA started a feasibility study for an ELA helpdesk on labour mobility information, to explore whether and how such a service could be developed and provided by the Authority.

As part of this activity, 394 actions were initiated for 2024, with 391 successfully implemented, as outlined below.

Action/Project	Output	Number of delivered outputs
Developing common templates for posting information - 'sample outline' final document	Workshops	Number of workshops: 4
	Sample outline document <sup>1</sup>	Number of sample outline document: 1
Review workshops on national websites on the posting of workers and on road transport	Workshop reports (on-demand activity)	Number of requests received: No requests were received for the workshops.
Reviews of national websites and on the posting of workers, on road transport and on social security	Peer review reports (on-demand activity)	Number of reviews conducted: : 4
	Infographic on website reviews	Number of infographics: 1
Distributing and promoting existing campaign material	Information material	The materials were promoted at ELA events. N/A

<sup>1</sup> The final document will be delivered in 2025

Local information events	Local information events	Number of events: 14
Information and awareness-raising campaigns – scope and key messages	Information material	Number of information materials: 3
Information needs analysis on posting of third-country nationals	Analysis/study	Number induction documents: 2
Mapping of support services on seasonal work <sup>2</sup>	Mapping Document	Number of induction document: 1
Information needs analysis on labour mobility	Analysis	Number induction documents: 2
Information needs analysis on virtual labour mobility	Analysis	Number of induction documents : 2
Mutual learning events on information provision	Mutual learning events	Number of events: 8 (including Labour Mobility Labs)
Development of a list of frequently asked questions <sup>3</sup>	FAQ document	Number of FAQ document: 1
Conceptualisation of an information web tool (chatbot)	Concept note	Number of concept notes: 1
Feasibility study on a helpdesk on labour mobility	Study	Number of induction documents: 2
Translation of information material for Member States	Translation of information material for MSs	Number of documents translated: 85 Number of translations produced: 341
	National Translation Coordinators meeting	Number of Translation Coordinators meetings: 1
	Infographic on the Translation Facility	Number of infographics: 1
Support to the Working Group on	Working group meetings	Number of events: 1

## 1.2. Activity 2 – EURES

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

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

<sup>2</sup> Work started in 2024 and will be continued in 2025

<sup>3</sup> Work started in 2024 and will be continued in 2025

ELA continued to assist in NCOs' job matching and recruitment support work by facilitating the organisation of more than 30 European (Online) Job Days (EOJD). To support this, ELA maintained and further improved the respective online platform and facilitated the planning and implementation of the events. Notably in 2024, ELA supported the organisation of the largest-ever EOJD, bringing together all 31 EURES countries to present in interactive sessions the living and working conditions of their countries, as well as experts informing about other relevant issues in the context of free movement.

ELA engaged in a wide spectrum of communication activities and supported the EURES countries in their outreach activities, for example through the provision of templates and material or the exchange of experiences. For EURES' 30th anniversary in 2024, a comprehensive package of communication and awareness-raising measures has been developed. Next to campaign on social media, this included a variety of communication innovations for EURES, such as an exhibition in the European Parliament, an influencers' campaign, a video competition for young people. Other established communication tools, such as the EURES tv streaming, video testimonials or written and promotion material were also enhanced. The anniversary activities cumulated in a policy-oriented closing conference in December.

From a forward-looking perspective, work on the EURES communication strategy 2030 has started, by conducting a stock-taking and compilation of lessons learnt from the current multi-annual strategy.

ELA also continued its activities related to the EURES Training Academy. Along with the continuous provision of training offers, new programmes were developed and tested, and the quality assurance mechanisms for the training programme were further enhanced. The EURES in Action 2024 attracted about 300 participants and piloted new networking formats, such as market stalls run by the EURES countries.

Throughout 2024, ELA oversaw the EURES portal's operation, focusing on the identification of business needs, translating them into technical specifications and liaising with the technical solutions provider for their implementation. First activities to implement the EURES strategy 2023 – 2030 have been initiated, such as a visual improvement of the website, the reorganisation of the Labour Market Information section, the introduction of a new information section on 'Job Vacancies Insights' and analytical work to explore user needs and technical feasibility of the further development of the portal.

From a strategic perspective, ECO engaged, in close cooperation with the EURES network, in preparatory work for drafting a EURES strategy 2030. This entailed a series of analytical studies, meetings with representatives of the network, and interviews with external stakeholders.

Under this activity, 272 actions were initiated for 2024, and all of them were successfully implemented, as detailed below.

Action/Project	Output	Number of delivered outputs
Support to the ECG	Meetings	Number of events: 3
Input into the Single Digital Getaway portal	EURES data delivered to the Single Digital Getaway portal (continuous activity)	Number of information material: 1
Support to Training Coordinators	EURES Training Coordinators' Working Group organisation and administration	Number of events: 3
Support to the Interoperability Contacts Working Group	Meetings	Number of events: 2
Development of the 2025-2030 overall EURES strategy	Ad-hoc WG Meetings Analysis	Number of events: 2 Number of studies: 5

Coordination of the 2025 national and ECO work programmes	Workshops ECO work programme 2025 PC Assessment report of national work programmes 2024	Number of events: 2 Number of strategic documents: 1 Number of reports: 1
Performance Measurement System (PMS)	Report  Mutual learning workshop	Number of reports: 2  Number of events: 1
Extension of the EURES network and facilitation of networking within it	Members and Partners dashboard   Line managers' and coordinators' workshop	Dashboard published on the EURES portal Extranet listing all EURES Members and Partners and mapping their focused activities.   Number of events: 2
ECO networking activities	Bilateral meetings with NCOs	Number of events: 14
Input into the Single Market Scoreboard	Data delivery to the Single Market Scoreboard	Number of information material: 1
EURES communication strategy and activities	Social media posts, articles, newsletters, etc.  Information material Trainings	Number of social media posts: 1 972 Number of articles produced: 91 Number of newsletters published: 18  Number of information materials: 1 Number of trainings: 5
EURES Communication Working Group	Meetings	Number of events: 4
EURES Training Academy	EURES annual training programme  Survey on training needs analysis	Number of training events: 78 Number of participants: 1 566 (on-site and online) Number of reports with the results: 1
2024 EURES in Action event	EURES network support	Number of participants: 214 onsite
EURES 30 <sup>th</sup> anniversary information campaign	Information material  ECG closing event of the EURES 30th anniversary information campaign	Number of information material: 32  Number of participants: 220 (on-site and online)
European (Online) Job Days (EOJDs)	European (Online) Job Days events	Number of post-event evaluation reports: 32 Number of job fairs: 30 Number of information fairs: 2 Number of annual performance reports: 1
EOJD mutual learning workshops	Workshops	Number of events: 2

Peer reviews of national EURES websites	Peer review reports (on-demand activity)	Number of reports: 1
EURES portal helpdesk services	Helpdesk services	Helpdesk services were available to provide user support (13 868 valid tickets processed in total during 2024)
Translations of EURES portal information	EURES translation requests	Number of translation requests: 99
EURES portal operation and maintenance, including facilitation of the EU Talent Pool Pilot initiative	Managing and maintaining EURES portal functionalities, including portal and extranet content management	To ensure portal functionalities, regular monitoring, content updates, functionality testing, security compliance, and coordination with development teams for enhancements were carried out. Number of enhancements: 3
EURES Portal Project Charter	IT development plan for the EURES portal <sup>4</sup>	Number of plans: 1 (finalised in early 2025)
Implementation of the 2023-2030 EURES portal strategy <i>Including provision of labour market information on the portal)</i>	Annual plan outlining the key elements for implementing the strategy in 2025 <sup>5</sup>	Number of plans: 1

### 1.3. Activity 3 – Cooperation and National Liaison Officers' Office

In 2024, based on the experiences and lessons learned from the previous year, ELA further developed and fine-tuned its mutual learning and understanding programmes. This process was carried out in close cooperation with the European Commission to meet the objectives set for these programmes in the areas of posting of workers, social security coordination, social aspects in transport and digital tools existing at EU level for cooperation and exchange of information in the area of EU labour mobility, while continuing to support bilateral and multilateral initiatives organised in cooperation with Member States.

The launch of the **PROGRESS** mutual learning and understanding programme, a joint initiative between the Technical Commission on Data Processing, the European Commission and ELA, introduced a new line of support to the use of digital tools with a focus on social security coordination. A series of eight online trainings were conducted to support Member States with the implementation of the new version of data model of the Electronic Exchange of Social Security Information (EESSI) system and to address common operational issues encountered by the end users. Each of these trainings saw the participation of over 60 key users amongst officials from the national administrations and trainers.

In the field of posting of workers, the activities under the **POSTING 360** programme cast a particular focus on the posting of third-country nationals (TCN). ELA organised two online expert meetings to discuss the policy and enforcement aspects of this phenomenon, which was attended by approximately 200 participants per meeting. As a follow up, ELA will prepare a learning resource on the posting of TCN for national authorities. Additionally, ELA convened two meetings of the Forum on the Posting of Workers, which included expert discussions on several aspects of the implementation of the posting of workers rules, including the Commission Report on the implementation of the revised posting of Workers Directive (EU) 2018/957.

<sup>4</sup> The IT development plan for the EURES portal, developed collaboratively between the European Commission (COM) and the European Labour Authority (ELA), outlines the agreed annual technical development items, with the project set to continue into 2025.

<sup>5</sup> The development of the annual plan faced a delay and is expected to be finalized at the beginning of 2025.

The **IMI-PROVE** programme continued to tackle specific aspects of the exchange of information between national authorities in the field of posting and the road transport modules through the IMI system. Under the programme, ELA organised two annual meetings respectively dedicated to the presentation of technical updates of the posting and the road transport modules, as well as discussing the potential synergies between IMI and EESSI and the use of further EU digital tools in the road transport sector. Seven online meetings were further organised with IMI practitioners to demonstrate the possibilities of the IMI Posting and Road transport modules, and to analyse the IMI information request module in depth, with a view on improving the quality of information exchange between the national authorities.

Finally, under the **TRANSPORT SUPPORT** programme, ELA, in collaboration with the Confederation of Organisations in Road Transport Enforcement (CORTE), organised a series of five regional trainings targeting over 1,200 national inspectors on a coordinated understanding of the implementation of legislation on the posting of drivers and rest and driving times in the road transport sector. Each training was complemented by an information session for employers and workers. ELA also held an information session on the new version of the Electronic Register of Road Transport Undertakings (ERRU) targeting about 160 users from the national authorities. The aviation sector was also addressed through a dedicated workshop aiming to discuss enforcement challenges and cooperation opportunities in the field with representatives of national authorities, the Commission, and the European Agency for Aviation Safety (EASA).

ELA made further steps in supporting opportunities for administrative cooperation between the Member States through bilateral and multilateral meetings and national events, realised upon the initiative of the Member States.

Five national and multinational events were organised in different Member States (Hungary, Slovenia, Romania, Greece and Spain) to discuss issues such as subcontracting liability in the posting of workers, policies to address labour and skills shortages, and mobile work in the HORECA sector.

ELA also supported nine cooperation meetings of bilateral and multilateral nature promoting exchange of information and discussion of specific labour mobility challenges and cooperation actions between different combinations of Member States. In particular, four Member States (France, Italy, Spain and Portugal) decided to reinforce their bilateral and multilateral cooperation with ELA's support to define and agree on a programme of actions to be implemented in 2025, aligned with ELA's priorities and work programme.

ELA welcomed the visits of representatives of national ministries, as well as European organisations, while the ELA management visited national authorities of three Member States to exchange views on particular needs and to better tailor ELA's future activities across its mandate.

With a view on supporting cooperation between the Member States, ELA also finalised a Report on Bilateral and Multilateral Agreements in the area of EU labour mobility. The study's findings provide both a mapping and understanding of the existing agreements, with a particular focus on the posting of workers. It also provides an analysis of the facilitating factors and hurdles to well-functioning agreements. The Report is scheduled to be published in 2025.

Finally, ELA enhanced its internal cooperation capacity through the finalisation of a digital case management system. Its purpose is to record cases of requests for cooperation and exchange of information between the Member States, handled through its network of National Liaison Officers. The system is to be launched in early 2025.

As part of this activity, 122 actions were initiated for 2024, with 121 being successfully implemented, as detailed below.



Action/Projects	Output	Number of delivered outputs
PROGRESS – mutual learning and understanding programme on EESSI	Trainings	Number of trainings: 8
IMI-PROVE – mutual learning and understanding programme	Trainings (demo sessions) Meetings	Number of trainings: 7 Number of events: 2
TRANSPORT Support – mutual learning and understanding programme	Trainings Meetings	Number of trainings: 5 Number of events: 2
POSTING 360 - Forum on the posting of workers under Posting 360	Meetings	Number of events: 2
POSTING 360 - Workshop on the posting of TCNs under Posting 360	Workshops	Number of events: 2
Development of a case management system for request for cooperation and exchange of information	Case management system	Number of systems: 1
Reports on unresolved requests for cooperation and exchange of information cases handled by the NLOs	Reports on unresolved requests	Number of reports: 2
Translation instrument to assist cooperation and exchange of information between Member States	Translated Documents	Number of requests: 1
Requests for cooperation and exchange of information cases via NLOs network	Requests made by Member States (MSs)	Number of requests made by MSs: 67
Cooperation support events and national events	Events Survey	Number of events: 20 Number of surveys: 1
Provision of information to support Member States in the effective application of EU labour mobility legislation	Written report to cases	No request for this type of support received in 2024.
Report(s) on cooperation practices between Members States and challenges in specific sectors related to labour mobility	Report	Number of reports: 1

#### 1.4. Activity 4 – Mediation

In 2024, ELA continued facilitating solutions in cases of disputes between two or more MSs regarding individual cases of application of EU labour mobility law by offering the possibility to use a mediation procedure upon request. Until 2024, a total of five disputes were submitted to ELA for mediation.

As a main priority, ELA maintained its commitment to improve the effectiveness and functionality of the mediation procedure, with the aim of offering a more modernised and simplified procedure. As a result, in 2024, ELA relaunched discussions both within the Management Board and within the Working Group on Mediation by submitting various proposals which could be implemented to make the mediation procedure more practical and



user-friendly for Member States. Additionally, ELA continues exploring deeper cooperation with SOLVIT to identify cases which could potentially be subject to mediation.

The Authority upheld its reporting obligations, as stipulated in the founding regulation. In 2024, ELA submitted two biannual reports to the Commission detailing both pursued and unpursued mediation cases.

ELA continued its efforts to expand the knowledge of the national authorities by providing information on mediation and carrying out communication initiatives to inform the relevant institutional stakeholders, including national authorities and social partners, on its rules of procedure and working arrangements. Throughout the year, ELA carried out five info-training sessions on the use of the mediation procedure for different Member States.

In addition, ELA provided training to the appointed mediators and members of the Mediation Board. This session included sharing of good practices and experiences gained from mediation with other stakeholders dealing with dispute resolution around labour mobility, such as the Administrative Commission, the SOLVIT network and the European Union Intellectual Property Office (EUIPO).

In this activity, 13 actions were initiated for 2024, of which 12 were successfully implemented as detailed below.

Action/Project	Output	Number of delivered outputs
Bi-annual reports to the Commission on the outcome of the mediation cases	Reports	Number of reports: 2
Report to the Management Board on the implementation by Member States (MSs) of the opinions and recommendations delivered during first and second stages of the mediation procedure	Report	Number of reports: 0
Support of mediation cases referred to ELA	Mediation process	Number of mediation cases: 0 Number of events: 1 (technical workshop)
Organisation of information sessions on the use of mediation in different MSs	Information provision	Number of events: 5
Development of an IT tool to support the mediation cases	Mediation process	Number of IT tool: 0
Annual Workshop on Mediation (activity outside the annual work programme)	Annual event	Number of events: 1
Coordinating and supporting the WG on Mediation (activity outside the annual work programme)	Meetings	Number of events: 1

Review of the guidance and workflows for the mediation procedure	Guidelines and recommendations	Preparatory work.
Evaluation on the effectiveness and functionality of the mediation rules of procedure	Report	Number of reports: 1

### 1.5. Activity 5 – Concerted and joint inspections

Under this activity, ELA continued to deliver on its mandate to coordinate and support CJIs under Articles 8 and 9 of the ELA regulation. In 2024, ELA supported 117 CJIs representing a 54% increase compared to number of CJIs supported in the previous year (76 CJIs) and reaching the highest number of CJIs in a single year. An estimated 6 881 individual workers and 1 224 companies were checked during CJIs supported by ELA. For the first time ever in 2024 ELA supported several CJIs initiated and proposed by ELA based on a request from social partner organisations. This possibility however remains under-utilised in the light of the limited possibilities of ELA to process personal data and collect and assess relevant information on own initiative.

Transport, construction and manufacturing sectors continued to dominate among the CJIs. The CJIs in the transport sector mainly focused on road transport, inland waterways and aviation sector. In the construction sector, the CJIs targeted several sub-sectors including construction of residential and non-residential buildings and civil engineering. CJIs were also supported in sectors such as wholesale and retail trade, agriculture, administrative and support service activities, and for the first time ELA expanded its support to new sectors such as aviation, arts, entertainment and recreation.

The majority (52%) of CJIs supported in 2024 were targeted inspections, focused on specific cases or one or more pre-identified aspects or irregularities. Targeted inspections took place in the following sectors: transport (road transport, inland waterways and aviation), construction, HORECA and other sectors (e.g. manufacturing, wholesale and retail trade). General (non-targeted) inspections (48% of CJIs in 2024) supported by ELA mainly took place within the thematic enforcement weeks of action organised by ELA. ELA supported 8 weeks of action (enforcement campaigns within a dedicated timeframe) in 2024, the highest annual number to date. During these actions national enforcement authorities carried out 69 inspections across sectors such as road transport, construction, agriculture and HORECA. A dedicated week of action focused on remuneration was organised in 2024. In 2024, ELA cooperated and supported the organisation and execution of joint actions with other enforcement networks, including RoadPol (European Roads Policing Network) and AQUAPOL, and with EUROPOL (under EMPACT action plan).

All EU Member States engaged in CJIs, either as hosts, visiting participants, or both, and the numbers of participation for individual Member States generally increased. The number and type of competent national enforcement authorities engaged in CJIs also increased. Almost all CJIs had the presence of at least one labour and/or social security institution. Other authorities involved in the inspections included police, tax, customs and migration authorities. In the context of road transport, both road transport authorities and road police participated in inspections, while labour and/or social security institutions were involved in 63% of CJIs in road transport.

In 2024, ELA continued to provide conceptual, logistical, analytical and technical support as well as other services to the Member States carrying out the CJIs. This support routinely continued to include identification of competent authorities in cross-border investigations, organisation and planning of preparatory meetings and follow-up meetings, logistical support such as accommodation and travel for visiting inspectors, deployment of experts and national liaison officers, translation of case-related documents and interpretation, as well as analytical and legal support. The support of the Authority to CJIs requires significant human resources. , 13 dedicated operational preparatory meetings were organised in 2024. ELA also continued to work on the

digitalisation of inspection-related procedures and is currently working on introducing a case management system to facilitate more efficient information management. In addition, ELA worked on the procurement of a digital tool to instantly exchange information during CJIs in a secure way to be offered to national authorities in 2025.

Throughout 2024, ELA regularly published information about CJIs to increase awareness about cross-border inspections and their results among enforcement authorities, social partners and the public. For the first time a dedicated information material with the overall data on CJIs was prepared and published on ELA's website. More detailed information and guidance materials have been made available to the national enforcement authorities in the biannual CJi reports. ELA also prepared a dedicated report about 2023 results of enforcement actions in the inland waterways' sector in cooperation with AQUAPOL and dedicated guidance on identification of genuine posting in consultation with the European Commission. to lay the groundwork for the operational activities, including CJIs, and support to enforcement of social security coordination rules in 2025 a dedicated workshop gathering 88 enforcers working on this topic of social security fraud was organised at the end of 2024.

ELA contributed to numerous awareness raising events to explain ELA's role and available support on cross-border cases. At the same time, despite the obligation under Article 9(6) of the ELA regulation, a continuous challenge ELA faces is the lag in the submission of post inspection reports by the Member States. To date ELA has received only 28 such reports concerning CJIs supported in 2024. Despite the incomplete data, these reports together with internal reports prepared by ELA staff deployed to and in charge of coordinating CJIs, served as one of the key sources for the operational analysis carried out by ELA.

The Working Group on Inspections continued to advise and guide ELA in the CJi-related activities. In 2024, the working group held plenary meetings in April and November. Among other discussions and planning of operational activities, the working group also endorsed the need to revise the CJi guidelines to update and simplify the procedures, and to offer clearer guidance for the Member State authorities on the workflows and on how to receive the support ELA can offer. In 2024, 3 meetings of the sub-group established to revise the CJi guidelines have taken place. The work on revision will be continued, and it is expected that it will be finalised by the end of 2025.

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

As part of this activity, 138 initiatives were planned for 2024, with all successfully completed, as indicated below.

Action/Project	Output	Number of delivered outputs:
Providing conceptual, logistical, legal, technical, and analytical support to CJIs	Coordination and support of CJIs	<p>Number of completed CJIs: 117</p> <p><i>Number of CJIs with ELA support for travel: 112</i></p> <p><i>Number of times ELA experts were deployed to CJIs: 96</i></p> <p><i>Estimated number of meetings organised in the context of CJIs: 147</i></p> <p><i>Number of participants in CJIs: 3231</i></p> <p><i>Number of observers for whom logistical support was arranged: 467</i></p>

		<p><i>Number of internal reports: 117</i></p> <p><i>Number of post inspection reports received from Member States: 28</i></p> <p><i>Number of translation requests processed: 4</i></p>
Proposing CJs to Member States	CJs proposed on own initiative ( <i>Article 8(1) of Regulation (EU) 2019/1149 (ELA Regulation)</i> ) or based on submission by social partner organisations	<p>No of proposals for CJs from ELA: 2 (addressed to 22 Member States in total)</p> <p>No of CJs organised after proposal by ELA: 4</p> <p>No of submissions by SPOs: 1</p>
Organising enforcement activities targeting specific problematic sectors or irregularities of a cross-border nature	<p>Coordination and support of CJs: Weeks of Action</p> <p>Dissemination of CJI results</p>	<p>No of weeks of action: 8</p> <p>No of CJs within weeks of action: 68</p> <p>Number of press releases: 11</p> <p>Number of dedicated social media posts: 14</p>
Making available new tools or refining tools and procedures to facilitate cross-border inspections, including to ensure secure information exchange	Developing guidelines, recommendations, templates or tools	<p>Number of templates/checklists for CJs in specific sectors: 2</p> <p>Number of events: 3</p> <p>Several improvements of the case management system and several documents related to work on a digital tool for information exchange</p>
Developing non-binding guidelines to help to enforce EU mobility legislation	Non-binding guidelines:	Number of guidelines: 1 ( <i>checklist on genuine posting of workers</i> )
Coordinating and supporting the meetings of the Working Group on Inspections	Minutes/ Summary	<p>Number of plenary working group meetings: 2</p> <p>Number of sub-group meetings (revision of CJI guidelines): 3</p>
Deepening cooperation with strategic partners, including enforcement authorities in third countries ( <i>cooperation with EUROPOL AND AQUAPOL</i> )	Minutes/ Summary	<p>Number of events: 2</p> <p>Number of meetings: 5</p>

### 1.6. Activity 6 – Tackling undeclared work

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

ELA aimed to further improve the capacity of various relevant stakeholders to tackle undeclared work, with activities focused on, among others, safe reporting and complaint mechanisms for workers to denounce abuse and seek support, and undeclared work in specific sectors or among specific professional groups (the cultural and creative sector, high-skilled workers). The Authority also continued to focus on the topical issue of undeclared work intermediated by digital labour platforms.

ELA provided support to national authorities in the form of tailored-made mutual-assistance projects and piloted new targeted analytical support service to tackle undeclared work that was requested by, and delivered to, three Member States.

ELA encouraged Member States to step up their efforts to tackle undeclared work. It supported the development of expertise and analysis, and encouraged and facilitated innovative approaches by fostering mutual learning on tackling bogus self-employment, (semi-) automated procedures on formal sanctions or intervention toolbox facilitating making choices for effective interventions to influence behaviour of target groups. 20 good practices were identified published as fiches on the ELA website.

The activities of the platform continued promoting its holistic approach to tackling undeclared work with a view to transforming undeclared work into declared work.

As part of this activity, 51 actions were initiated for the year 2024, all of which have been successfully implemented, as detailed below:

Action/projects	Output	Number of delivered outputs
Support for the Platform tackling undeclared work	Plenary meetings Output papers and other documents for these meetings Subgroup meetings Mapping	Number of events: 3 Number of reports: 3  Number of mapping documents: 1
Contributing to the development of information and awareness – raising materials on undeclared work aspects	Contributing to information campaigns	Number of information materials: 2 newsletters
Sharing of good practices	Good practice documents	Collection of good practices: 20

Analysis and studies to improve the knowledge of undeclared work	Analysis /Studies	Number of studies: 3
Supporting the capacity of national authorities and the cooperation between them through peer-learning dialogues and mutual assistance projects	Minutes (events)/reports	Number of events: 3 Number of reports: 3
Seminars, workshops, webinars and follow-up / study visits related to undeclared work	Minutes (events) and reports	Number of reports: 6 Number of minutes (events): 7

### 1.7. Activity 7 – Analysis and risk assessment

2024 marks the first year when the analytical and risk assessment function at ELA was working at full capacity and the year when operational risk assessment service for CJIs was launched. This is illustrated by the increase in the number of projects and outcomes under both strategic and operational analysis.

The strategic report on the Horeca sector identified the high presence of mobile workers in the sector and the main enforcement challenges reported by national authorities in enforcing labour mobility and social security coordination rules. This report was launched in October 2024 and followed by a dedicated enforcement campaign targeted at workers and employers in the Horeca sector. Several strategic analysis projects were started in 2024, including work on dedicated analytical studies concerning social security fraud, digitalisation in social security coordination, analysis of the enforcement of labour mobility and social security rules in the aviation sector and a case study analysis on the posting of TCN workers.

ELA finalised the *EURES Report on labour shortages and surpluses 2023* and presented it to the public in a launch event in April, together with the further developed interactive data dashboard. In October, ELA and the European Foundation for the Improvement of Living and Working Conditions (Eurofound) jointly organised another event on the topic, focusing on the employer perspective towards labour shortages. The Authority also started working on the 2024 report, with further methodological improvements and a technical exploration of an alternative, more solid and informative methodological approach. To shed further light on the potential future of labour shortages and surpluses in Europe, ELA finalised its first strategic foresight project on the topic.

In addition, the groundwork has been prepared for the focus on the care sector in the next flagship report for 2025, and initial preparatory work was carried out for a study on labour intermediaries. ELA cooperated with Eurofound on some strategic analytical projects including on telework.

In the context of operational analysis, a key achievement was the launch of the analytical support function for CJIs at the end of 2023. In 2024, the first 10 analytical reports were prepared at the request of Member States. The reports concerned the transport sector (8) and the construction sector (2). ELA continued to work on enhancing and strengthening the analytical risk assessment function, including by obtaining access to new intelligence databases and datasets. At the same time, the challenges related to the processing of personal data remain and hamper further progress in operational analysis. Further reports by ELA analysed the CJI results, including in specific sectors such as the inland waterways sector, in cooperation with AQUAPOL, and a methodological note on the identification of letterbox companies using business intelligence databases was prepared.

A new project with the objective of systematically mapping and analysing complex cases and enforcement challenges encountered in the context of CJIs was launched in 2024. The launch event of this project took place at the end of 2024. The objective of the project is to gather comprehensive information about the main difficulties encountered when national enforcement authorities enforce labour mobility and social security coordination rules in cross-border situations. The project will continue in future. In addition, in 2024, ELA updated the Handbook on Artificial Intelligence (AI) for risk assessment and application of the General Data Protection Regulation (GDPR) to include the assessment of AI Act<sup>6</sup> and prepared a training manual on labour exploitation and labour law violations.

Extensive work has been carried out to strengthen the risk assessment function of both ELA and its stakeholders. Two technical workshops were organised on addressing bias in the use of AI and other algorithms. Several workshops focused on analytical aspects of CJIs - the topics tackled included detection of letterbox companies, data collection on PD A1 certificates, social security fraud and complex mobility cases. Further workshops were organised for specialised audiences such as social attaches and EMPACT members with a focus on tackling labour exploitation.

In sum, ELA further developed its work in analysing and assessing issues related to cross-border labour mobility, conducting various activities related to enforcement and the dissemination of information. Under this activity, 55 actions were initiated for 2024, and all of them were successfully completed as detailed below.

Action/Project	Output	Number of delivered outputs
Preparation of scenarios on labour mobility for foresight analysis	Analysis / Study	Number of reports: 1 comparative report, 9 scenarios, 8 driver files  Number of events: 1
Operational analysis	Analysis: Report <i>Technical and analytical support for concerted and joint inspections at the requests of MSs</i>	Number of analytical reports: 10
	<i>Bi-annual report on CJIs (activity outside the annual work programme)</i>	Number of reports: 2
	<i>Reports on CJI outcomes in specific sectors</i>	Number of reports: 1
	<i>Targeted methodological materials in risk assessment (identification of letterbox companies)</i>	Number of notes: 1
	<i>Case studies prepared on complex labour mobility and social security coordination cases and enforcement challenges</i>	Number of case studies: 14
Strategic risk assessment analysis	Analysis/study	Studies finalised <sup>7</sup> : 2

<sup>6</sup> [Regulation - EU - 2024/1689 - EN - EUR-Lex](#)

<sup>7</sup> Six other analytical reports are in progress



		(HORECA Report; Report on labour shortages and surpluses)
	Handbooks and guidance materials prepared	Number of materials prepared: 2
Risk assessment and analytical workshops & procedures	Summaries (events) <i>Technical workshops related to operational analysis and risk assessment</i>  <i>Strategic analysis events/workshops</i>	Number of events: 7 (including EMPACT)  Number of participants: 249  Number of events: 4 (including HORECA launch event)  Number of participants: 223
Exploration of data sources and indicators to measure seasonal work	Analysis	Number of induction documents: 1

### 1.8. Activity 8 – Capacity building

ELA continued to support Member States in building their administrative capacity to foster and promote the consistent application and enforcement of EU labour mobility law. ELA provided national authorities with assistance across the activities covered by ELA's mandate. This included delivering training programmes targeting different stakeholders and at different levels of expertise, identifying and promoting the exchange and uptake of good practices, facilitating study visits and developing a mutual understanding of different national systems and practices as established in the founding regulation.

In 2024, ELA developed sectoral and cross-sectoral training programmes to respond to emerging trends, needs and demands in the Member States. These programs aim to deepen the knowledge linked to EU labour mobility law, in particular for labour inspectorates and national social partners, in line with Article 11 of the founding regulation. ELA also continued its research and analysis on the training needs for national authorities enforcing labour mobility rules and in addition, a specific survey on the training needs of national social security institution on the branches of social security was launched. The outcomes of this survey will serve as the foundations for the expansion of the PROGRESS programme by offering also a range of social security coordination trainings, which will be gradually implemented starting in 2025.

ELA organised its third annual training on the basics of EU labour mobility, aimed at introducing all areas of EU labour mobility law to 60 junior professionals and newly recruited officials from different national institutions. Furthermore, two more editions of modular training for cross-border inspectors were launched, offering to over one hundred labour and social inspectors a holistic and practical approach to the EU rules pertaining to labour mobility and social security coordination. These trainings were usually prepared and led by ELA's own Inspections' experts who specialise in organising and coordinating CJIs. This training enhanced inspectors' knowledge and skills in conducting cross-border inspections. Moreover, ELA organised for the first time a specific training targeting the national free movement bodies, aimed to ensure the correct application of single market rules on labour mobility.



In 2024, ELA organised tailored trainings in three Member States (Greece, Hungary and Romania), reaching over 440 labour inspectors covering a wide range of topics, including posting of workers, temporary work agencies, letterbox companies, the use of IMI system, social security coordination, undeclared work, road transport and CJs.

More than 40 study visits were also facilitated across all Member States, involving over 150 individuals, aiming at establishing and improving bilateral and multilateral exchanges in the areas of information, cooperation and enforcement in the areas of labour mobility, social security coordination and undeclared work.

With a view to forging efficient cooperation between national authorities and national and sectoral social partners, ELA aimed to promote the identification, exchange, dissemination and uptake of good practices, experiences and knowledge in the area of digitalisation in social security coordination. This includes the implementation of the EESSI system and digital cross-border services at Member States level, and also in the area of information provision in road transport focusing on promoting the social aspects of Mobility Package I. Awards were also presented during the ELA annual conference to three practices which were considered as exemplary following an evaluation of all practices received.

In 2024, ELA continued its preparations to establish an online learning platform, to provide training courses and learning resources through digital means. The platform will be launched on ELA's website in 2025. ELA also began to develop its online Database of Good Practices.

Out of 75 actions initiated for this activity for 2024, 72 actions were successfully completed, as shown in table below:

Action/Project	Output	Number of delivered outputs
Good practices call 2024	Good practices collection	Number of good practices received:: 19
Good practices database	Good practices inventory <sup>8</sup>	On-going development
Study visit / staff exchange and secondment schemes in different areas	Staff exchanges	Number of staff exchanges: 42
Engagement to strengthen cooperation with national training centres for labour inspectors	Survey	Number of surveys: 1
Cooperation with European and international stakeholders in the area of capacity building		on-going
Annual workshop with mediators and experts of the mediation board and other stakeholders dealing with the resolution of disputes relating to labour mobility	Summary (workshop)	Number of workshops: 1
Workshop on thematic issues related to labour mobility	Summary (workshop)	Number of events: 1 (workshop with social partners)

<sup>8</sup> This activity spans over one calendar year and will continue in 2025, when ELA will evaluate the practices and select the exemplary practices.

Building a database of experts of capacity-building	Training material	26 experts contracted Development of the on-line database
Implementation and maintenance of an ELA online learning platform	Training material – platform	Number of platforms: 1 (Moodle)
Trainings for national inspectors in MSs	Training provision	Number of trainings: 3 Number of participants: 447
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 CJs	Training provision	Number of trainings: 2 Number of participants: 110
EU labour mobility training	Training provision	Number of trainings: 1 Number of participants: 60

### 1.9. Activity 9 – Social partners liaison function

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

Dedicated staff under this activity provides a secretariat function to the Stakeholder Group to ensure its efficient and compliant functioning. The Stakeholder Group held two meetings in 2024 and had one joint meeting with the Management Board). The social partners liaison function (SPLF) also continued to be the first contact point in ELA for European social partners, helping, where necessary, to handle the cases reported to ELA under Article 8 of the founding regulation.

SPLF also facilitates the relations with the cross-industry and sectoral social partners organisations. In 2024, a specific outreach event was organised in Brussels to provide the social partners with the updates on ELA’s plans and priorities for 2024. A sectoral focused event was dedicated to HORECA sector and to follow-up workshops on ELA’s activities in construction sector. Furthermore, SPLF facilitates the ad-hoc consultations and exchanged with social partners, in relation to specific studies, events or preparation of campaigns. A information event was organised to increase awareness on the possibility and process of submitting cases by national social partners to ELA in line with Article 9 of ELA’s founding Regulation. SPLF benefited greatly from the establishment of ELA’s liaison office in Brussels.

Under this activity, ELA planned and completed 7 actions for 2024 as detailed in the table below.

Action/Project	Output	Number of delivered outputs
Secretariat function to the Stakeholder Group	Efficient functioning of the Stakeholder Group	Number of events: 2
Coordination of cases reported to ELA by social partners	Structured output and communication with social partners on cases submitted to ELA	One potential case under discussion
Workshops or seminars with social partners - follow up workshop on the construction sector	Workshops	Number of events: 1

Workshops or seminars with social partners – discussion with social partners on selected topics	Workshops	Number of events: 3
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#### 1.10. Activity 10 – Facilitation of digital tools supporting labour mobility

In 2024, the Authority also continued in the further consolidation and structuring of its activities focused on digitalisation. In the field of digital innovation, the Authority explored also the possible tools of its support for the Member States, focusing mainly on the practical support of innovation. This entails further exploration of the concept of ELA Tech Labs, which gives IT specialists the medium to see concrete previously identified digital solutions presented in practice, from inception to implementation, deployment and use in daily operations. ELA also continued to foster digital innovation in 2024 via dedicated mapping focusing on the use of digital solutions for labour mobility employing Artificial Intelligence (AI), Machine Learning (ML) and connected technologies, and related innovative digital solutions in the field of social security. Following the mapping, dedicated workshops were organised to get further insights from the national authorities on the specificities of the innovative solutions. ELA also continued to organise open calls for papers and conferences to engage stakeholders from governmental and non-governmental organisations, industry and academia, enabling further knowledge sharing and insights about how new digital technologies employing AI can be used to tackle current and future challenges of labour mobility. The abovementioned activities culminated in the preparation of the second edition of ELA TECH Conference, which brought together representatives of technology industry, Member States and EU institutions, social partners, academia and provided a platform for high-level discussion on the possibilities, consequences, benefits and challenges of employing AI, the impact on public administration, particularly regarding risk-assessment, ethics and bias, improved efficiency and better services to citizens, facilitation of compliance as well as job matching and skills recognition. The Technological Workshop, with IT specialist and IT related profiles from national authorities with the presentation of the innovative digital solutions employing AI and related technologies in labour mobility, including the social security field, was organised back to back with the ELA TECH conference. Both events took place early 2024.

ELA laid down the groundwork and completed preparations for the first edition of ELA TECH Lab and also the third edition of the ELA TECH Conference + Technological Workshop for IT specialists from national authorities, focusing on digital innovation, taking place in the beginning of 2025 and later 2025 respectively.

Under this activity, 62 actions were initiated in 2024, of which all were successfully completed, as detailed below.

Action/Project	Output	Number of delivered outputs
Mapping of digital solutions supporting labour mobility	Mapping documents	Number of mapped solutions:45
Facilitation of knowledge sharing on digital innovative solutions and tools	Minutes /Summary	ELA TECH Conference: 1 Technological Workshop: 1
Facilitation of knowledge sharing on digital innovative solutions and tools	Concept and Policy Note	Number of documents: 1
Public call for papers on tech solutions supporting labour mobility	Collection of papers	Number of papers: 14

### 1.11. Activity 11 – Governance and coordination

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

Following the introduction of the Operational Plan in 2023, in 2024 ELA used this platform to plan and report on its activities, including the monitoring system for KPIS.

Regarding programming, ELA continued to improve the preparation of the SPDs, finalising the SPD for 2025–2027 and the first draft of the one for 2026–2028. In relation to latter, the Authority decided to further reinforce the thematic focus in its planning by designing its multiannual planning according to thematic areas under its remit. The consolidated annual activity report (CAAR) for 2023 was finalised and submitted for adoption by the Management Board as well.

The thematic taskforces continued to further reinforce the coordination of ELA's activities. Their activities encompassed the information exchange, the internal programming covering specific thematic areas across units, coordination of horizontal projects, such as preparation for ELA's activities in social security field in 2025 or consolidation of ELA's follow up to the implementation report on the revised posting of workers directive. Following the further conceptualisation of ELA's activities in digitalisation field, the task force on digitalisation has been established. In the field of external relations, ELA continued to nurture its relations with stakeholders. In 2024 ELA approved the cooperation instrument with the European Training Foundation (ETF), completing the network of the cooperation instruments with its sister agencies. ELA also launched the negotiations of the first cooperation arrangement with the third country – Moldova, in close coordination with the European Commission. ELA also kept strong ties with the European Institutions. The Brussels Liaison Office significantly contributed to the improvement of external relations with the stakeholders in Brussels. ELA participated at the regular exchange of views with the Employment and Social Affairs Committee of the European Parliament as well as at the new forum providing dialogue opportunity between DG EMPL and EMPL agencies. ELA also organised annual meeting for the bodies established under the Directive 2014/54/EU ("Free movement bodies") to provide them with the overview of the services available to them, get their input on their needs and its possible reflection in ELA's activities. ELA took good note of the initiative of the Belgian Presidency on a conference and report on Fair Mobility in the EU and the role of the European Labour Authority<sup>9</sup>.

ELA also completed the project on the strategic approach towards its stakeholders which should be implemented in 2025.

ELA's annual conference taking place in June celebrated the fifth anniversary of ELA. During the high-level event ELA stakeholders and policy makers took stock of the work done so far and looked forward on selected topics important for ELA's mandate in supporting fair and effective labour mobility. Under this activity, ELA also continued to carry out the secretariat function of the Management Board and Stakeholder Group. For the second time, ELA organised an informal meeting of the Management Board to enhance the exchange of views between Management Board members.

Under this activity, ELA continued with the horizontal projects, particularly terminology project focused on the extension of database of ELA-specific terms as well as environmental review as one of the steps necessary to be completed to obtain EMAS certification.

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

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<sup>9</sup> See for the full report:

[https://socialsecurity.belgium.be/sites/default/files/content/docs/en/international/report\\_ela\\_eu2024be.pdf](https://socialsecurity.belgium.be/sites/default/files/content/docs/en/international/report_ela_eu2024be.pdf)

Under this activity, 104 actions were scheduled for 2024, and 100 of these actions were successfully completed by the end of the year, as detailed in the table below.

Action/Project	Output	Number of delivered outputs
Providing a secretariat function to the Management Board	Efficient functioning of the Management Board	Number of events: 3 (2 formal meetings and one informal)
2025-2027 multiannual work program	Programming documents	Number of programming documents: 1
2023 Consolidated Annual Activity Report	Report	Number of reports: 1
2026–2028 draft multiannual work programme	Programming document	Number of programming documents: 1
Operational Plan Application development and monitoring	Integration with other applications	Number of updates: 1
	Op Plan App & KPI reporting platform Help desk	Number of trainings: 10 Number of solved incidents: 100
Internal reports and dashboard on progress in delivering work programme (activity outside the annual work programme)	Report	Number of reports: 1
	Newsletter	Number of newsletters: 3
Policy coordination – leading internal projects and task forces	Policy <sup>10</sup>	Number of draft policies: 2
Internal governance framework development and monitoring	Internal procedures	Number of Executive Director decisions: 29
	Efficient workflows and coordination	Number of standard operating procedures: 6
Terminology glossary <sup>11</sup>	Glossary	Second stage completed.
Testing and update of the business continuity plan	Testing of the BCP plan	Number of testing exercise: 1
External relations – engagement related to accountability to European Institutions	Year-round meetings, outreach events, and ongoing interactions with institutional partners.	Numerous meetings at various levels.
ELA annual conference	Event	Number of events: 1
External relations – meetings with stakeholders and other engagement activities	Briefings	Number of briefings: 36
	Strategy Meetings/events	Number of strategies: 1 Number of events: 3
Concluding or updating memoranda of understanding and /or other forms of cooperation arrangements	Memorandum	Number of memoranda: 1

<sup>10</sup> Two initial draft policies were delivered, which are now in the consultation phase across all ELA units in preparation for their adoption in 2025.

<sup>11</sup> The second stage of the project was completed in 2024, with the next stage set to follow in 2025.

Development and implementation of ELA environmental strategy and Eco-Management and Audit Scheme (EMAS) certification	EMAS Certification <sup>12</sup>	Completion of environmental review.
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### 1.13 Activity 13 – Communication and awareness-raising campaigns

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

In 2024 ELA continued its dissemination and outreach activities, consolidating collaboration with national multipliers, including media, in MSs and with EU-level stakeholders. ELA's communication and dissemination plan was updated, building on experiences and lessons learned from previous years. Dedicated communication materials and activities were produced not only for the wide EU campaigns, but also for mini-campaigns or promoting ELA events, such as TECH conference, Annual conference and other events organised by ELA.

ELA reinforced the production of the communication materials in-house. Such as the corporate communication materials (video, leaflets), materials related to ELA's operational activities - videos related to inspections; mediation; training videos for road transport; temporary work agencies and TCNS videos in the construction sector as well as design for social media and other communication materials—Corporate video

#### Contacts with the media

ELA nurtures its contacts with the journalists and press in 2024. In this context, ELA participated in several press events organised in Member States particularly in connection with joint inspections. A media monitoring activities contract started in January 2024 and throughout the year monthly reports were received about ELA's media outreach, as well as an annual report. ELA organised media training for its staff.

#### Media outreach

During 2024 ELA started to systematically monitor the media and in particular assess the outreach of ELA activities in terms of media visibility and coverage. The first annual report on media outreach was hence available in early 2025.

Based on this first report, ELA was mentioned in the media 2570 times. 1141 unique media outlets mentioned ELA. The highest coverage was in Italy followed by Germany and Greece. EURES was mentioned 9797 times in the media.

#### Digital presence reinforcement

ELA reinforced its digital presence, compared with the previous year, developing its social media strategy to ensure increased exposure, followers and reach. Starting from September 2024 ELA ensured its presence also on Instagram, opening a new corporate channel, also used for campaigns in order to reach an ever wider audience.

ELA has to date 32 600 (+25% compared to 2023) followers on its social media channels and an engagement rate from 2 to 5 times higher than that of another organisation of the same size. The engagement rate has hence

<sup>12</sup> This is a multi-stage project. In 2024, the second stage was completed, with the next stage scheduled for 2025.

almost doubled compared to the previous year. ELA's engagement rate in 2024 averaged around 7.9% across channels, with platform-specific rates of 11% on LinkedIn, 5.9% on X, 6.9% on Facebook, and 3.7% on Instagram. Peak engagement on LinkedIn reached as high as 35–40% in some cases. ELA's click-through rate was around 9,7% on average, with peaks around 40% average (LinkedIn).

The website revamp was successfully completed, the final version of [www.ela.europa.eu](http://www.ela.europa.eu) introduced a new taxonomy, improved information architecture, new document repository and dynamic/static content categories and enhanced functionalities, included contact forms, the corporate newsletter functionality (with subscription management in compliance with the GDPR rules - with the first newsletter published in 2024). The website renewal was successfully completed, the final version of [www.ela.europa.eu](http://www.ela.europa.eu) introduced a new taxonomy, improved information architecture, new document repository and dynamic/static content categories and enhanced functionalities, included contact forms, the corporate newsletter functionality (with subscription management in compliance with the GDPR rules - with the first newsletter published in 2024). Since September 2024 the ELA website is available in all EU languages (automated translation module). corporate newsletter functionality (with subscription management in compliance with the GDPR rules - with the first newsletter will be published in early 2024). Since September 2024 the ELA website is available in all EU languages (automated translation module).

Compared to 2023, the new website led to: +215% increase in visitors and +119% increase in page views.

These figures demonstrate a major boost in user engagement and visibility, validating the success of the revamp.

### EU-wide coordinated campaigns

ELA launched the #FairHORECAinEU campaign in October 2024 in Rome, focusing on fair and declared work in the Hotel, Restaurant, and Catering (HORECA) sector. The campaign targets both employers and employees, particularly mobile and seasonal workers, and highlights key aspects of EU social legislation, including workers' rights, declared work, and labour mobility.

The campaign is structured in phases. **Phase 1 ran from October 2024 to December 2024**, focusing on restaurants and catering. **Phase 2**, running from **February to May 2025**, expanded the focus to include hotels and accommodation across all EU countries. Campaign materials were made available in **24 EU languages and several non-EU languages**, and included videos, posters, leaflets and an interactive quiz.

**Preliminary results from Phase 1** showed strong engagement: the campaign generated over 74 million impressions and more than 16 million video views on platforms like Facebook, Instagram, LinkedIn, and YouTube. Out-of-home advertising reached over 21 million people in key cities such as Paris, Rome, Berlin, and Barcelona. Over 130,000 users engaged directly with campaign materials online.

#FairHORECAinEU continues to raise awareness and promote fair working conditions in one of Europe's most dynamic sectors. Meetings and information sessions with campaign partners were organised to coordinate the campaign across the EU.

The continuation of #RoadToFairTransport campaign was delivered from September to October 2024, with the Campaign on social media as well as out-of-home-campaigns running in several Member States. The latter was focused on highways and rest stops, using used billboards, digital/LED screens, and city lights with QR codes

The #EU4FairConstruction campaign from October to 2024 generated over 41 million impressions in social media, more than 13 million video views, and 232,430 link clicks.

Member State authority campaign partners have increasingly joined and multiplied ELA campaign activities. For example,



ELA continues to encourage Member States to use and spread the materials it produces, and to actively participate in the meetings and exchanges it organise to adapt campaign to national audiences.

### Smaller targeted campaigns

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

ELA's communication and awareness-raising activities in 2024 were focused on enhancing its presence, disseminating information effectively and leading coordinated campaigns to address labour mobility issues.

The small targeted campaigns were deployed across Facebook, Instagram, LinkedIn, and YouTube, generating **60 million impressions EU-wide in total**, significantly raising awareness of ELA's work and **322,500+ clicks to the website**, demonstrating strong public engagement.

Action/Project	Output	Number of delivered outputs
Production of corporate communication material and Preparation of information material on labour mobility issues	Production of campaign material  Flyers, brochures and other communication material for ELA's operational activities	ELA delivered the 5166 materials (for all EU languages):
Engagement with media and media monitoring	Consolidated media relations management and maintenance activities and increased understanding of ELA activities and deliverables	To date, relations established with 158 journalists in all EU and other relevant countries  15 press queries and 8 interview requests were received and replied to  ELA was mentioned in the media 2,570 times in 2024.  A media training session was organised for relevant ELA staff
Website development and further updates	Completed restructured website	Relaunch of the website in 2024
Promotion of ELA's conferences and events	Annual conference communication activities and material	Part of the preparation of communication and information materials
Audience analysis of the EU-wide information and awareness raising campaign (HORECA)	Report delivered in Q2 2024	The target audience analysis was conducted by an external contractor.
Delivery of an EU-wide information campaign on seasonal work in the HORECA sector	Q4 2024 – Q2 2025	All materials were produced and distributed to campaign partners in the MSs: <ul style="list-style-type: none"> <li>• 2 real footage videos / 6 animated videos</li> <li>• 2 in-house videos</li> <li>• One visual identity and logo</li> </ul>



		<ul style="list-style-type: none"> <li>• 2 information leaflets for workers and employers in all EU languages</li> <li>• Business Cards: 2 versions</li> <li>• Out of Home materials</li> <li>• 1 campaign website (2 different homepages from Q1 to Q2)</li> </ul>
Analysis of campaign results	Report	Number of reports: 3
Delivery of a follow-up campaign on road transport	Digital: from 2 to 29 September 2024	Social media campaign - posts on Facebook and LinkedIn
	Out of Home: 1 September to 15 October 2024	<p>Ads on Google, YouTube, and transport apps (based on audience targeting)</p> <p>Out of Home Campaign (1 Sept–15 Oct 2024) in 6 countries</p>
Targeted ELA campaigns on emerging topics	Active campaign (posting and advertisement)	Twelve 'mini' campaigns related to specific subjects (e.g. mediation, annual conference), events, procurements, vacancies, etc., were organised

## Part II. Management

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

## 2.1. Management Board

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

The Management Board met two times in 2024 (May – joint also with the Stakeholder Group, November). In addition, there was an informal meeting of the Management Board in September. Throughout the year, the Board was presented with 51 documents and adopted 20 decisions. The main decisions of the Management Board include:

- Decision No 4 – On the security rules on sensitive non-classified information at ELA
- Decision No 10 – Adoption of the Consolidated Annual Activity Report of the European Labour Authority 2023
- Decision No 11 – Memorandum of Understanding between ELA and ETF
- Decision No 12 – Adoption of the Single Programming Document of the European Labour Authority 2025-2027
- Decisions No 15, 17 & 18 updating the mandates of ELA's working groups

## 2.2. Executive Director

The Executive Director is ELA's legal representative and is responsible for the day-to-day management of the authority and the implementation of the tasks assigned to it by the founding regulation. In 2024 Mr Cosmin Boiangiu, who was officially appointed on 10 December 2020 and took office on 16 December 2020, completed his fourth full year as ELA's Executive Director.

In 2024 the Executive Director adopted 29 decisions related to ELA's daily management, including those related to the health and safety at work, consolidation of ELA's coordination structures by establishing task force on digitalisation and task force on compliance, decisions seeking to establish the ICT policy, and decision establishing joint committee.

The Executive Director actively presented ELA at various fora including key stakeholders – national administrations, EU institutions and social partners. Executive Director attended several national events of the Member States as well as inspections supported by ELA. He also maintained regular meetings with the representatives of social partners. The exchanges have a two-fold objective: Firstly to get input into the ELA's activities, having regard to the respective priorities as well as to further encourage the use of ELA's tools.. Executive Director also met the representatives of the candidate countries to exchange on the possible areas for future cooperation.

To maintain a strong link with the EU institutions, the Executive Director participated in an exchange of views with the Members of the European Parliament to update them on ELA's activities and priorities. Furthermore, several meetings were organised with the new Members of the European Parliament as well as the representatives of the Commission and other institutional stakeholders in Brussels, leveraging on the work of ELA's Liaison Office. The relations with other EU agencies were also by regular contacts with the other EU agencies particularly, heads of all EU agencies under the remit of the Directorate-General for Employment, Social Affairs and Inclusion (European Training Foundation, Cedefop, European Agency for Safety and Health at Work and Eurofound).. Finally, the Executive Director also held meetings with the representatives of the Slovak authorities to hold regular exchanges on the operation of the headquarters agreement.

### 2.1.3. Stakeholder Group

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

The Stakeholder Group gives advice and recommendations and may submit opinions on issues related to EU labour mobility, on the annual activity report and on ELA's SPD. In 2024 the Stakeholder Group held three meetings: in February, May (joint meeting with the Management Board) and October. In addition to this, the Stakeholder Group was invited to annual meeting organised by ELA for Social Partners in January. During these meetings, the Stakeholder Group provided input for and discussed the ELA priorities for 2025 & 2026, as well as the draft Single Programming Document 2026-2028. Additionally, the Stakeholder Group was informed about the outcomes of various surveys which received contributions from social partners throughout 2024 and introduced to the Brussels Liaison Office.

### 2.1.4. Compliance and internal control

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

#### Legal function

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

#### Personal data protection

The data protection officer continued in its activities to ensure the compliance of the Authority with the with Regulation (EU) 2018/1725 on the protection of personal data. During the 2024, the main operational activities were focused to cover the following activities:

- **Artificial Intelligence initiatives:** ELA has successfully defined the strategy, governance structure, values, and objectives for Artificial Intelligence. In addition, the Authority identified the relevant controller and conducted a comprehensive data protection impact assessment. A detailed record and relevant privacy statement were prepared and are publicly available in the ELA public Register. Furthermore, the Agency has nominated key actors in this field, including an AI correspondent.
- **Risk assessment exercises:** ELA DPO has monitored the general risk assessment for the Authority and broken down the general risks into individual risk assessments for each process, identifying the

need for a Data Protection Impact Assessment (DPIA) for specific cases while evaluating the most relevant security measures to be implemented.

- **Personal data breaches:** Manage reported breaches according to relevant policies.
- **Handle data subjects' requests:** Support the exercise of data subjects' requests, monitoring and reporting metrics and lessons learnt.
- **Focus in increasing compliance** by performing a gaps assessment, mapping website and monitor the existing records of processed of personal data

### Internal control function

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

Within this activity, 181 actions were initiated for the year 2024, and 178 of these actions were successfully completed as detailed below:

Action/Project	Output	Number of delivered outputs
Legal advice	<p>Various internal documents, revisions, input, feedback</p> <p>Legal advice to all units and the ED related to the implementation and interpretation of the Regulation (EU) 2018/1725</p> <p>Drafting of Policy documents, ED Decisions, SOPs and Guidelines to Staff</p>	<p>Throughout the year, the legal function provided advice on the implementation and interpretation of both the founding regulation and ELA's institutional and regulatory framework</p> <p>Number of legal advices delivered in 2024: 206. Of these, 27% were provided to HR, 27% to operational units, 14% to the governance unit, 10% to finance, and 9% to ICT.</p>
Consolidation of ELA's internal control framework Throughout the year, the internal control function provided support to the implementation and further development of ELA's internal control framework and support or audits (ECA, IAS, ex-post)	<p>Risk management</p> <ul style="list-style-type: none"> <li>- Plan</li> <li>- Assessment</li> <li>- Review</li> </ul> <p>Support of external audits</p> <p>Handling non-conformity events</p> <p>Assessment of ELA's internal framework</p> <p>Monitoring activities and the correct implementation of internal SOPs and Actions plans</p>	<p>Number of documents: 3</p> <p>Number of external audits:3</p> <p>Number of non-conformity reports:8</p> <p>Number of reports: 1</p>

Access to document requests	Provision of documents and related communication	Number of documents: 6
Complaints and inquiries	Handling of Article 90 SR complaints and requests and external complaints and inquiries  Legal advice	Number of external complaints: 55 Number of Article 90 SR complaints: 6  Number of requests for legal advice: 206 Provide legal advice related to the follow up to Article 24 SR requests and the conduct of administrative inquiries.
Monitoring the handling of personal data breaches in line with the legal requirements	Guidance and flowchart on personal data breaches SOPs developed /updated  Register of personal data breaches	Number of personal data breaches: 5  Number of SOPs: 0  This is also monitor through a register, internal and confidential and written reports for each incident are encoded in Ares. Aggregated data is to be reported to the Management Board via the annual report on personal data.
Monitor the handling of requests by data subjects to exercise their rights under Regulation (EU) 2018/1725	Guide on data subjects' rights  Register of data subjects' requests and a report to the Executive Director	Number of data subjects' requests: 4  Internal and confidential register. Aggregated data to be reported to the Management Board via the annual report on personal data.
Staff training / awareness courses in order to implement data protection rules	Internal web-based collaborative platform on personal data protection	Number of training sessions provided: 14
Monitoring the new processing operations and biannual review of the existing processing operation in ELA units/sectors	Internal and public register  SOP	Number of processes identified: 106 Number of processes covered by a record: 68 Number of SOPs: 2
Monitor the restrictions on data subjects' rights on ELA processing activities (Article 25 of Regulation (EU) 2018/1725)	Monitor the restrictions on data subjects' rights on ELA processing activities (Article 25 of Regulation (EU) 2018/1725) according to relevant internal rules and SOP.	On-going
Monitor international data transfers	Data Processing Agreements in place, when requirements are met.	Data Processing Agreements: 0
Monitors processes with external /internal processors	Data Processing Agreements in place, when requirements are met.	10 Data Processing Agreements and 1 Joint Controllership Agreement)

## 2.3. Major developments

The following sections provide updates on the developments in the financial, human resources (HR), corporate service, communications, and information and communications technology areas, supporting ELA's growth during 2024.

### 2.3.1. Budgetary and financial management

ELA's 2024 budget amounted to EUR 48.8 million, of which EUR 28.5 million was for operational expenditure and EUR 20.3 million was for administrative expenditure. The budget execution rate was 95 %, reflecting a high level of commitment and absorption of the available funds. The payment execution rate was 91 %, which is a significant increase compared to 2023. ELA implemented its budget in accordance with the principles of sound financial management, ensuring the economy, efficiency and effectiveness of its operations. ELA also complied with the relevant financial rules and regulations, and with the internal control standards and risk management framework.

ELA continued to review and update its business processes, in order to streamline and simplify its workflows, reduce the administrative burden and enhance the quality and timeliness of its services. In addition, several training sessions and info-sessions were conducted for ELA staff to enhance their understanding of financial and procurement rules and procedures.

ELA established its annual procurement plan for 2024, based on the needs assessment and the priorities of its work programme. The procurement plan covered both operational and administrative contracts and was regularly monitored and updated throughout the year. ELA made full use of all functions of the Public Procurement Management Tool and parts of the e-submission tool (e-request)

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

The planned initiatives listed below were successfully implemented in 2024.

Action/Project	Output	Delivered output
Procurement plan development and monitoring	Plan prepared, monitored and updated	Procurement plan for 2024 established in Q1 2024 Procurement plan implementation monitored in a weekly basis
Public Procurement Management Tool (PPMT) use for procurement planning	Procurement request submitted in PPMT	All procurement request submitted and approved in PPMT
Additional business processes for procurement for reopening of competition framework contract	SOP on reopening of competition adopted	SOP on reopening of competition drafted in Q4
Cooperation with EU agencies in setting up socially responsible procurement	Attend at working group on sustainable procurement	Following re-prioritisation attendance were at working group on contract management and digitalisation

Budget plan development, monitoring and reporting	Management Board decision on budget, Annual budget report, regular budget meetings	Management Board decision on budget and its amendments, Executive Director decision on transfers Report on budgetary and financial management Reports on budget execution for management
Ensure excellence in financial governance	Knowledge sharing	Financial trainings, workshops Finance website
Interactive dashboards	Up-to-date dashboard available to key stakeholders	Dashboard on budget implementation
Provisional and final accounts	Provisional and final accounts	Provisional and final accounts Management Board's opinion on final accounts

### 2.3.2. Delegation and sub-delegation

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

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

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

### 2.3.3. Human resources management

2024 has been a dynamic year in growth and development with ELA's HR management contributing to the horizontal objective of delivering operational excellence, ensuring the efficient, transparent and compliant management of HR, and cultivating a value-based, attractive and inclusive organisation. The main achievements were the following.

#### Recruitment and onboarding

By the end of the year, ELA successfully closed its 2024 recruitment procedures and built a reserve list of establishment plan posts. ELA has reached the highest occupancy rate since its foundation: 99.3 %, representing 143 staff positions occupied (contract agents (CAs) / temporary agents (TAs) / seconded national experts (SNEs) / NLOs) out of 144. ELA hired a total of 49 new staff during 2024, having 27 nationalities among all its staff. In 2024, ELA timely renewed 55 % of its SNEs, and converted 5 SNEs in 5 CA FG IV posts. This required effort in recruitment, onboarding of newcomers, HR initiatives and efficiency, considering the significant attractiveness challenges. ELA successfully welcomed the third group of ELA trainees.

#### HR administration and working conditions

ELA continued developing the necessary HR rules, policies, guidelines, tools and processes. The HR intranet and Sysper modules have been some of the new e-HR tool developments. ELA continued with the timely adoption



and implementation of HR rules and regulations, in line with its mission and objectives, and the staff regulations (Article 110). In 2024 ELA closed timely its annual appraisal and reclassification exercises a milestone for staff recognition and development. The ELA well-being survey was conducted, revealing job satisfaction at work with an overall wellbeing index of 71 %. The results shaped various well-being actions, complemented by putting in place a platform for individual wellbeing support, and carrying out a workload analysis report highlighting organisational areas for potential improvement. ELA continued offering flexibility in working conditions, teleworking policy and work time, aiming at operational efficiency, business continuity, effectiveness and attractiveness.

### Organisational design and development

ELA's organisational development focused, among other aspects, on the effective development of its staff, work relations and work culture. ELA's strategic learning and development plan continued to provide staff with numerous opportunities for development. On average, a statutory staff member at ELA has attended 4.5 days of training in 2024. The HR project on talent and knowledge management framework has been implemented, and various actions and developments (e.g. competency framework, job descriptions, etc.) have been progressed in 2024. HR dashboard was put in place showing workforce data in real time, providing up-to-date data on diversity at ELA. ELA is strongly committed to continuing the promotion of ethics and integrity, equality, diversity, anti-harassment and respectful behaviour as part of its workplace culture. ELA has continued to promote its five organisational values: respect, transparency, collaboration, accountability and fairness.

Data on the job screening / benchmarking methodology, i.e. overheads /operational ratio could be found in Annex IV.

The planned HR initiatives listed below were successfully implemented in 2024.

Action/Project	Output	Delivered output timeline
Selection, recruitment and secondment	Closure of recruitment procedures and building reserve list of establishment plan posts of target year N	Continuous
Onboarding and support to newcomers	Start of trainees as planned Provided induction, welcoming information and support	Continuous
HR rules and policies	Various	Continuous
HR administration	Various	Continuous
Annual appraisal exercise	Eligible ELA staff subject to the performance appraisal undergo evaluation in the yearly exercise	Finalised
Annual reclassification exercise	Procedure started, implemented and closed	Finalised
Well-being survey	Survey	Number of reports: 1
Workload /full/time equivalent organisational analysis	Analysis	Number of reports: 1
Job screening	Methodology	Finalised
Strategic talent and knowledge management framework	Framework	Finalised
Competency model	Draft proposal	Finalised
Job descriptions	Various	Ongoing
Strategic learning and development	L&D planning	Number of plans:1

#### 2.3.4. Strategy for efficiency gains

ELA continued to implement various electronic systems to improve the efficiency of its internal workflows. Implemented systems include the advanced records system (ARES) for document management, the Sysper system for HR processes, e-procurement, and Speedwell for financial transactions. ELA continued to use and further improve the operational plan and KPI monitoring platform for the monitoring and planning of the Authority's activities. ELA continued to cooperate with the Commission and other agencies on shared operational projects. This included the use of shared services (e.g. sharing the accountant post). Brussels Liaison Office contributed to further efficiency gains in the outreach to the institutional stakeholders, which is reflected in the better targeting of operational activities as well as the savings of the associated costs. ELA moved the location of the office to the new premises of the DG Employment to further reduce the costs as well as increase the interaction with the relevant Commission services.

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

ELAs internal auditor is the Internal Audit Service of the European Commission (IAS) and the Agency is annually controlled by the European Court of Auditors (ECA). The Agency informs the Discharge Authority on the results of the audits.

In 2024 independent audits were started by the Commission's IAS and by the ECA, which are expected to be finished by Q2-Q3 of 2025. External independent audits on the financial accounts and on *ex-post* controls were also carried out by private audit firms contracted by ELA via a framework contract concluded by the Commission. These audits are also expected to be finished in Q2 of 2025.

##### 2.4.1. Internal Audit Service

In line with ELA's strategic internal audit plan for 2023–2025, the IAS audit process started with the audit on "The management of EURES and the EURES portal" in October 2024. The field visit is planned for July 2025.

The IAS audit on ELA's ICF was finalised in March 2024, highlighting the strengths and improvements needed.

The IAS identified one important and two very important findings, which were accepted by ELA, especially as several actions linked to the findings were implemented already in 2023 and/or finalised in 2024. Based on the recommendations, ELA developed an action plan to comply with the recommendations and reported on the actions finalised to IAS. The implementation of the action plan is continuously monitored as some actions are expected to be finalised by end 2026.

##### 2.4.2. Internal audit capability (where applicable)

Not applicable.

##### 2.4.3. European Court of Auditors

The ECA report on ELA's annual accounts for the financial year 2023 was published in October 2024. The report provided a favourable opinion on the legality and regularity of transactions and the reliability of annual accounts for the year ended 31 December 2023. The payments linked to ELA's accounts for the year ended 31 December 2023 are legal and regular in all material respects, except for the effects of irregular payments

amounting to 3,8 % of the total payment appropriations available in 2023, which were mainly linked to the implementation of one framework contract which was considered irregular and which resulted in a qualified opinion as the materiality threshold set for the audit was exceeded. The ECA also identified weaknesses in the *ex-ante* controls, and high rates of carry-overs. However, the observations do not call the ECA's positive opinion into question.

ELA has five ECA observations open from the previous year to follow up. These observations refer among others to the high proportion of temporary workers (SNEs and interims), irregular FWC, high carry overs, ex-ante checks. ELA is continuously improving, implementing actions to close the observations to become a mature agency.

The audit process on ELA's annual accounts for the financial year 2024 started with a preliminary desk review in October 2024 and continued with a fieldwork which took place in February 2025. The ECA audit report for the financial year 2024 will be published in October 2025. The ECA's audit approach comprised analytical audit procedures, direct tests of transactions and an assessment of key components of the authority's supervisory and control systems. This was supplemented by evidence resulting from the work of other auditors, and by an analysis of information provided by ELA's management.

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

The IAS, in line with its strategic internal audit plan for 2023-2025, performed its first audit on ELA's ICF in 2023, and finalised it in 2024. For the 2023 financial year, the IAS provided one important and two very important findings with recommendations. ELA prepared and submitted to the IAS an action plan to implement the recommendations. The Action Plan contains activities which were finalised by the end of 2023 and during 2024. The implementation of these activities were reported to the IAS together with the supporting documents.

ELA contracted an external private audit firm to perform an *ex-post* audit for the 2023 financial year. The ex-post audit identified certain weaknesses in ex-ante controls and provided recommendations on strengthening *ex-ante* controls related to two findings. ELA followed up on the recommendations issued by the external private audit firm to further strengthen its *ex-ante* controls.

In line with Article 40 of ELA's founding regulation, by 1 August 2024, and every 5 years thereafter, the Commission shall assess the authority's performance in relation to its objectives, mandate and tasks. The evaluation report was published during the finalisation of this document (May 2025).<sup>13</sup>

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

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

### 2.5. Follow up of observations from the discharge authority

The following describes the follow-up to the observations made within the framework of the 2022 discharge procedure – the second discharge procedure for ELA. The replies were provided by ELA to the discharge authority in September 2024.

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<sup>13</sup> COM(2025) 256 final: Evaluation of the European Labour Authority

Observation of the discharge authority	Response from and measures taken by ELA	Status/reference
<p><b>2 (budget and financial management)</b></p> <p><i>Notes with concern that the Authority's budget for 2022 was adopted by its management board on 17 December 2021, but it was not published in the Official Journal of the European Union until 31 May 2023; recalls that this contravenes Article 31 of the Authority's financial rules and the principle of transparency it establishes;</i></p>	<p>ELA takes note of the observation. The budget for 2023 2023 is published in the OJ - EUR-Lex - 32023B0331(05) - EN - EUR-Lex (europa.eu).</p>	<p>Finalised</p>
<p><b>4 (budget and financial management)</b></p> <p><i>Observes that the Court reports that the Authority had carried over EUR 21,8 million (65 %) of available 2022 commitment appropriations to 2023 including EUR 3,4 million (or 79,6 %) of appropriations under Title II, related to administrative expenditure (compared to 63,2 % in 2021) and 16,4 million (or 90,6 %) of appropriations under Title III operational expenditure (compared to 37,7 % in 2021); recalls that recurrent high rates of carry-overs contradict the budgetary principle of annuality and are indicative of structural issues in the budget process and implementation cycle; takes note of the Authority's reply on this matter highlighting that under Title III a significant part of the carry overs come from the high uncertainty related to the EURES portal and budget planning should be more effective following the adoption of the EURES portal strategy 2023-2030 and that at the end of June 2023 more than 80 % of carry overs from Titles I and II were already contracted;;</i></p>	<p>ELA takes note of the observation</p> <p>Following the observations from ECA, ELA is enhancing its ex-ante checks by planning and monitoring of delivery of its work programme, close monitoring of budget execution, managerial reporting highlighting risks in budget execution. Furthermore, ELA is thoroughly assessing its budgetary processes, from elaboration to implementation with the aim to identify any structural issues, areas and analyse patterns that contribute to high rates of carry-overs and cancellations. High volumes of using interinstitutional procurements (mainly in IT area) indicates many unpredictable variables, resulting in lower budget execution. ELA makes efforts to enhance budget implementation by regular monitoring and quickly updating plans in response to new opportunities or circumstances</p>	<p>Implemented, and ongoing implementation (for the tool)</p>

<p>5 (budget and financial management)</p> <p><i>Emphasises that after gaining financial autonomy in May 2021, the Authority has accumulated substantial amounts of carry-over; underscores that the Authority, as an Authority engaged in operational activities, relies heavily on the involvement of Member States, and the extent of their participation significantly influences the execution and scope of these activities; underlines that due to the voluntary nature of most activities, not all Member States partake in every activity, and some participate only to a limited extent; calls on the Member States to acknowledge the enhanced benefits provided by the Authority and to enhance collaboration between their competent authorities and the Authority;</i></p>	<p>ELA takes note of the observation.</p> <p>ELA is further calibrating its tools to enhance and facilitate the participation of the Member States, taking into account the experience and feedback received so far from the implementation of its activities.</p>	<p>Implemented and ongoing implementation</p>
<p>11 (Performance)</p> <p><i>Notes with concern the significant reductions in the job registration rate and the employer registration rate of the European employment services (EURES) portal (– 77 % and – 37 %, respectively, compared with 2021 due to the introduction of the EU Login requirements; calls on the Authority to simplify the process in cooperation with the Commission;</i></p>	<p>ELA requested an exception from the double authentication from the Commission with the support of DG EMPL. The compulsory double authentication has been removed but it remained optional for the portal users.</p>	<p>Implemented</p>

<p>17 (Efficiency and gains)</p> <p><i>Notes that the Authority is among the Union agencies which yet has to established a corporate plan to improve the energy efficiency and climate neutrality of its operations;</i></p>	<p>ELA takes note of the observation.</p> <p>In 2023, ELA conducted a project to exercise the environmental review of the authority. The project, among other things, provided an overview of the applicable legal requirements, the environmental aspects analysis considering the following parameters such as the energy use, green-house gas (GHG) emissions, material consumption waste management, water management air emissions, soil and biodiversity, transport and mobility procurement and training of staff. Based on the analysis, the direct and indirect aspects were identified, and their significance was assessed. Furthermore, the existing processes, practices and procedures in ELA were assessed. The review concluded that, while the set-up of environmental procedures in ELA is at a very good level, a formal environmental management system (EMS) has not been implemented so far. Several procedures and operations that are in place were identified as needing to be integrated into the implementation of the envisaged EMS. See some of the measures and procedures implemented so far in the next section. The environmental review also identified several proposals for the EMS, such as setting up environmental objectives, assessing the trend of environmental KPIs, the formalisation of environmental policy and assignment of an environmental team with defined roles and to pursue EMAS Certification. The proposals will be followed up by the authority, taking into account its context and the drafting of an environmental strategy.</p> <p>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.</p> <ul style="list-style-type: none"> <li>• The authority has adopted a policy that discourages printing and aims to reduce colour printing, by limiting the number of colour printers to one. Personal printers are not permitted on the premises.</li> <li>• The authority avoids ICT infrastructure on the premises, taking greater advantage of cloud services, thereby sharing power consumption with other customers.</li> <li>• 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.</li> </ul>	<p>On-going implementation</p>
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	<ul style="list-style-type: none"> <li>• Technical equipment meets the requirements of LEED certification parameters such as efficiency of temperature control or water consumption in sanitary facilities.</li> <li>• The authority promotes the sorting of recyclable waste, setting up adequate collection containers on the premises for the collection of the several types of recyclable waste.</li> <li>• 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.</li> <li>• The authority supports green modes of transport by contributing to the expenses incurred by its staff for the use of such transport.</li> <li>• Green public procurement is already incorporated in the authority's calls for tenders, to engage service providers and vendors that aim for environmental excellence.</li> </ul>	
<p><i>18 (Efficiency and gains)</i></p> <p><i>Encourages the Authority to develop an active cooperation with other agencies and to report regularly to Parliament on its progress made;</i></p>	<p>In 2022 ELA has further deepened its cooperation with other Union bodies and organisations. The Authority has signed a Memorandum of Understanding with the European Commission (DG EMPL), and also established official arrangements with its sister agencies as mentioned in the founding regulation. ELA has concluded a Memorandum of understanding with Eurofound and Cedefop and a framework for cooperation with EU-OSHA. General aim of these cooperation agreements is to avoid overlap, promote synergies and ensure cooperation between the decentralised agencies. ELA also concluded the cooperation instrument with the European Training Foundation (ETF), completing its network of cooperation instruments with the EU agencies with mandates focused on employment, social affairs and skills. ELA also started talks with Europol on a future cooperation agreement. Apart from the formal instruments of cooperation, ELA continues in the operational cooperation with other institutions, bodies and agencies.</p>	<p>Implemented and continuous ongoing implementation</p>



<p>20 (Staff policy)</p> <p><i>Notes the gender distribution within the Authority's senior and middle management, with 4 out of 6 (67 %) being men; notes the gender balance within the Authority's management board, with 20 out of 34 (59 %) being men; further notes the gender balance within the Authority's overall staff, with 41 out of 65 (63 %) being women; recalls the importance to ensure gender balance and calls on the Authority to persist in taking this aspect into consideration with regard to future recruitments of staff and appointments especially within its senior and middle management; asks the Commission and the Member States to take into account the importance of ensuring gender balance when nominating their members to the Authority's management board; observes with satisfaction that the Authority had 27 nationalities based on its establishment plan posts (statutory staff) at the end of 2022;</i></p>	<p>ELA takes note of the recommendation on senior and middle managers and would like to highlight that the statistics need to be read in the light of low number of these posts</p> <p>In 2023 ELA completed the growth of its workforce. After the developments of the staff structure in 2024, the gender distribution among senior and middle management is as follows:</p> <ul style="list-style-type: none"> <li>• one senior management post (Executive Director): male</li> <li>• two out of five middle management posts (HoU): female</li> </ul> <p>It should be highlighted that only the recruitment of the middle managers (HoU) is in the hands of ELA.</p> <p>Among all ELA managers (ED, HoUs, HoSs) the ratio between female and male managers is 47%-53 % by end of 2024.</p> <p>Regarding the call on staff, ELA takes note of the recommendation and re-assures that when recruiting new staff in its recruitment procedures ELA has considered with priority diversity matters, and geographical and gender balance.</p> <p>ELA constantly monitors the geographical and gender balance in its recruitment. Statistics with geographical and gender representation are presented to middle and senior management prior to recommendation and decision of a job offer for their consideration. It could be noted that by end of 2023, ELA has recorded 64% female representation among TAs and CAs.</p>	<p>On-going implementation</p>
<p>22 (Staff policy)</p> <p><i>Observes that the end of 2022, the proportion of temporary workers (SNEs and interims) at the Authority was 58 %; draws attention to high reliance on temporary workers leads to a regular high staff turnover, entailing the risk of losing expertise (specialised knowledge, contact networks built with stakeholders), which could negatively affect its operational capabilities; appreciates</i></p>	<p>ELA welcomes the support of the budgetary authority for the conversion of 15 seconded national expert posts (SNE) into temporary agent posts. This request has not been taken on board during the budgetary procedure for 2024 budget. ELA also appreciated support of budgetary Authority for the similar request of converting 10 SNEs to TAs post during budgetary procedure 2025. The Authority converted 5 contract agents posts (CA) replacing 5 SNE posts. Meaning that the structural issue with the composition of the staff has been addressed only to very limited extent. It is important to emphasize that the high proportion of</p>	<p>Ongoing implementation</p>



<p><i>the Authority's call for the conversion of 15 SNEs posts into temporary agents posts (TAs), without the need to increase the budget envisaged in the multiannual financial statement, in order to assure the Authority operational stability, knowledge retention and the effective implementation its objectives;</i></p>	<p>SNEs brings significant challenges to structural effectiveness, for instance regarding the Authority's attractiveness, business continuity, the operation of ELA in medium and long-term. Therefore, the structure of ELA's workforce should be adapted ideally but additional SNE posts to be converted into TA AD posts to ensure that the Authority has the stability and suitability of posts and expertise, and staff can continue with the effective implementation of ELA's mandate.</p>	
<p><b>28 (Procurement)</b></p> <p><i>Takes note that according to the Court, in a procurement procedure to support the Authority's activities in the field of designing, organising and implementing training events, the tender specifications established a maximum contract value at EUR 6 million over four years; observes that the Authority awarded the contract to a tenderer whose financial offer was EUR 12,9 million; recalls that this contravenes point 12.3 (a) of Annex I to the Financial Regulation, which stipulates that tenders are to be considered unacceptable "when the price of the tender exceeds contracting authority's maximum budget as determined and documented prior to the launch of the procurement procedure"; notes furthermore that the Court concluded that this procurement and the contract award are irregular although no payments associated with this contract were made in 2022;</i></p>	<p>ELA takes note of the observation from the discharge authority and acknowledges ECAs observation. ELA already implemented new tender specifications in a new open call (ELA/2023/OP/0016: Services - 263146-2023 - TED Tenders Electronic Daily (europa.eu)).</p>	<p>Implemented</p>
<p><b>29 (Procurement)</b></p> <p><i>Recalls that the objective of public procurement rules is to enable procuring entities to obtain the goods and services they need at best price, while ensuring fair competition between tenderers and compliance with the principles of transparency, proportionality, equal treatment and non-discrimination; calls on the Authority to further improve its public procurement procedures, ensuring full</i></p>	<p>ELA takes note of the observation from the discharge authority and will implement the necessary measures to ensure full compliance with applicable rules.</p> <p>ELA is already an active user of eProcurement programme and eProcurement suite including PPMT (Public Procurement Management Tool) which is integrated with ARES (document management tool), TED eNotices , TED eTendering and eSubmission. ELA uses PPMT for all type of procurement procedures that ensures compliance with the applicable rules.</p>	<p>Ongoing implementation</p>

<p><i>compliance with the applicable rules, so that they achieve the best possible value for public resources;</i></p>	<p>Green public procurement is already incorporated in the authority's calls for tenders, to engage service providers and vendors that aim for environmental excellence.</p> <p>In addition, ELA keeps on providing targeted financial training for ELA staff to increase financial and procurement knowledge and stay updated with the latest regulations and best practices.</p>	
<p><i>31 (Prevention and management of conflicts of interest and transparency)</i></p> <p>Notes that the Authority publishes the CV of its e Notes that the Authority publishes the CV of its executive director and is working on the publication of their members of the management board and middle management CVs in 2023; calls on the Authority to report to the discharge authority any development in that regard;</p>	<p>The curriculum vitae (CV) of the Executive Director is published on ELA's website: <a href="https://www.ela.europa.eu/sites/default/files/2023-12/bio-cosmin-boiangiu.pdf">https://www.ela.europa.eu/sites/default/files/2023-12/bio-cosmin-boiangiu.pdf</a></p> <p>The majority of the CVs of members and alternates of ELA's Management Board and middle management are also published on ELA website. (See: <a href="https://www.ela.europa.eu/en/governance/management-board">https://www.ela.europa.eu/en/governance/management-board</a> and <a href="https://www.ela.europa.eu/en/about/internal-organisation-and-management">https://www.ela.europa.eu/en/about/internal-organisation-and-management</a> )</p> <p>ELA continues to work on transparency of its organisation and updating the publishing of the CVs.</p>	<p>Implemented</p>
<p><i>32 (Prevention and management of conflicts of interest and transparency)</i></p> <p>In 2023 ELA adopted a decision of the Executive Director on the publication of information on meetings with interest representatives and other external parties. With this decision ELA must make public any information on meetings held by the Executive Director, the Management Board Chair and Deputy Chair, when acting in this capacity, and meetings between ELA's heads of units, interest representatives and other external parties.</p>	<p>ELA continues to implement this decision With this decision ELA must make public any information on meetings held by the Executive Director, the Management Board Chair and Deputy Chair, when acting in this capacity, and meetings between ELA's heads of units, interest representatives and other external parties.</p> <p>The information on these meetings shall be made public on ELA's website on a quarterly basis and can be found here: <a href="https://www.ela.europa.eu/sites/default/files/2023-12/public-register-meetings-interest-representatives.pdf">https://www.ela.europa.eu/sites/default/files/2023-12/public-register-meetings-interest-representatives.pdf</a></p>	<p>Implemented</p>

<p>35 (Internal control)</p> <p><i>Notes with concern from the Court's report that the Authority's internal rules require SNEs and NLOs to reside in Bratislava; is aware that SNEs and NLOs receive daily and monthly allowances to cover living expenses in Bratislava and that in order to receive them, they must make a formal declaration that they actually live there, and commit to providing proof of residence on request; observes that the Authority was unable to provide proof that a particular NLO lived in Bratislava in response to request by the Court, leading to the conclusion that the allowances received by this NLO, totalling EUR 83 734 – of which EUR 50 700 was paid in 2022 –, were irregular; considers that the Authority's ex-ante checks on these declarations are weak as they are based solely on the declarations of the SNEs and NLOs, and not on documentary evidence; regrets the lack of ex post checks and that this creates the risk that the amounts the Authority pays for these allowances may not be correct; takes note that as from 2023, the Authority has strengthened the management and control of the SNE file, especially for ex ante checks, where all SNEs are asked for proof of residence;</i></p>	<p>Recovery of the overpaid sum in the specific case has been issued and ex-ante checks have been implemented.</p>	<p>Implemented</p>
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<p><i>36 (Internal control)</i></p> <p><i>Draws attention to the Court's observation that the Authority had not fully established and formalised its ex-ante checks, and had not set up ex-post checks, in the area of contract implementation; notes that in particular, the Authority had authorised payments for translation, event organisation, training and communication without fully verifying key parameters determining the prices to be paid such as quantity of services provided, compliance with minimum quality requirements, and unit prices applied; expresses its deep concern in this regard and points out that these shortcomings and the failure to remedy them may pose a risk to the use of public funds;</i></p>	<p>ELA acknowledges the observation of the discharge authority. ELA is developing, implementing and continuously fine-tuning its internal processes to strengthen the operational and financial ex-ante controls as well as provides regular trainings to staff. ELA has developed its ex-post methodology in 2023 and introduced ex-post controls via sampling/direct evidence for 2023. The ex-post controls are implemented also in 2024. To further facilitate the compliance Executive Director adopted decision in 2024 establishing horizontal internal Task Force Compliance..</p>	<p>Ongoing implementation</p>
<p><i>37 (Internal control)</i></p> <p><i>Urges the Authority to reassess and update its internal processes, ex-ante controls, ex-post methodology in order to credibly address the Court's observations and to report back to the discharge authority on the measures taken in this regard;</i></p>	<p>ELA replaced ARES (document management tool) with Speedwell (paperless financial workflow management tool) as of January 2023 to manage its financial workflows in efficient and legally complaint way. This IT tool contains among others a built in check list for actors in the workflow, which assures that the necessary ex-ante controls are made.</p> <p>Ex-post controls were performed for the FY 2023 through an external private audit company, due to limited resources. Similarly the ex-post controls are also ongoing or FY 2024.</p> <p>Financial trainings and workshops were provided for staff to increase their financial and procurement knowledge and what kind of checks needs to be performed.</p> <p>New templates for different stages of financial processes have been developed.</p> <p>Decision on financial circuits and functions in the financial and procurement workflows including the system of delegation of budget implementation power was adopted the Executive Director in 2023 and are being implemented and further updated where necessary. The internal horizontal Task Force Compliance was established in 2024.</p>	<p>Ongoing implementation</p>

<p>41 (Internal control)</p> <p>Recalls that the Authority has not adopted yet its business continuity plan which is under development and which will be finalised during 2023;</p>	<p>ELA adopted its Business Continuity Policy in September 2023. ELA's Business Continuity Policy enhances resilience and preparedness, ensuring operational integrity during disruptions. As part of the implementation and oversight of the policy, the Business Continuity Steering Committee held its first meeting. A comprehensive presentation on the Business Continuity Policy was delivered to ELA's staff simultaneously with a training session on the Business Continuity Plan. We created an intranet folder containing all relevant documents for Business Continuity Policy to facilitate information access. To test and improve the response of incident and business continuity teams, a training exercise based on a hypothetical cyber-attack will be conducted in September 2024. We will further strengthen our ability to respond by continuing training and conducting scenario-based exercises.</p>	<p>Ongoing implementation</p>
<p>42 (Internal control)</p> <p><i>Is aware that the Authority is currently in a period of growth; notes that the development of the internal control framework indicators will be finalised based on the recommendations of the IAS audit on the internal control framework, which will be conducted in 2023;</i></p>	<p>ELAs internal control framework indicators have been finalised . The annual assessment of the internal control framework is regularly reported.</p>	<p>Implemented</p>
<p>43 (other comments)</p> <p><i>Notes with concern the substantial work that the Authority needs to accomplish, particularly in strengthening its internal control mechanisms; acknowledges the Authority's backlog of plans that were scheduled for implementation in 2023, in which the discharge authority expects the Authority to deliver and communicate concrete results in order to effectively address the identified shortcomings; however understands that the work is still in progress since the Authority started its operations in 2019;</i></p>	<p>ELA takes note of the observation. ELA has further strengthened its internal control mechanism and reports regularly on its annual assessment. Further measures were introduced to support the compliance, such as the establishment of the Task Force on compliance in 2024.</p>	<p>Implemented and on-going implementation</p>

<p>44 (other comments)</p> <p><i>Notes that the Authority has implemented important measures to increase its cybersecurity such as CERT EU covering log, double key encryption and connectivity to the European Commission systems among others and to digitalised its procurement processes</i></p>	<p>ELA developed a set of security operating procedures, updated their security configurations to CERT-EU recommended standards and successfully passed third-party penetration testing. Developing a policy and fulfilling obligations related to the cybersecurity regulation is heavily constrained by a lack of ICT resources.</p>	
<p>45 (other comments)</p> <p><i>Welcomes that the Authority has initiated an environmental analysis and preparation for its environmental statement and action plan for the implementation of the EMAS certification, which will be completed by 2023;</i></p>	<p>Please see the reply to observation no. 17.</p>	<p>On-going implementation.</p>
<p>47 (other comments)</p> <p><i>Notes that the Authority implemented several measures to reduce its environmental impact, however has not developed a written environmental strategy yet and plans to commence in 2023;</i></p>	<p>Please see the reply to observation no. 17.</p>	<p>On-going implementation.</p>


## 2.6. Environment management

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

## 2.7. Assessment by management

In 2024 marked the first year of Authority's full financial and human resources. This in turn allowed Authority to fully implement its mandate, expanding the scope, number and outreach of its activities. The Authority also

managed to further consolidate its internal structure, reinforced the coordination structures as well as the control framework. ELA also progressed in the standardisation of its processes through the adoption of several internal acts. The financial management, planning and budget implementation was also improved. The Authority will work towards increasing the impact of its activities and effectiveness of its processes and planning in coming years.



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



### 3.1. Effectiveness of internal control systems

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

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

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

- At the level of principles, based on the analysis of the detected strengths and deficiencies. This includes:
  - a review of the compliance documents available at ELA for each ICP;
  - the analysis of the set of 73 internal control monitoring indicators and their results for the year 2024;
  - the review of the functioning of the 17 ICPs and the identification of the improvements needed;
  - other sources of information such as audit results (ECA, IAS, *ex-post* audit), internal surveys, self-assessment and consultation with responsible staff members.

- At the level of the internal control components, based on an analysis of the results at principal level.

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

A number of deficiencies have been identified, but the assessment shows a significant, quantifiable improvement of 52%, compared to last year's data. The severity of certain deficiencies identified have been reassessed, due to the existence of other compensating controls and/or due to developments related to certain deficiencies identified by audits, or simply because the action linked to the deficiency is under finalization.

Following the reassessment, none of the deficiencies fell under category 3 (major). All the deficiencies fell under the severity category 2 – moderate and the severity category 1 – minor. The controls linked to these deficiencies can be considered effective due to the current compensating controls and improvements made since the identification of the deficiencies by audits and/or self-assessment, which ensure that the authority can reach its objectives.

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

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

- Finalization of job descriptions and competency management;
- Continue strengthening budget implementation and *ex ante* controls;

- continue working on document management policy;
- further develop financial guidance materials;
- integrate existing controls into a comprehensive control strategy;
- Continue addressing the challenges resulting from the large number of temporary staff (SNEs and interim workers) in comparison to statutory staff.

### 3.2. Conclusions of assessment of internal control systems

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

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

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



## **Part IV. Management assurance**

#### 4.1. Review of the elements supporting assurance

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

- the director's own knowledge of the management and control system in place;
- the regulatory achievements;
- the review of the functioning of the 17 ICPs, identification of deficiencies and need for improvements;
- the results of the risk assessment and action plan;
- analysis of the non-conformity reports for 2024;
- implementation of the antifraud action plan for 2024;
- outcomes of the internal and external audits performed for 2023-2024 (ECA, IAS, *ex-post* audit);
- observations of the discharge authority;
- accounting officer's report on the validation of the local system.

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

#### 4.2. Reservations

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

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

Based on the European Court of Auditors preliminary observations for 2024, a contract for designing and organising training events was considered irregular because the winning financial offer was higher than the maximum contract value of the tender specification. As a result, all payments under this contract were considered irregular. Although the irregular amount is material, being above the accepted threshold of 2 %, its use was considered necessary to achieve ELA's operational objectives.

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

The management decision to employ an irregular contract until the new one came into force was driven by the need to mitigate risks. By doing so, ELA aimed to safeguard its reputation and maintain a consistent level of service delivery. ELA's commitment to executing planned activities remained unwavering. The irregular contract acted as a bridge, allowing ELA to continue its essential operational functions without disruption. Payments made for contracts signed in 2023 under the irregular framework contract resulted in the irregular amounts, with all invoices paid in 2024. The revised tender documents and updated checklist indicate that no similar irregularity has occurred since then.

Based on the facts presented in the preceding sections, and in the light of the opinion expressed by the European Court of Auditors on the reliability of the accounts and the legality and regularity of the transactions linked to the accounts, it can be stated that the authority has established a working environment where risks are managed and the internal control system works effectively (although improvements are needed) and contributes to the

achievement of the objectives. The agency's management has reasonable assurance that the resources assigned to the activities described in the CAAR have been used for their intended purpose and in accordance with the principles of sound financial management, and that the controls put in place can provide the necessary guarantees concerning the legality and regularity of the underlying transactions.

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

## **Part V. Declaration of assurance**

**Statement of the Executive Director****Declaration of assurance**

*I, the undersigned, Cosmin Boiangiu,*

*Executive Director of European Labour Authority (ELA),*

*In my capacity as Authorising Officer,*

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

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

*This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.*

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

Place: Bratislava

Date: 30.06.2025

(signature)

Cosmin BOIANGIU



**Statement of the Head of Unit**

*I, the undersigned, Pedro Assares,*

*Head of Enforcement and Analysis Unit within the European Labour Authority (ELA),*

*In my capacity as Authorising Officer by Delegation for the operational budget,*

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

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

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

Place: Bratislava

Date: 30.6.2025

(e-signed)

Pedro ASSARES





**Statement of the Head of Unit**

*I, the undersigned, Irene Mandl,*

*Head of Information and EURES Unit within the European Labour Authority (ELA),*

*In my capacity as Authorising Officer by Delegation for the operational budget,*

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

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

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

Place: Bratislava

Date: 30.6.2025

(e-signed)

Irene MANDL



**Statement of the Head of Unit**

*I, the undersigned, Malcolm Scicluna,*

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

*In my capacity as Authorising Officer by Delegation for the operational budget,*

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

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

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

Place: Bratislava

Date: 30.6.2025

(e-signed)

Malcolm SCICLUNA



**Statement of the Head of Unit**

*I, the undersigned, Jacek Saldan,*

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

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

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

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

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

Place: Bratislava

Date: 30.6.2025

(e-signed)

Jacek SALDAN



## Annexes

### Annex I. Core business statistics

The statistics provided here relate exclusively to the main action types planned by ELA and logged within its Operational Plan Application. These recordings are essential for assessing the progress of our key strategic objectives and operational activities.

#### Total number of action types and their delivery status in 2024

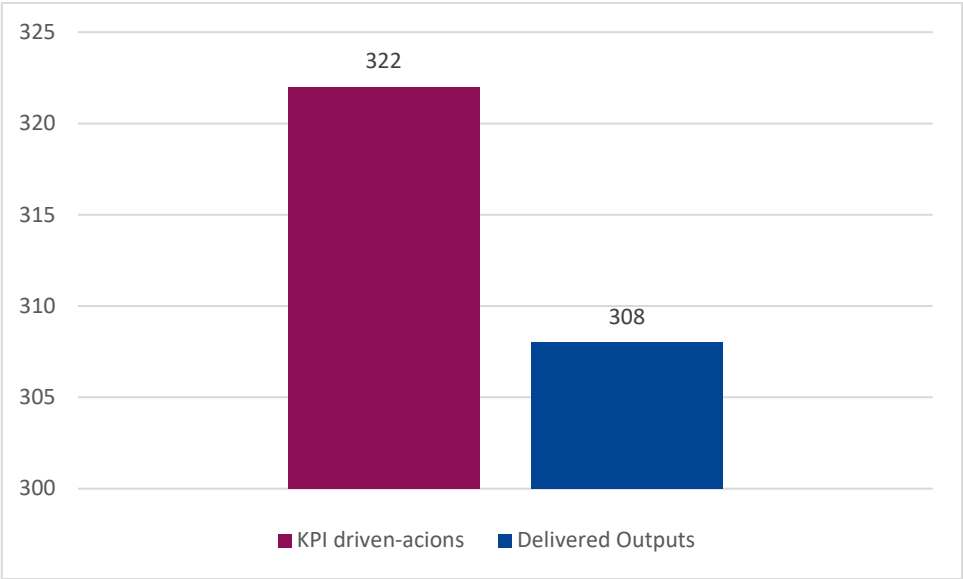
Action Type	Planned	On track	Delayed	Cancelled	Finished	Total
Analysis		4	1		15	20
Budget management					1	1
Business continuity management					1	1
Case identification for CJIs					2	2
Coordination & Support to CJIs			1	1	119	121
Corporate monitoring and reporting					13	13
Data protection					6	6
Developing Guidelines & recommendations		2			8	10
ELA working structures		1			12	13
EURES network support					152	152
EURES portal management					8	8
External corporate communication					4	4
Financial management		1			4	5
Good practices provision		1			4	5
Governing bodies coordination					3	3
Handling of public requests and complaints					3	3
HR administration management			1		3	4
ICT Cloud, Infrastructure and Operations					4	4
ICT Security Management	1					1
Improvement of national information		4			11	15
Information campaigns		2			8	10
Information provision		1	3	2	25	31
Internal control					7	7
Internal governance		1			5	6
Internal policy coordination		1			2	3
Legal advice					6	6
Media relations					2	2
Mediation process					6	6
MSs cooperation support			1		75	76
MSs digitalisation support					13	13

<i>MSs information exchange support</i>					21	<b>21</b>
<i>Mutual learning provision</i>				1	14	<b>15</b>
<i>Operational risk assessment</i>					3	<b>3</b>
<i>Performance management</i>					2	<b>2</b>
<i>Recruitment, selection and onboarding</i>					2	<b>2</b>
<i>Risk management and compliance</i>					4	<b>4</b>
<i>Stakeholders' engagement</i>					15	<b>15</b>
<i>Strategic Workforce Planning</i>					1	<b>1</b>
<i>Talent knowledge management</i>					3	<b>3</b>
<i>Technical workshops</i>					19	<b>19</b>
<i>Training provision</i>		3			19	<b>22</b>
<i>Translation for MSs</i>					1	<b>1</b>
<b>Total</b>	<b>1</b>	<b>21</b>	<b>7</b>	<b>4</b>	<b>626</b>	<b>659</b>

#### Percentage of KPIs for the core business activities in 2024

<b>KPI Code</b>	<b>KPI Title</b>	<b>KPI %</b>	<b>numerator</b>	<b>denominator</b>
<i>KPI1</i>	Information awareness and raising initiatives	88%	36	41
<i>KPI10</i>	Mediation procedures	100%	1	1
<i>KPI11</i>	Actions to promote EU digital tools & procedure	100%	6	6
<i>KPI13</i>	MSs participating in CJI	100%	27	27
<i>KPI14</i>	MSs proposed/requested CJI	98%	44	45
<i>KPI16</i>	Labour mobility analytical activities	93%	14	15
<i>KPI2</i>	Information provision initiatives	79%	23	29
<i>KPI20</i>	Capacity Building activities	100%	22	22
<i>KPI21</i>	MSs participating in Capacity Building Activities	88%	28	32
<i>KPI6</i>	Supported European Online Job Days (EOJDs)	100%	33	33
<i>KPI8</i>	MSs requests for cooperation	64%	30	47
<i>KPI9</i>	MLUF completed activities	100%	11	11

Count of KPI-driven actions and their delivered outputs for 2024



## Annex II. Statistics on financial management

Table II.1. Budget execution (C1)

Title	Commitment appropriation (EUR)	Committed (EUR)	Committed (%)	Payment appropriation (EUR)	Paid (EUR)	Paid (%)
<i>Title 1</i>	15 761 106	15 690 443.46	99.55	15 761 106 1	15 003 393.93	95.19
<i>Title 2</i>	4 180 594	4 025 706.36	96.30	4 025 706	1 758 305.9	42.06
<i>Title 3</i>	28 484 994	26 490 291.5	93.00	19 354 994	19 115 327.02	98.76
<b>Total</b>	<b>48 426 694</b>	<b><u>46 206 441.32</u></b>	<b>95.42</b>	<b>39 296 694</b>	<b>35 877 026.85</b>	<b>91.30</b>

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

Budget out-turn	2024	2023
<i>Revenue received (+)</i>	39 388 263	27 748 643
<i>Payments made (–)</i>	35 918 822	22 087 350
<i>Carry-over of appropriations (–)</i>	3 298 728	5 486 852
<i>Cancellation of appropriations carried over (+)</i>	493 378	757 090
<i>Adjustment for carry-over of assigned revenue appropriations from the previous year (+)</i>	27 643	2 650
<i>Exchange rate differences (+/–)</i>	158	135
<b>Total</b>	<b>691 893</b>	<b>934 046</b>



Table II.3. Automatic carry-over of appropriations corresponding to obligations duly contracted in 2023 (C8)

Title	Carried over (EUR)	Paid (EUR)	Paid / carried over (%)
Title 1	827 374.48	555 622.37	67.15
Title 2	3 444 477.14	3 390 614.55	98.44
Title 3	26 482 409.22	15 044 208.10	56.81
<b>Total C8</b>	<b>30 754 260.84</b>	<b><u>18 990 445.02</u></b>	<b>61.75</b>

Table II.4. Appropriations from internal assigned revenue received in 2024 (EUR)

Title	CA	Committed	PA	Paid
Title 1	91 569,11	14 592,0	91 569,11	14 592,0
Title 2	0.00	0.00	0.00	0.00
Title 3	0.00	0.00	0.00	0.00

Table II.5 Appropriations from internal assigned revenue carried over from 2023 to 2024 (EUR)

Title	CA carried over	Committed	PA carried over	Paid
<b>Title 1</b>	24 681.06	24 681.06	24 681.06	24 681.06
<b>Title 2</b>	0.00	0.00	0.00	0.00
<b>Title 3</b>	2 962.00	2 962.00	2 962.00	2 962.00

Table II.6. Automatic carry-over of appropriations corresponding to obligations duly contracted in 2024 (EUR)

Title	Committed amount	Paid amount	Amount carried over
<b>Title 1</b>	15 690 443.46	15 003 393.93	687 049.53
<b>Title 2</b>	4 025 706.36	1 758 305.90	2 267 400.46

<i>Title 3 – from pre-2024</i>	25 286 916.21	15 044 208.1	10 242 708.11
<i>Title 3 - 2024</i>	26 490 291.50	5 118 355.13	21 371 936.37
<b>TOTAL</b>	71 493 357.53	36 924 263.06	34 569 094.47

## Annex III. Organisational chart

Organisational chart valid on 31 December 2024



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

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

Staff	Year N-1 (2024)		
Establishment plan posts	Authorised budget	Filled as of 31 December 2024	Occupancy rate (%)
Administrators (ADs)	52	52	100
Assistants (ASTs)	15	15	100
Assistants/secretaries (AST/SCs)	2	2	100
<b>Total establishment plan posts</b>	<b>69</b>	<b>69</b>	<b>100</b>
External staff	Full-time equivalent authorised budget	Full-time equivalent as of 31 December 2024	Execution Rate (%)
Contract agents (CAs)	20	19	95
Seconded national experts (SNEs)	55	55	100
<b>Total external staff</b>	<b>75</b>	<b>74</b>	<b>98</b>
<b>Total staff</b>	<b>144</b>	<b>143</b>	<b>99</b>

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

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

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

### Job screening/benchmarking (year 2024) ELA

Job type (sub)category	2024 (%)
<b>Administrative support and coordination</b>	<b>14.58</b>
Administrative support	9.72
Coordination	4.86
<b>Operational</b>	<b>79.86</b>
General operational	11.81
Programme management	65.97
Top level operational coordination	1.39
Evaluation and impact assessment	0.69
<b>Neutral</b>	<b>5.56</b>

Finance/control	5.56
Linguistic	0.00
<b>Total</b>	<b>100.00</b>

#### Annex V. Human and financial resources by activity

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

2024					
No	Activity	TA	CA	SNE	Budget (EUR) <sup>14</sup>
1	Information and services	5	1	5	2,369,915
2	EURES	5	3	3	8,793,755
3	Cooperation and NLOs office	5	1	30	1,629,827
4	Mediation	2			66,892
5	Concerted and joint inspections	7	1	7	2,392,857
6	Tackling undeclared work	2	1	2	1,081,243
7	Labour mobility analysis and risk assessment	6		2	1,428,063
8	Capacity building	4	1	3	1,449,011
9	Social partners liaison		1		100,036
10	Facilitation of digital tools supporting labour mobility			1	224,480
11	Governance and policy coordination	6	1		405,113
12	Compliance and internal control	4	2	1	
13	Communication and awareness raising campaigns	3	1	1	4,363,792
14	Financial resources	5	3		94,940
15	Human resources	5	2		15,595,503
16	ICT and facilities	3	2		6,196,555
17	Management and support	7			14,460
	<b>Total</b>	<b>69</b>	<b>20</b>	<b>55</b>	<b>46,206,441</b>

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

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

<sup>14</sup> Executed budget

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

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



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

## Annex VII. Environment management

In 2023, ELA conducted a project to exercise the environmental review of the authority. The project, among other things, provided an overview of the applicable legal requirements, the environmental aspects analysis considering the following parameters such as the energy use, green-house gas (GHG) emissions, material consumption waste management, water management air emissions, soil and biodiversity, transport and mobility procurement and training of staff. Based on the analysis, the direct and indirect aspects were identified, and their significance was assessed. Furthermore, the existing processes, practices and procedures in ELA were assessed. The review concluded that, while the set-up of environmental procedures in ELA is at a very good level, a formal environmental management system (EMS) has not been implemented so far.

Following the aforementioned review, ELA continued with the project in 2024 by starting the preparations for EMAS certification. An internal horizontal “green team” has been established to help provide data, be trained on best practices, and deepen the environmental consciousness in the organisation. The team is also working towards the preparation of the environmental objectives and a broader policy, which will be the cornerstone for undergoing EMAS certification.

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/m<sup>2</sup> per annum, with primary energy 116 kWh/m<sup>2</sup> per annum, and CO<sub>2</sub> emissions of 13.9 kg/. Features include recharging stations for electric vehicles, showers and changing rooms for cyclists, and good connections to surrounding cycle routes.

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

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

#### Annex VIII. Annual accounts

Please consult 'Annual accounts' as a separate document.

#### Annex IX. List of abbreviations

AC	Administrative Commission for the Coordination of Social Security Systems
AD	administrator
AST	assistant
AST/SC	assistant/secretary
CA	contract agent
CAAR	consolidated annual activity report
CdT	Translation Centre for the Bodies of the European Union
Cedefop	European Centre for the Development of Vocational Training

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

ICF	internal control framework
ICS	internal control system
ICT	information and communications technology
IMI	internal market information system
IT	information technology
LEED	Leadership in Energy and Environmental Design
MS	Member State
NCO	National Coordination Office (EURES)
NLO	National Liaison Officer
NTC	national training centre
PMO	Paymaster Office
PMS	Performance Measurement System (EURES)
SNE	Seconded National Expert
SOLVIT	solving in the internal market; online service provided by the national administration in each MS and in Iceland, Liechtenstein and Norway, dedicated to problem-solving in the internal market
SOP	Standard Operating Procedure
SPD	Single Programming Document
TA	temporary agent
WP	Work Programme; part of SPD

