



# Management Plan 2024

DG Employment, Social Affairs and Inclusion

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## Introduction

This management plan is the fifth and last in a series of five annual plans under Commission President von der Leyen's mandate reflecting the ambitions as laid out in the DG EMPL 2020-2024 strategic plan. It explains how the key inputs and activities planned for 2024 will contribute to achieving DG EMPL's specific objectives and therefore to attaining the Commissions' general objectives from the political agenda of the President. DG EMPL fulfils its mission under the leadership of **Commissioner Schmit** and **Commissioner Dalli**, in line with the overall objectives and political guidelines of the European Commission.

The **European Pillar of Social Rights** is the EU social strategy to ensure that the transitions to climate neutrality, digitalisation and demographic change are socially fair and just. In line with its mission statement, DG EMPL pursues policy, legislative and financial initiatives designed to build a highly competitive social market economy in the EU.

DG EMPL's main **legislative work** for 2024 includes legislative proposals including an  initiative on **European Works Councils**, on workers protection from the exposure to **carcinogens, mutagens and reprotoxics**, and on a Reinforced **quality framework for traineeships** <sup>(1)</sup>. In addition, DG EMPL will further facilitate the negotiations between the co-legislators on the revision of the social security coordination regulations and the implementation of the existing rules, on the proposal for a Directive on improving working conditions in platform work, as well as the legislative proposals introducing a European Disability Card and an updated European Parking Card for persons with disabilities.

Regarding **policy initiatives**, DG EMPL will work towards further strengthening social dialogue by organising a  Summit with European Social Partners in **Val Duchesse (Brussels)** to be held with the Belgian Presidency, and conclude the [European Year of Skills](#) with a series of outreach and debate activities and a closing event. A dedicated report will be prepared to take stock of the European Year of Skills <sup>(2)</sup>. DG EMPL will prepare for the incoming Commission by collecting proposals for possible future actions and continue working on the review of the [European Pillar of Social Rights action plan](#) due for 2025. In this context, the Commission will support the La Hulpe (Belgium) High Level Conference by the Belgian Presidency. Moreover, the European Semester and EU funding, such as the European Social Fund Plus and the Recovery and Resilience Facility, have been and continue to be instrumental in implementing the European Pillar of Social Rights and its action plan at the national level and in driving key reforms, including through the coordination of Member States' policies. In addition, DG EMPL will continue to enhance its engagement with the five **decentralised agencies** under its remit.

DG EMPL will continue to support its policy initiatives with its **funding instruments**. In 2024 DG EMPL will implement EUR 17 billion in commitment appropriations and EUR 7,1 billion in payment appropriations for direct, indirect and shared management.

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<sup>(1)</sup> Initiatives that are part of the [2024 Commission work programme](#) are marked with this icon .

<sup>(2)</sup> The report will be presented in 2025.

For **shared management funds** under the programming period 2014-2020 (ESF, **European Social Fund** and the FEAD, **Fund for European Aid to the Most Deprived**), 2024 will be the start of the closure process with expected good absorption by Member States including for additional funding provided by Next Generation EU (**REACT-EU**, for cohesion policy funds). This is also facilitated by the flexibilities introduced by the Covid-19 related amendments (**CRII and CRII+**) as well as by those supporting people fleeing the war in Ukraine (**CARE, CARE+, FAST CARE**) and the energy crisis (**REPowerEU**).

As for implementation of the programmes under the 2021-2027 programming period, DG EMPL will continue to provide support to Member States implementing the **European Social Fund Plus (ESF+)**, the **Just Transition Fund (JTF)**, as well as ensuring coherence and consistency with the Recovery and Resilience Facility (RRF). The **European Globalisation Adjustment Fund for Displaced Workers** will also continue supporting workers and self-employed people displaced in the course of major restructuring events.

For **directly and indirectly managed funds** DG EMPL will implement EUR 365 million in commitment appropriations and EUR 305 million in payment appropriations in 2024. The **Employment and Social Innovation (EaSI)** strand of the ESF+ (in direct and indirect management) will continue supporting evidence-based policymaking, policy implementation, and job mobility through analytical activities, capacity building, and communication and dissemination activities. Calls for proposals on social experimentation will be funded under direct management and under indirect management through transnational cooperation actions (ESF Social Innovation+ initiative).

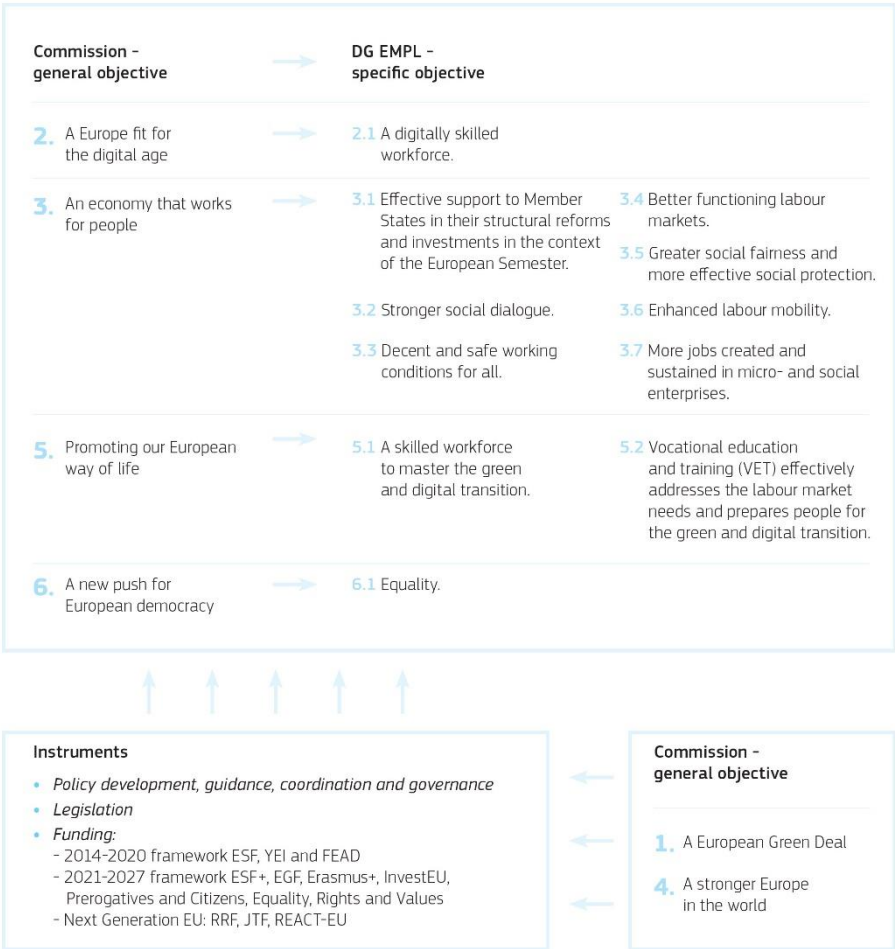
DG EMPL will also support its policy objectives in 2024 through the implementation of the employment, social inclusion and skills initiatives under the **Horizon Europe** programme, encouraging research in the employment and social field to support the green and digital transitions, **InvestEU** programme through loans, guarantees and equity, **Erasmus Plus**, the **prerogatives** budget lines and the programme for **Citizens, Equality, Rights and Values**.

In 2024, jointly with the concerned Commission's services, DG EMPL will continue preparatory work to ensure the future implementation of the **European Social Climate Fund**.


# PART 1. Delivering on the Commission’s priorities: main outputs for 2024

Ensuring a socially fair transition for people against the background of persistent socio-economic challenges alongside the preparation of the incoming Commission will remain at the centre of DG EMPL’s actions in 2024, with a focus on continuity, implementing and following-up on social policy initiatives to deliver on its general and specific objectives. A strong focus on implementation and enforcement of the legislation adopted during this mandate will determine the way forward.

Overall, DG EMPL’s actions in 2024 will be structured along the following objectives, as set out in its [strategic plan 2020-2024](#).



The key priorities for 2024 will further contribute to the implementation of the **European Pillar of Social Rights** and its [action plan](#), in line with the DG EMPL [strategic plan](#) <sup>(3)</sup>, including by

-  Strengthening further social dialogue by organising a Summit with European Social Partners in **Val Duchesse (Brussels)** to be held with the Belgian Presidency, to discuss the challenges facing our labour markets, workers and businesses including labour and skills shortages;
-  Improving the right to information and to consultation of employees on transnational matters through an initiative on **European Works Councils**, following up on a legislative own-initiative report by the European Parliament;
- Supporting transitions from education, unemployment or inactivity into the labour market through **quality traineeships**, following up on a legislative own-initiative report by the European Parliament <sup>(4)</sup>;
- Concluding the [European Year of Skills](#) and its deliverables;
- Addressing the challenges posed by digitalisation to the world of work through an EU legislative initiative on **telework and the right to disconnect**, in response to the requests of the European Parliament resolution on the right to disconnect from January 2021;
- Delivering an **evaluation** of the performance of the **European Labour Authority (ELA)** in relation to its objectives, mandate, and tasks;
- Finalising the **evaluation** of four **EU agencies**, falling under DG EMPL's remit (Eurofound, Cedefop, ETF and EU-OSHA);
- Presenting a legislative proposal on the protection of workers from the risks related to exposure to carcinogens, mutagens or reprotoxic substances at work;
- Supporting negotiations between co-legislators on the [legislative proposals introducing a European Disability Card and an updated European Parking Card](#), for persons with disabilities;
- Contributing to other Commission services' initiatives by ensuring the dimension of social fairness, including:
  - Joint European Degree
  - Commission recommendation on integrated child protection systems

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<sup>(3)</sup> The Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) pursues policy and legislative and financial initiatives designed to build a highly competitive social market economy in the European Union. The European Pillar of Social Rights is the EU social strategy to ensure that the transitions to climate neutrality, digitalisation and demographic change are socially fair and just. By implementing the pillar, DG EMPL aims to create more and better jobs, promote skills and vocational education and training, improve the functioning of the labour markets, fight inequalities, confront poverty and social exclusion, modernise social protection systems including pensions, health and long-term care, facilitate the free movement of workers, promote workers' rights, health and safety at work, and protect against discrimination in the work place, as well as uphold the rights of persons with disabilities, see Mission statement of DG EMPL, [strategic plan](#) 2020-2024.

<sup>(4)</sup> This initiative was presented as part of the [2023 Commission work programme](#) but was postponed to 2024 and is also included as one deliverable of the European Year of Skills.

- A process to establish a 2040 climate target
- Interim evaluation of the Recovery and Resilience Facility (Regulation 2021/241)
- Common form in electronic format to facilitate posted workers declarations.

With a view to Russia's ongoing **war of aggression against Ukraine**, DG EMPL will further contribute to monitoring the implementation of measures undertaken by Member States under the temporary protection directive, in cooperation with DG HOME. DG EMPL will continue its regular surveys among public employment services via the European Public Employment Services Network to report on labour market integration, on uptake of training measures, identify and disseminate good practice put in place to help people fleeing the war to access employment.

DG EMPL has prepared a **plan to simplify and rationalise the reporting requirements** and reduce related burden on businesses and/or national administrations, without undermining the policy objectives. The plan includes a list of concrete measures planned for 2024 and beyond to progress towards the goal of 25% reduction of such burden. The most significant measures would stem from the areas of social security coordination and posting of workers, taking into account stakeholders' feedback <sup>(5)</sup>. Inter alia, DG EMPL will continue its work in ensuring that business trips and short-term postings are exempted from the need of requesting and being issued a certificate for a posted worker in the EU (PD A1). Also, DG EMPL together with DG GROW will continue to streamline posted workers declarations <sup>(6)</sup>.

DG EMPL will continue to deliver on the priorities set out in the [European Pillar of Social Rights action plan](#) through the **funding instruments under its responsibility**. This includes support to Member States to deliver on existing and future initiatives. DG EMPL will continue to work on deepening the links between the Pillar, European Semester and ESF+.

DG EMPL will carry out four targeted studies that will result in evidence-feeding into the **future proposal for the ESF post-2027**, as well as a preparatory study on the future EU funding in the areas of employment, skills and social inclusion. The studies will look into areas such as the sustainability of ESF operations, the conditions for achieving structural change, and the challenges expected for the mid-2030s. DG EMPL will complete three evaluations on funds <sup>(7)</sup> by the end of 2024, informing the reflection on the post-2027 programming period. DG EMPL will continue implementing the Commission's [Better Regulation Guidelines](#) to support the delivery of its priorities with good quality evaluations and impact assessments. DG EMPL will also continue supporting the Member States in conducting **good quality evaluations of the ESF**, especially using counterfactual methods.

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<sup>(5)</sup> See latest results from the [call for evidence on administrative burden](#)

<sup>(6)</sup> See specific objective 3.6

<sup>(7)</sup> cf. performance tables, specific objective 3.1





With a view to **external communication activities**, in 2024 DG EMPL aims to further increase the efficiency and impact of its external communication approach aimed at increasing knowledge on the DG EMPL portfolio and reinforcing citizens' trust in the EU as a social actor. To this end, DG EMPL's multiannual communication campaign "Let's Make it Work", will continue to promote those initiatives from the [European Pillar of Social Rights action plan](#) which have a direct impact on people's daily lives. Ahead of the European elections the campaign will showcase the EU's added value and deliverables in the area of work, income, family, equality and skills, aimed at the general public with no prior knowledge of DG EMPL's work. A Eurobarometer planned for April will revisit the awareness of the general public about the Pillar, and the EU's role in strengthening social rights in Europe.





The [European Year of Skills](#) will continue to feature prominently in communication actions and will be concluded with a closing event on 30 April 2024. The effectiveness of DG EMPL's communication activities will be measured by two qualitative interim surveys that will also feed into the final report on the Year.

Targeted press and social media outreach, supported by audio-visual material and publication of news and project stories on the DG EMPL and ESF+ websites<sup>(8)</sup> as well as data from Eurobarometer surveys, will accompany the launch of policy priorities. The third edition of the **European Employment and Social Rights Forum** will be prepared in 2024.

## General objective 1: A European Green Deal

DG EMPL will continue to contribute indirectly to the Commission's general objective on a European Green Deal and will focus in 2024 on contributing, inter alia, to:

- the assessment and further development of the EU's **just transition policy framework**, and the development of a possible "**European Green Deal 2.0**", with a focus on its social dimension;
-  the contribution to the preparation of the **2040 climate target**;
-  the implementation of the **European wind power package**, including notably on skills development.

DG EMPL will also continue a series of activities to support a **fair transition**, such as:

- implementing, monitoring and follow-up actions linked to the Council Recommendation on ensuring a fair transition towards climate neutrality, including the set-up of a European Fair Transition Observatory and the exchange of evidence and best practices with Member States, social partners, just transition alliances and other stakeholders, as well as civil society;

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<sup>(8)</sup> [DG EMPL website](#) and [ESF+ website](#)

- contributing to the Clean Transition Dialogues;
- contributing to the preparation and implementation of the Social Climate Fund, including the preparation of guidance to Member States on assessment of vulnerable groups and effective policy measures, as well as the publication of a study on transport poverty to assess its drivers, challenges, definitions, and indicators;
- contributing to the monitoring and analysis of employment, social and distributional aspects related to the green and digital transition in the framework of the European Semester;
- contributing to the guidance provided to Member States while assessing and monitoring their socially just transitions, notably in the context of the RRF, the REPowerEU Plan and the European Semester, as well as the energy union and climate action governance, national energy and climate plans, the European Climate Law, the Paris Agreement, and the 8<sup>th</sup> Environmental Action Programme.

## General objective 2: A Europe fit for the digital age

DG EMPL will contribute to this Commission general objective through a **linked specific objective** designed to support the [European Skills Agenda](#) in relation to digital transformation.

### Specific objective 2.1: A digitally skilled workforce <sup>(9)</sup>



DG EMPL will continue to support the conclusion of the inter-institutional negotiations on the proposal for a Directive on improving **working conditions in platform work**. DG EMPL will also sustain its monitoring and analysis of the digital labour platform economy landscape and will contribute to discussions on addressing the challenges of platform work, including in a global context, and of the impacts of algorithmic management and Artificial Intelligence (AI) in the workplace. As stated in the [2024 Commission work programme](#), the Commission will also work with businesses and trade unions to make the labour market more future proof in the light of deep-rooted shifts in technology, society and demography.

In 2024, DG EMPL will continue to follow-up on the European Parliament’s Resolution on the right to disconnect. Following the end of the negotiations in November 2023 of the EU cross-industry social partners on the review and update of their 2002 Telework Agreement, the

<sup>(9)</sup> The relevant performance table for this specific objective can be found in the Annex (page 30).

Commission has committed to follow up with a legislative initiative in accordance with President von der Leyen political guidelines with regard to resolutions adopted under Article 225 of the Treaty, in full respect of the subsidiarity, proportionality and better law-making principles. Tackling the repercussions of AI on the broader labour market, beyond platforms, is becoming increasingly important. DG EMPL will continue to reflect on EU level policy responses to the challenges posed by AI in the context of employment, labour rights and working conditions, building on the discussions at the second edition of the **European Employment and Social Rights Forum** in November 2023.

In addition, DG EMPL, in cooperation with DG EAC and DG CNECT, will support Member States in reaching the Commission targets on digital skills by 2030 <sup>(10)</sup>. DG EMPL will also take stock of the outcome of the DG JRC's feasibility study and pilot project on the European Digital Skills Certificate <sup>(11)</sup>.

### **General objective 3: An economy that works for people**

DG EMPL will contribute to this Commission general objective through **seven linked specific objectives**.

#### **Specific objective 3.1: Effective support to Member States in their structural reforms and investments in the context of the European Semester** <sup>(12)</sup>

In the context of the **2024 European Semester** DG EMPL's priorities will include (i) preparing a proposal for Employment Guidelines, drafting a proposal for a Joint Employment Report and overseeing the multilateral surveillance process; (ii) supporting country peer reviews and mutual learning programmes; (iii) contributing to the preparation of country reports and country-specific recommendations while strengthening their social dimension; (iv) integrating a stronger country-specific focus into key European Semester outputs in line with the work on a **Social Convergence Framework**, following discussions in the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) of June 2022, as prepared by the Employment and the Social Protection Committees; (v) contributing to the monitoring of the implementation of the social dimension of Member States' national recovery and resilience plans; (vi) monitoring the EU 2030 headline targets on employment, skills and poverty reduction and the national targets and (vii) contributing to shaping the debate on the future of the European Semester process, in view of possible adaptations in

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<sup>(10)</sup> (i) 80% of the European population should have at least basic digital skills; and (ii) 20 million ICT specialists should be employed (compared with around 8 million in 2022), with convergence between men and women, representing around 10% of the employed population.

<sup>(11)</sup> The certificate is meant to be a label for digital skills certification that enhances transparency and mutual recognition of digital skills certifications across Europe.

<sup>(12)</sup> The relevant performance table for this specific objective can be found in the annex (page 30).

and beyond 2024, and to the economic governance review. DG EMPL will continue to provide support for the functioning of the Employment Committee and its sub-groups.

The **2024 Annual Review of Employment and Social Developments (ESDE)** in Europe will focus on the role of social investment, including housing, in fostering upward social convergence. The review contributes to evidence-based policy making. The quarterly ESDE reviews will report on the most recent labour market and social developments, complemented by a focus on a specific topic, including for example sustainable lifestyles. The **2024 report on Labour Market and Wage Developments** in the EU will support DG EMPL's contribution to the annual European Semester process by assessing the employment reforms in the Member States. The report will also include monitoring the functioning of the European social market economy.

DG EMPL liaises with Eurostat to ensure that Eurostat statistical products related to employment and social issues are relevant, accurate and timely and therefore useful for evidence-based policy making and monitoring including within the European Semester.

### Specific objective 3.2: Stronger social dialogue <sup>(13)</sup>



The following priorities will further support social dialogue:

-  Organising a Summit with European Social Partners in **Val Duchesse (Brussels)** to be held with the Belgian Presidency, to discuss the challenges facing our labour markets, workers and businesses including labour and skills shortages;
- Following-up of the initiative presented in 2023 on [strengthening social dialogue](#) including the recommendation to support social dialogue at EU and national level;
- Fostering the involvement of social partners in EU policy and law making through the treaty-based obligatory social partner consultations and other forms of consultations with the 45 cross-industry and sectoral Social Dialogue Committees;
- Supporting the EU level social dialogue at cross-industry and sector level, facilitating the development of bipartite outcomes, seeking further synergies in the work carried out by the sectoral social partners and providing financial support as part of calls for proposals. The Tripartite Social Summit will be held twice in 2024.


<sup>(13)</sup> The relevant performance table for this specific objective can be found in the annex (page 32).

Social dialogue is backed by the prerogative budget lines. It is also supported by ESF+ as Member States can use it to strengthen capacity building of social partners.

### Specific objective 3.3: Decent and safe working conditions for all <sup>(14)</sup>



In 2024, DG EMPL will continue to support Member States with the transposition of [Directive 2022/2041 on adequate minimum wages](#) in the EU. In particular, it will organise ad-hoc meetings of the expert group on the transposition of the Directive to give national experts, Social Partners and the Commission services the opportunity to exchange views. In addition, checks will start following the transposition deadline of 15 November 2024.

The [2024 Commission work programme](#) announced an initiative on **European Works Councils**. The Commission will present in Q1 2024  a legislative proposal, supported by an impact assessment, aiming to amend Directive 2009/38/EC on European Works Councils (Recast) with a view to increase the effectiveness of the information and consultation procedures on transnational matters.

Checks on the transposition of Directive 2019/1152 on transparent and predictable working conditions into national law will continue in 2024. DG EMPL will continue to update information on national legislation and European and national jurisprudence on labour law through the reports of the European Network of Labour Law Experts, and, with specific regard to the Directive 2003/88/EC on working time.

DG EMPL will further support the final adoption of the amending Directive by the European Parliament and the Council, on the proposal to lower the current limit values for **lead** under Directive 2004/37/EC, the carcinogens, mutagens and reprotoxic substances directive (**CMRD**) and to set new limit values for **diisocyanates** under Directive 98/24/EC, the chemical agents directive (**CAD**), as proposed in 2023..

As announced in the [EU occupational safety and health strategic framework 2021-2027 \(EU-OSH\)](#), DG EMPL will continue to work on updating the EU rules on hazardous substances to combat cancer, reproductive and respiratory diseases by assessing through an impact assessment the appropriateness to include welding fumes in annex I to the CMRD, and set limit values for polycyclic aromatic hydrocarbons, cobalt, isoprene and 1.4-dioxane, and

<sup>(14)</sup> The relevant performance table for this specific objective can be found in the annex (page 33).

cobalt and its inorganic compounds under the CMRD. In 2024, DG EMPL will present a **proposal for a sixth revision of the CMRD**.

Following the finalisation of the related study in 2023, the tripartite Advisory Committee on Safety and Health at Work is expected to adopt an opinion on the possible update of the Directive 89/654/EEC on workplace requirements and the Directive 90/270/EEC on display screen equipment, during 2024.

As announced in the [Commission Communication on a comprehensive approach to mental health](#), the Commission will conduct a peer review on legislative and enforcement approaches to address psychosocial risks at work in the Member States.

### Specific objective 3.4: Better functioning labour markets <sup>(15)</sup>



DG EMPL will present in 2024 a legislative proposal for **quality traineeships** following up on an EP report as well as updating and strengthening the [2014 Council Recommendation on a Quality Framework for Traineeships](#). Through this initiative the Commission aims to support better and more accessible traineeship schemes and help people receive high quality learning content and adequate working conditions.

In 2024, DG EMPL will continue to support the implementation of the ESF Social Innovation+ initiative by the Lithuanian European Social Fund Agency (ESFA) <sup>(16)</sup>. Furthermore, in 2024, DG EMPL will continue to support Member States in exchanging good practices, setting up mechanisms and finding project partners in other Member States to successfully implement the ALMA initiative under shared management <sup>(17)</sup>. It will equally support the beneficiaries of the ALMA grants implemented under indirect management <sup>(18)</sup>.

DG EMPL will continue to support the network of Public Employment Services (PES) that improves the capacities and performance of PES, helping them boost innovation and performance, as well as prepare for future labour market challenges. Particular emphasis will be placed in 2024 on the role of PES in facing structural and labour market changes, the

<sup>(15)</sup> The relevant performance table for this specific objective can be found in the annex (page 34).

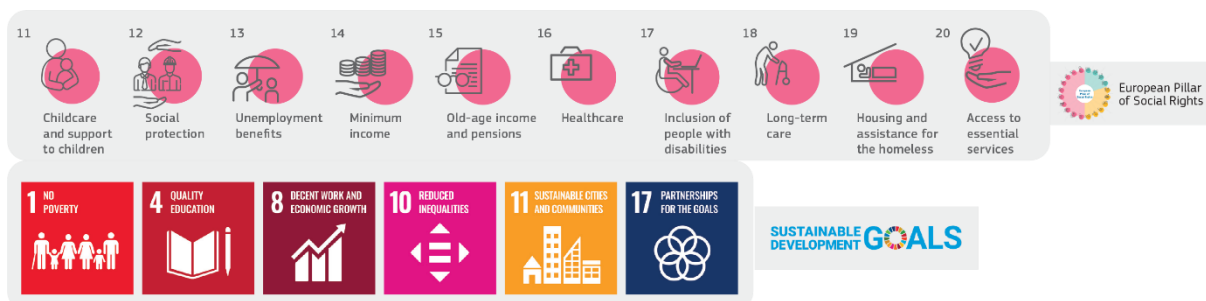
<sup>(16)</sup> [ESF Social Innovation+ initiative | European Social Fund Plus \(europa.eu\)](#)

<sup>(17)</sup> Whereas 15 Member States have committed to implement ALMA at national or regional level, in five Member States the implementation has already started.

<sup>(18)</sup> 29 projects from 10 Member States were selected for the ALMA pilot call under indirect management.

green and digital transitions, supporting and activating those further from the labour market and tackling labour shortages.

### Specific objective 3.5: Greater social fairness and more effective social protection <sup>(19)</sup>



In 2024, DG EMPL will finalise the **2024 Pension Adequacy Report** and build on its findings, in conjunction with those of the Ageing Report, to promote a debate on maintaining adequate and sustainable pensions in a context of growing longevity, including through organising a high-level conference, which will contribute to the Commission’s implementation of the 2023 [Demography Toolbox Communication](#).

In addition, DG EMPL will continue to provide support for:

- The implementation of the [European Child Guarantee](#), including through cooperation with national Child Guarantee Coordinators;
- The implementation of the [Council Recommendation on adequate minimum income](#) ensuring active inclusion, including through mutual learning and 9 EaSI grants testing the implementation of the Pillar principle 14;
- The roll-out of supportive actions for the implementation of the [European Care Strategy](#) and the [Council Recommendation on access to affordable high-quality long-term care](#); in particular it will support mutual learning among the national coordinators, will review the implementing measures reported by Member States, and will finalise the indicator-based monitoring framework with SPC ISG;
- The implementation of the [Council Recommendation on access to social protection for workers and the self-employed](#), including mutual learning and work for reinforcing the monitoring framework;
- The fight against homelessness and housing exclusion through the European Platform on Combating Homelessness, building on synergies with other relevant EU policies;
- The functioning of the Social Protection Committee and its Indicators’ Sub-group.

<sup>(19)</sup> The relevant performance table for this specific objective can be found in the annex (page 35).

The Commission will also further support the Member States in better use of the [distributional impact assessment](#). It will also follow-up on the [Commission report on access to essential services](#) presented in 2023. Following the Demography Toolbox, DG EMPL will support analytical activities under the ESF+ EaSI strand in 2024 relating to longevity, ageing and long-term care, such as analysis on the potential use of ICT and new technologies in long-term care.

DG EMPL will also produce a toolkit on the use of EU funds for investments in social housing and associated services to provide an overview of funding possibilities available at EU level and concrete case studies on how the funds can be used on the ground.

DG EMPL will support the integration and inclusion of migrants, in particular by continuing to address the needs of those fleeing Russia's war of aggression against Ukraine and supporting the implementation of Directive 2001/55/EC on temporary protection, including through ESF+ funding and the FAST-CARE measures.

### Specific objective 3.6: Enhanced labour mobility <sup>(20)</sup>



DG EMPL will continue to work with the [European Labour Authority](#) (ELA) to promote fair intra-EU labour mobility. In 2024, the Commission will publish the **evaluation of the ELA** assessing the first 5 years of ELA activities since its establishment. DG EMPL and the ELA will also further develop synergies between EURES and Europass aiming at seamless navigation of users between the two Platforms and creating a bigger CV pool for matching with job vacancies, including in shortage occupations.

In addition, DG EMPL will follow-up on the [Communication on digitalisation in social security coordination](#) presented in 2023 in connection with the ongoing work on the European Social Security Pass (ESSPASS) to improve the interaction between mobile citizens, business operating across borders and public authorities. The Commission will continue in 2024 to support the Member States in the effective application and enforcement of legislation in the areas of free movement and posting of workers. On the transposition into national law, application, and implementation of Directives 2014/67 and 2018/957 on posting of workers, DG EMPL will continue its work in 2024, in particular by presenting an implementation report on the application and implementation of Directive 2018/957. It will further analyse the

<sup>(20)</sup> The relevant performance table for this specific objective can be found in the annex (page 35).



benefits of intra-EU labour mobility and its tools, including with the annual report on intra-EU mobility.

DG EMPL together with DG GROW will continue to work on the common form in electronic format to facilitate posted workers declarations according to the 2024 Commission work programme. This will be complemented by work to make available a multilingual portal aiming to allow companies to submit posting declarations digitally in their own language, for Member States who decide to make use of this tool.

DG EMPL will continue to support the development of EU tools in the area of legal migration, notably by supporting the negotiations on the proposed EU Talent Pool and the work of the Labour Migration Network, to deliver on the Skills and Talent Package. The EU Talent Pool proposal foresees the re-utilisation of existing EU IT tools such as EURES and Europass.

DG EMPL will further facilitate possible negotiations between the co-legislators on the revision of the social security coordination regulations and the implementation of the existing rules. It will also support the 32 participating countries in completing their implementation of the electronic system to exchange social security information (EESSI) by the end of 2024.

### Specific objective 3.7: More jobs created and sustained in micro- and social enterprises <sup>(21)</sup>



In 2024, DG EMPL will continue implementing the measures announced in the [Social economy action plan](#), including (i) accompanying the Member States in the implementation of the Council recommendation on social economy framework conditions adopted on 27 November 2023; (ii) continuing to run the Youth Entrepreneurship Policy Academy; (iii) together with the OECD, launching a study on national social economy labels, launching a flagship social economy report and finalising a study on social impact management and measurement for the social economy; and (iv) publishing a study analysing the use of State Aid measures to improve access to finance for social enterprises and to aid the recruitment of disadvantaged workers through wage subsidies. DG EMPL will also start the preparatory work for taking stock of the mid-term implementation of the action plan.

DG EMPL will expand its network of implementing partners and continue to work together within the InvestEU programme to mobilise private investments in the social and skills areas. In close cooperation with DG ECFIN, DG EMPL will launch a blending operation under the

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<sup>(21)</sup> The relevant performance table for this specific objective can be found in the annex (page 36).

Employment and Social Innovation strand of ESF+ to complement the InvestEU financial products with a non-repayable component and increase the impact for final beneficiaries.

In addition to the financing under the InvestEU programme, DG EMPL will support investing in social impact through a call for proposals to develop impact performance intelligence services, which aims at promoting informed and better investment decisions, greater market transparency, and performance benchmarking through the strengthening, and an increased take up, of social impact management practices.

## **General objective 4: A stronger Europe in the world**

In 2024, DG EMPL will contribute to the Commission's objectives of strengthening the EU's role as a **responsible global leader**, supporting multilateralism, and progressing towards the sustainable development goals (SDGs), in particular SDG 8 on inclusive economic growth, employment and decent work for all.

Respect for and protection of workers' rights continue to be the key priorities for 2024, by following up on the [Communication on decent work worldwide](#). DG EMPL will promote the decent work agenda and fair transitions in (i) the EU's external action, (ii) multilateral fora such as the G7 and G20, (iii) other EU policy areas with outreach beyond the EU, and (iv) global partnerships, such as the cooperation with the US through the EU-US Trade and Technology Council. DG EMPL will foster its close cooperation with the International Labour Organization (ILO), engage in the discussions on a Global Coalition for Social Justice, and continue its cooperation in the context of COP. DG EMPL will also continue its work on promoting the social, skills and employment dimensions in the context of the Clean Energy Ministerial initiatives.

In relation to the Commission's zero-tolerance policy on child labour and forced labour, DG EMPL will continue to promote the ratifications and effective implementation of the relevant ILO conventions, including through dialogues with third countries. DG EMPL will also promote labour rights within the EU's trade relations.

DG EMPL will monitor the implementation and enforcement of Part II of the EU-UK Withdrawal Agreement on citizens' rights and of the EU-UK Trade and Cooperation Agreement. It will also contribute to ongoing negotiations on the EU-UK agreement in respect of Gibraltar. DG EMPL will support the social, employment and economic reforms in the enlargement countries in line with the principles of the European Pillar of Social Rights with a special emphasis on strengthening social dialogue. As stated by President von der Leyen in the State of the Union speech on 13 September 2023, enlargement is a key strategic and security interest for the EU.

## **General objective 5: Promoting our European way of life**

DG EMPL will contribute to this Commission general objective through **two linked specific objectives**.

## Specific objective 5.1: A skilled workforce to master the green and digital transition <sup>(22)</sup>



In the context of the [European Year of Skills](#), DG EMPL will focus in 2024 on the implementation of the [Council Recommendation on individual learning accounts](#) and the [Council Recommendation on a European approach to micro-credentials](#) for lifelong learning and employability, placing skills policy in the heart of the EU's economic competitiveness. To this end, DG EMPL will continue to support the Member States to put in place individual learning accounts schemes. DG EMPL will support the implementation of micro-credentials under the 2024 Erasmus+ annual work programme, managed by the European Education and Culture Executive Agency (EACEA).

Also, as a deliverable of the European Year, the “Talent for Growth Task Force” under the U.S.- EU Trade and Technology Council will conclude its work with a report including recommendations and best practises for innovative skills approaches.

DG EMPL will follow up on the evaluation of the implementation and impact of the Europass Decision and will, based on its findings, propose a long-term vision for the development of Europass. In addition, DG EMPL will in 2024 follow-up on the evaluation of the European Qualifications Framework (EQF) Council Recommendation.

## Specific objective 5.2: Vocational education and training effectively addresses the labour market needs and prepares people for the green and digital transition <sup>(23)</sup>



<sup>(22)</sup> The relevant performance table for this specific objective can be found in the annex (page 37).

<sup>(23)</sup> The relevant performance table for this specific objective can be found in the annex (page 38).

The Commission will continue to implement EU actions to support the national reforms in vocational education and training (VET). To facilitate the achievement of the VET mobility target <sup>(24)</sup> and support the Member States in implementing the European Framework for Quality and Effective Apprenticeships, DG EMPL will contribute to the implementation of the Council Recommendation “Europe on the Move” – learning mobility opportunities for everyone (DG EAC in lead) especially focussing on the mobility of VET learners and apprentices. DG EMPL will also continue to support national authorities and relevant stakeholders in modernising VET systems by organising peer-learning activities.

Cooperation with stakeholders will continue within the [European Alliance for Apprenticeships](#) (EaFA), including through the apprenticeship support services. DG EMPL will support the Member States in the implementation of the European Framework for Quality and Effective Apprenticeships (EFQEA). As part of the [European Year of Skills](#), several events will be held, including the “Meet the Champions” flagship event to showcase the attractiveness of VET and apprenticeships.

## General objective 6: A new push for European democracy

DG EMPL will contribute to this Commission general objective through one **linked specific objective**.

### Specific objective 6.1: Equality <sup>(25)</sup>



DG EMPL will continue to implement the Strategy for the Rights of Persons with Disabilities for 2021-2030. In particular, DG EMPL will:

<sup>(24)</sup> The 2020 Council Recommendation on vocational education and training sets a target of 8% of learners in VET benefitting from a learning mobility abroad by 2025.

<sup>(25)</sup> The relevant performance table for this specific objective can be found in the annex (page 39).



- Support the inter-institutional negotiations on the [legislative proposal introducing a European Disability Card and an updated European Parking Card](#), for persons with disabilities, with the aim of reaching an agreement with the European Parliament and the Council;

- Support the inter-institutional negotiations on the [legislative proposal](#) extending the scope of the European Disability Card proposal to third country nationals legally residing in a Member State in view of its adoption by the co-legislators;
- Present guidance recommending to Member States improvements on independent living and inclusion in the community of persons with disabilities;
- Present a Framework for Social Services of Excellence for persons with disabilities;
- Continue the roll-out of the [Disability Employment Package](#) to improve labour market outcomes of persons with disabilities. Respective guidance and good practices will be developed and disseminated until the end of 2024.
- Continue work on the European resource centre AccessibleEU to make accessibility policies more consistent and facilitate access to relevant knowledge;
- Organise meetings of the Disability Platform and continue to work with the sub-groups on the [Disability Employment Package](#), [AccessibleEU](#), the [European Disability Card](#) and independent living;
- Continue to monitor and enforce the proper transposition into national law of the [European Accessibility Act](#);
- As EU Focal Point, continue work on implementation by the EU of the UN Convention on the Rights of Persons with Disabilities including preparing for the hearing before the UN Committee on the rights of persons with disabilities in the context of its ongoing periodic review of the EU;
- Prepare a report assessing the progress of implementation of the Strategy for the rights of persons with disabilities and if deemed necessary, update its objectives and actions.

In order to implement the principle of equal treatment in the Member States, DG EMPL will continue to monitor the implementation of Employment Equality Directive (Council Directive 2000/78/EC). DG EMPL will also continue supporting civil society organisations, including EU level disability organisations.

DG EMPL will work with DG JUST on the ongoing negotiations with the Member States on the proposal for a directive on implementing the principle of equal treatment between persons irrespective of religion or belief, disability, age or sexual orientation beyond the field of employment and occupation, as well as on the legislative initiative on new binding standards for equality bodies.

As regards the EU Roma strategic framework, DG EMPL will continue to support the implementation of (i) the ROMACT capacity building programme for Roma inclusion and (ii) the Basic Income Guarantee pilot project on e-pay cards.

Regarding external communication, DG EMPL will organise the 15<sup>th</sup> edition of the Access City Award and the annual European Day of Persons with Disabilities Conference.

## **PART 2. Modernising the administration: main outputs for 2024**

In addition to the six general objectives to which DG EMPL will be contributing in 2024, as presented in Part 1, the DG also aims to adapt its internal procedures and processes with a view to achieving **a more modern, high-performing and sustainable** institution, which constitutes the seventh general objective of the von der Leyen Commission.

The main activities DG EMPL has planned for 2024 are designed to increase efficiency through measures related to human resources management, sound financial management, fraud risk management, digital transformation and information management, as well as sound environmental management to reduce the carbon footprint.

The internal control framework<sup>(26)</sup> supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG EMPL has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

### **A. Human resource management**

In 2024, DG EMPL will continue delivering on important files in the context of considerable constraints on human resources. To ensure effective resource allocation, the careful screening of all vacant posts, followed by redeployment, where appropriate, will continue throughout the year. In the context of a high workload, hybrid working environment and moving to collaborative workspaces, safeguarding the health and well-being of staff remain of utmost importance.

The implementation of actions related to the organisation, work environment, career development, management and working methods will continue during 2024, with the aim of ensuring good cooperation between staff and enhancing well-being and motivation, thus contributing to the improvement of the staff engagement index. Measures to this end will be supported by internal communication actions, including the preparation of the move to a new building and the continuation of staff forums held after meetings of the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) to debrief staff on the main political conclusions.

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<sup>(26)</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

To ensure a competent and engaged workforce, the provision of a rich internal learning offer with training and information sessions will continue throughout 2024. This will include training sessions on communicating EMPL policies and initiatives, e.g. writing for the web, writing for press and clear-writing. To further boost staff engagement, these learning actions will be complemented by a series of organisational development-type events, e.g. team events. Workshops will also be organised to prepare and facilitate working in the new, flexible workspaces.

With a high level of female representation in middle and senior management, DG EMPL is significantly contributing to the achievement of the Commission's overall gender equality targets. The new target on the first female appointments to middle management positions is expected to be achieved in 2024. DG EMPL subscribes to the principle of making balanced first appointments at middle management level and will continue to identify women with management potential and encourage them to develop their management skills.

In line with the Commission's new Human Resources strategy and the Action Plan 2023-2024 on Diversity and inclusion in the workplace, DG EMPL will continue to work towards achieving a truly diverse and inclusive organisation, including through the implementation of the internal dimension aspects of DG EMPL's equality mainstreaming work plan.

## **B. Sound financial management**

For the shared management programmes, through the single audit approach, the Joint Audit Directorate for Cohesion (DAC) of REGIO and EMPL will rely on the audit work and opinions reported by the audit authorities of the Member States, following careful assessment and reviews of their reported audit results and conclusions. Complementing or adjusting this information with results from its own risk-based audits, the DAC will provide assurance to the Director- General on payments made in the year for ESF+. The assessment of all available audit results will lead to an independent annual audit opinion by DG EMPL for the ESF strand under shared management and FEAD operational programmes. This will form the basis for management opinions by the Authorising Officers by Sub-Delegation. Furthermore, detailed desk reviews and risk-based on-the-spot audits, combined with close cooperation and exchanges on audit methodology, audit tools and legal interpretation, will continue to improve the effectiveness of the national and regional audit authorities and reduce to a minimum the non-detection risk.

Concerning 2014-2020, where the annual risk at payment (the residual total error rate) of a programme is not yet below 2%, remedial actions including the appropriate financial corrections will aim to bring programme residual error rates systematically down to 2% or less at closure (and following, for the last accounting year, the assessment of legality and regularity). The DAC will also carry out thematic audits or preventive targeted closure audits to address specific remaining risks before the submission of the last assurance packages by programme authorities.

For the 2021-2027 period, the DAC will carry out a number of preventive system audits to verify that new (part of) systems and authorities / intermediate bodies work effectively and in compliance with all applicable requirements. The DAC will also further digitalise audits and make enhanced use of the available data in different IT tools (IMS, ARACHNE, COMPASS, Kohesio) to identify potential risks of conflict of interest, double-funding or fraud, or control areas that might require targeted audit action.

DG EMPL will also continue to apply a proportionate approach to interruptions, suspensions and financial corrections, considering the assessment of the annual assurance packages and the respective retention rates on the reimbursement of interim payments for each programming period until the accounts are accepted. This policy will equally be defined for closure, in relation to the balance of the last accounting year in case serious deficiencies or irregularities remain unsolved. DG EMPL will also provide support to the managing and audit authorities to improve the functioning of their management and control systems via guidance, targeted support, continuous training and professional development, and transnational networks to help simplify and avoid excess of procedures.

As for funds managed through direct and indirect management, as well as for the European Globalisation Fund, which is managed under shared management, DG EMPL will continue to carry out systematic *ex ante* checks of procedures and audit a sample of grants to ensure the legality and regularity of the expenditure.

## **C. Fraud risk management**

The risk of fraud in the use of DG EMPL funds is minimised through the application of effective and proportionate anti-fraud measures (that need in particular to be designed and applied by programme authorities for ESF+ programmes under shared management) and the implementation of the Commission anti-fraud strategy (CAFS) aimed at the prevention, detection and correction of fraud.

In relation to shared management, DG EMPL will continue to implement the joint anti-fraud strategy (JAFS) together with DG REGIO and DG Maritime Affairs and Fisheries (DG MARE). In addition, DG EMPL will continue to implement its action plan of the anti-fraud strategy for direct management.

The following actions will be put in place or continued in 2024:

- Support Member States in further administrative capacity-building in the field of fraud prevention and detection, and avoidance of conflict of interests (JAFS Action 1 and CAFS action 15);
- Continue to systematically implement financial corrections and recover unduly paid amounts as a follow-up to financial recommendations in final reports from the Commission Anti-Fraud Office (OLAF);
- Increase the capacity building (CAFS action 15) through digitalisation of the Cohesion funds' management, including by further encouraging the Member States' authorities to use dedicated data-mining IT tools to prevent and detect potential fraud and



conflict of interests (CAFS action 1), including by promoting DG EMPL's data mining/data enrichment system ARACHNE, which is provided to the Member States free of charge;

- Encourage the Member States to adopt anti-fraud strategies and to intensify cross-border cooperation with other Member States' authorities, stakeholders and civil society (JAFS Action 3, and CAFS action 14);
- Improve anti-fraud knowledge, deliver the messages from the JAFS action plan to the Member States' authorities and increase cooperation between Commission departments, in particular in the framework of the Fraud Prevention and Detection Network and its sub-groups (JAFS Actions 4 and 5, and CAFS action 16);
- Follow-up on recommendations in OLAF final case reports;
- Develop efficient and clear communication channels with EPPO to provide the required information for their investigations related to Cohesion policy.
- The JAFS will be aligned to the new action plan of the CAFS accordingly and updated in 2025.

## D. Digital transformation and information management

### Digital transformation



Following the adoption of the Next Generation Digital Commission strategy by the College in June 2022, DG EMPL will ensure that its digital modernisation fulfils the principles and objectives set out by the new strategy, and will establish its own digital transformation plan. This plan will entail, amongst other things, the following core activities: (i) actively engage in fostering digital culture amongst staff, (ii) intervene in policy-design phases to cover the digital angle, (iii) identify opportunities to improve existing business processes that rely mainly on paper-based manual workflows, (iv) streamline EMPL IT portfolio and (v) increase cybersecurity posture. The following activities are planned, per strategic objective of the new digital strategy:

- **Strategic objective 1 – Foster Digital Skills:** instil a digital culture within DG EMPL by organising info sessions as well as regular posting of digital news on EMPL Intranet, on emerging technologies (e.g. Artificial Intelligence, blockchain), cybersecurity, collaboration tools & best practices (e.g.: reuse of M365 tutorials).
- **Strategic objective 2 – Enable digital-ready policymaking:** the digital transformation office of DG EMPL will be involved in early design-phase – and throughout the policy making cycle – of EMPL policy initiatives in order to assess and advise the digital angle of any future policy / law.
- **Strategic objective 3 – Empower business-driven digital transformation:** further synergies will be put in place in 2024 between Europass and the EURES portals to enhance the user experience and rationalise the services oriented towards workers and employers on the EU labour market. In addition, the process

of service provider's timesheet signatures will be automated through the reuse of Compass Corporate and My Workplace.

- **Strategic objective 4 and 5 – Ensure a seamless digital landscape while sustaining a green, resilient and secure infrastructure:** DG EMPL

acknowledges the need to continuously address the IT legacy in line with the decisions and plans of the Information Technology and Cybersecurity Board. In this context, a monthly follow-up plan has been established for each system that will be continued in 2024.

In addition, DG EMPL is committed to applying the reuse-buy-build paradigm. It therefore plans to:

- Invest in the onboarding of Compass Corporate in DG EMPL's workflow solution (RDIS2), as well as in the MAPAR (management of external audit procedures) and COLI2 (management of contribution agreements) solutions.
- Migrate all online courses offered to social security institutions, on the use of the IT system EESSI, to the EU Academy platform.
- Continue investing in the European Social Security Pass (ESSPASS) proof-of-concept, which relies on the EBSI service (European Blockchain Services Infrastructure), to streamline the technical evolution of EBSI with EMPL needs in verifiable credentials – Learning credentials, PDA1, EHIC etc.
- Support DG BUDG and DG DIGIT in the development of the corporate 'ARACHNE' solution.
- Modernise its IT portfolio by being one of the first DGs investing in the cloudification programme of DG DIGIT, in order to get the most out of the cloud, such as potential economies of scale, performance and scalability of policy-related solutions (e.g. ESCO, EUROPASS).

## Information and IT security rules

Data security is a top priority for the Commission. DG EMPL is closely monitoring the situation and ensuring that the systems under its responsibility meet the requirements and recommendations of DG Human Resources (DG HR) and DG Informatics (DIGIT), such as the mandatory implementation of EU Login double factor authentication mechanism for all IT systems containing sensitive non-classified information.

DG EMPL has kept the Local Informatics Security Officer as a full-time role to support and monitor the actions under the IT Security Strategy 2023-2024, thus ensuring a normalisation of their implementation. Towards increasing the cybersecurity posture at DG EMPL, this is part of its continuous efforts to ensure regular and timely updates of the security plans for each system, as well as adequate mitigation measures when required. The update and review of the security plans for DG EMPL's systems will continue and special emphasis will be put on cybersecurity governance, risks & compliance, through the declaration and monitoring of all DG EMPL's IT systems in GRC (corporate methodology for cybersecurity governance and risk compliance). The activities of raising awareness in cybersecurity of EMPL staff initiated in 2023 will continue in 2024. Finally, as regards the management of security measures

related to the IT services and systems procured from external suppliers, DG EMPL will ensure strict application of the procedures defined by DG HR and DIGIT. Amongst others, for any access to IT assets owned by DG EMPL, security conventions will be drafted and signed between all involved parties (i.e. the companies that provide the services to DG EMPL, DG HR and DIGIT).

## Data, information and knowledge management

In view to support the realisation of the four strategic objectives set in the rolling action plan 2022-2024 <sup>(27)</sup> of the IMSB – Information Management Steering Board, and in line with DG EMPL's digital transformation agenda for 2024, DG EMPL will invest in the following initiatives:

- Launch an exercise aimed at identifying data assets managed in all IT systems owned by DG EMPL, and to report them in the corporate data catalogue of the Commission;
- Promote the reuse of the EC data platform associated services, to the statistical units of EMPL as well as to the policy units investing in data science;
- Revamp the content of EMPL intranet and ensure its transition towards a more collaborative platform (SharePoint Online);
- Set-up of a network of colleagues who will instil – amongst others – a data-driven mindset. The network will also act as the main contact points for matters related to knowledge management and digital matters (Digital Ambassadors). This network will replace the existing internal working groups;
- Organise information and hands-on sessions to all EMPL staff, on how to better collaborate through an optimised use of the collaborative tool.

As regards records and archives management policy, DG EMPL will:

- (in the context of the Commission's digital preservation strategy) complete, maintain and ensure that follow-up work is performed on the inventory of preservation needs for its information systems;
- analyse the content of the Adonis database, in collaboration with the Historical Archives, in order to identify documents and files to be eliminated or transferred to the Historical Archives repository for permanent preservation;
- manage the first review of Nomcom non-financial electronic files with an expired administrative retention period (until 2022) using the Hermes Preservation System and applying the provisions provided for by the Common Commission Retention List;
- ensure a controlled move of EMPL official central archives to the new DG EMPL premises;
- deal with the central official DG EMPL archives (e.g., intermediate archives of financial files, chronological series and ESF official archives) in order to continue

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<sup>(27)</sup> [rolling-action-plan 2022-2024.pdf \(europa.eu\)](#)

reducing the paper files that can be eliminated or transferred to the historical archives;

- continue promoting electronic procedures and tools and supporting DG EMPL staff in managing documents and files via information systems integrated with the Ares IT tool (maintaining filing plan reference documents, applying necessary actions on files, and updating procedures and workflows in Ares).

## Data protection

Data protection is a continuous effort. The accountability principle calls for a higher degree of ownership for data protection by the Commission's top managers and an increased engagement of all Commission staff in ensuring and demonstrating compliance with the data protection rules in their daily tasks. This has been further reinforced by the adoption of the Implementing Rules in July 2020.

DG EMPL's data protection coordinator (DPC) will continue to provide support and guidance to all EMPL staff on data protection related issues in 2024. Support and guidance to DAC staff is coordinated with DG REGIO's DPC as set out in the Memorandum of Understanding between the two DGs. In 2024, DG EMPL's DPC will carry out several awareness raising exercises, such as articles on the intranet, trainings for newcomers as well as tailor-made trainings when required/requested to DG EMPL colleagues. DG EMPL colleagues will also be encouraged to follow the introduction online module in EU Learn as well as specialised trainings given by the European Data Protection Supervisor (EDPS) and the Data Protection Officer (DPO). The DAC applies a policy of managing and protecting data collected during audits, and keeps auditees informed about relevant procedures.

A record keeping system has been set in place to ensure timely follow-up of data subject requests. The Data Protection Management System (DPMS) is checked regularly to comply with the annual review of record keeping.

## E. Sound environmental management

In line with the Commission's internal recommendations, DG EMPL continues to strive to minimise its environmental and carbon footprint. DG EMPL will continue to encourage staff to refrain from non-essential business travel as much as possible (e.g. by using hybrid or online meetings instead).-DG EMPL will also focus in 2024 on reducing electricity and water consumption in its buildings.



Additional key priorities that will continue in 2024 include:

- reducing the use of paper;
- Increasing the use of qualified electronic signatures for procurement contracts and ongoing migration to the e-grant system to significantly reduce the printing of contractual documents, the 'blue ink' signature and the exchange via paper mail;

- awareness-raising campaigns and promotion of the Commission guidelines on sustainable meetings.

## **F. Initiatives to improve economy and efficiency of financial and non-financial activities**



DG EMPL is set to move from its two Brussels buildings during the first semester 2024 to a centrally located building (46 Rue du Commerce), close to the DAC premises. The move will help reinforce a sense of working together across units and directorates as all Brussels-based EMPL colleagues will reunite in one new building. DG EMPL's move is in line with the Commission's overall policy to make all buildings more modern and more energy-efficient and contributes to the target of a 25% reduction in office buildings.

DG EMPL is testing Corporate IT solutions for planning, programming, and contract management with the aim of a possible migration in the course of 2024. The Corporate IT solutions would reduce the number of local IT solutions in use in DG EMPL and contribute to harmonisation of the Commission IT architecture.

## ANNEX: Performance tables - main outputs for 2024

### General objective 2: A Europe fit for the digital age

#### Specific objective 2.1: A digitally skilled workforce

*Related to spending programmes: ESF, ESF+,*

*Next Generation EU (RRF and REACT-EU),*

*Erasmus+ and InvestEU*

#### Main outputs in 2024:

##### New policy initiatives

Output	Indicator	Target
EU legislative initiative on telework and the right to disconnect	Preparation by the Commission	Q4

##### Evaluations and fitness checks

Output	Indicator	Target
Impact assessment supporting the initiative on telework and the right to disconnect tbc	Preparation by the Commission	

### General objective 3: An economy that works for the people

#### Specific objective 3.1: Effective support to Member States in their structural reforms and investments in the context of the European Semester

*Related to spending programmes: ESF, ESF+ and*

*NextGenerationEU (RRF and REACT-EU)*

#### Main outputs in 2024:

##### New policy initiatives

Output	Indicator	Target
Employment Guidelines	Adoption by the Council	Q4

##### Evaluations and fitness checks

Output	Indicator	Target
Mid-term evaluation of the ESF+	Publication of the evaluation report	Q4
Ex-post evaluation of FEAD during the programming period 2014-2020	Publication of the evaluation report	Q4

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Ex-post evaluation of 2014-2020 ESF and Youth Employment Initiative	Publication of the evaluation report	Q4
2024 Evaluation of EU Agencies Eurofound, Cedefop, ETF and EU-OSHA	Publication of the evaluation report	Q2
<b>Public consultations</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Public consultation for the ex-post evaluation of FEAD during the programming period 2014-2020	Launch	Q2
Public consultation for the mid-term evaluation of the European Globalisation Adjustment Fund for Displaced Workers 2021-2027	Launch	Q4
<b>External communication actions</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
European Employment and Social Rights Forum (tbc)	Sign contract and prepare for the next edition	Yes
Multiannual campaign on the European Pillar of Social Rights Action Plan <sup>(28)</sup>	Annual Reach on social media	35 000 000
	Annual reach in media partnerships and influencer collaborations	50 000 000
	Annual number of clicks on promotion materials	2 500 000
	Positive qualitative impact of the campaign on the awareness, knowledge and perception of the target audience	Yes
Euronews Real Economy magazine 2024	Number of TV viewers of the magazine	10 million
	Number of page views in EU27 of digital content on Real Economy web page	300,000
	Number of video views on social media	3 million
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Joint Employment Report	Adoption by the Council	Q1
Second-stage analysis in line with the principles of the Social Convergence Framework	Publication	Q1
New Multiple Framework Contracts on evaluation, impact assessment and monitoring	Call for tender published	Q1
2024 report on Labour Market and Wage Developments in Europe	Publication	Q3

<sup>(28)</sup> Total deduplicated campaign reach by June 2025: 190 000 000 (60% of the target audience). Campaign knowledge rate (% of the target audience who knows about the campaign) by June 2025: 90%. Campaign recall rate by 2025: 60%. Campaign relevance rate by 2025: 75%.

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
4 studies feeding the reflection on the future of ESF post 2027	4 studies completed	Q4
Preparatory study on the future EU funding in the area of employment, skills and social inclusion	Launch	Q2
2024 Employment and Social Developments in Europe Annual Review	Publication	Q3

### **General objective 3: An economy that works for the people**


#### ***Specific objective 3.2: Stronger social dialogue***

*Related to spending programmes:*

*Prerogatives and ESF+*

#### **Main outputs in 2024:**

#### **Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Summit with European Social Partners (Val Duchesse, Brussels)	Launch and completion	Q1/Q2



## General objective 3: An economy that works for the people


### Specific objective 3.3: Decent and safe working conditions for all

Related to spending programmes:

ESF and ESF+

#### Main outputs in 2024:

##### New policy initiatives

Output	Indicator	Target
Proposal for a sixth revision of the Carcinogens, Mutagens and Reprotoxic substances Directive 2004/37/EC	Adoption	Q3
 Proposal for a revision of Directive 2009/38/EC on European Works Councils (recast)	Adoption	Q1
Report on the implementation and application of the inclusion of seafarers into the scopes of the Collective Redundancy Directive and the Directive on Transfer of Undertakings (Directive (EU) 2015/1794)	Presentation by the Commission	tbc

##### Evaluations and fitness checks

Output	Indicator	Target
Impact assessment supporting the proposal for a sixth revision of the Carcinogens, Mutagens and Reprotoxic substances Directive 2004/37/EC	Publication	Q3
Impact assessment supporting the proposal for a revision of the Directive on European Works Councils (EWC)	Publication	Q1

##### Enforcement actions

Output	Indicator	Target
Monitor transposition of Directive 2022/2041 on adequate minimum wages in the EU	Launch of conformity checks	Q4 [following transposition deadline, i.e. 15 November 2024]
Monitor EU OSH Directives	Conformity checks of the second amendment of the Carcinogens, Mutagens and Reprotoxic substances Directive 2004/37/EC	Q4
Promote effective and equivalent enforcement of EU OSH Directives	Senior Labour Inspectors' Committee plenaries and Thematic Days	2

<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Peer review on legislative and enforcement approaches to address psychosocial risks at work in the Member States	Launch and completion	Q2-Q3

## **General objective 3: An economy that works for the people**

### ***Specific objective 3.4: Better functioning labour markets***

*Related to spending programmes:*

*ESF, YEI, ESF+ and EGF*

### **Main outputs in 2024:**

#### **New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
EU initiative on quality traineeships	Adoption by the Commission	Q1

#### **Evaluations and fitness checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Impact assessment supporting the proposal on quality traineeship	Publication	Q1

#### **Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Call for proposals on Societal consequences of the war in Ukraine in the European Union	Launch	Q1
Call for proposals on Zero long-term unemployment approach	Launch	Call for expressions of interests in (Q1), Call for proposals (Q4)
Fourth cycle of bench-learning (a process for creating a systemic and integrated link between benchmarking and mutual learning activities in all the fields that are usually covered by public employment services)	Launch	Q1

## General objective 3: An economy that works for the people

### *Specific objective 3.5: Greater social fairness and more effective social protection*

*Related to spending programmes:*

*ESF, FEAD, ESF+ and*

*Citizenship, Equality, Rights and Value programme*

#### Main outputs in 2024:

##### New policy initiatives

Output	Indicator	Target
2024 Pension Adequacy Report	Publication	Q2

##### External communication actions

Output	Indicator	Target
Conference on adequate and sustainable pensions in an ageing society	Total number of participants (physical and online)	150
Stocktaking event on the implementation of the European care strategy	Total number of participants (physical and online)	150

## General objective 3: An economy that works for the people

### *Specific objective 3.6: Enhanced labour mobility*

*Related to spending programmes:*

*ESF and ESF+*

#### Main outputs in 2024:

##### New policy initiatives

Output	Indicator	Target
Implementation report related to Directive (EU) 2018/957 on posting of workers	Adoption by the Commission	Q1

##### Evaluations and fitness checks

Output	Indicator	Target
Evaluation of the European Labour Authority (ELA)	Publication of the evaluation report	Q4

### Other important outputs

Output	Indicator	Target
Call for proposal under ESF+ for the EURES Targeted Mobility Schemes with the aim of tackling labour shortages through intra-EU mobility	Publication of Call	Q1

### General objective 3: An economy that works for the people

#### *Specific objective 3.7: More jobs created and sustained in micro- and social enterprises*

*Related to spending programmes:*

*ESF+ and InvestEU Social Window*

### Main outputs in 2024:

#### Other important outputs

Output	Indicator	Target
Call for proposals to develop impact performance intelligence services	Publication of Call	Q1
Call for proposals under Horizon Europe on the role of social economy in creating jobs and combating social exclusion	Signature of the grant agreements	Q4

## General objective 5: Promoting our European way of life

### Specific objective 5.1: A skilled workforce to master the green and digital transition

*Related to spending programmes: ESF, ESF+,*

*NextGenerationEU (RRF and REACT-EU),*

*Erasmus+ and InvestEU*

#### Main outputs in 2024:

##### Evaluations and fitness checks

Output	Indicator	Target
Evaluation of Europass of Decision (EU) 2018/646 of the European Parliament and of the Council of 18 April 2018 on a common framework for the provision of better services for skills and qualifications (Europass)	Publication of the evaluation report	Q1
Evaluation of Council Recommendation on a European Qualifications Framework for lifelong learning (EQF) of 22 May 2017 <sup>(29)</sup>	Publication of the evaluation report	Q1

##### External communication actions

Output	Indicator	Target
The European Year of Skills closing event	Number of attendees (online and in-person)	1350
Meetings of the European Year of Skills National Coordinators	Number of meetings	2
Pact for Skills event	Number of attendees (in-person)	100
The European Year of Skills website	Page views	400 000

##### Other important outputs

Output	Indicator	Target
European Year of Skills Expert Meetings	Number of meetings	4

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<sup>(29)</sup> 2017/C 189/03

## General objective 5: Promoting our European way of life

### **Specific objective 5.2: Vocational education and training effectively addresses the labour market needs and prepares people for the green and digital transition**

*Related to spending programmes: ESF, ESF+,*

*NextGenerationEU (RRF and REACT-EU),*

*Erasmus+ and InvestEU*

### Main outputs in 2024:

#### External communication actions

Output	Indicator	Target
EaFA's (European Alliance for Apprenticeships) annual high-level event	Number of attendees (online and in-person)	300
"Meet the Champions" event	Number of attendees (online and in-person)	450

#### Other important outputs

Output	Indicator	Target
Centres of vocational excellence (CoVEs)	Number of new projects approved under the 2023 Erasmus+ CoVEs call	14
Other calls for proposals (managed by EACEA <sup>(30)</sup> on behalf of DG EMPL) under the 2023 Erasmus+ annual work programme, including calls to promote women in GreenTech, to support structures and networks for apprentices' mobility, or to promote micro-credentials on skills for the green and digital transition	Number of projects led by EMPL approved under 2023 Erasmus + policy experimentation call	8
European Alliance for Apprenticeships (EaFA) action plan	Number of new EaFA members	15
	Number of apprenticeship places pledged	10 000
	Number of attendees or viewers of physical and online events	500
	Number of website visits	10 000
	Number of social media engagement	600

<sup>(30)</sup> European Education and Culture Executive Agency

## General objective 6: A new push for European democracy

### Specific objective 6.1: Equality

*Related to spending programmes: ESF, ESF+,  
Citizenship, Equality, Rights and Value programme,  
and NextGenerationEU (RRF and REACT-EU)*

#### Main outputs in 2024:

##### External communication actions

Output	Indicator	Target
Access City Awards	Number of participating cities	40
European Day of Persons with Disabilities Conference	Number of participants	400

##### Other important outputs

Output	Indicator	Target
Guidance recommending to Member States improvements on independent living and inclusion in the community of persons with disabilities	Presentation by Commission	Q2
Framework for Social Services of Excellence for persons with disabilities	Presentation by Commission	Q4
Roll-out of the Disability Employment Package: Guidance on vocational rehabilitation	Presentation by Commission	Q1
Roll-out of the Disability Employment Package: Mapping report of the EU Member States on alternative models of employment of persons with disabilities and their impact	Presentation by Commission	Q2
Report assessing progress in implementation of the Strategy for the rights of persons with disabilities	Preparation	Q4

## Part 2 – Modernising the administration

### A. Human resource management

**Objective:** DG EMPL employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business.

#### Main outputs in 2024:

Output	Indicator	Target
Development of female talent	Number of individual coaching packages offered to women	At least 3 packages
Learning and development	Number of internal training and info sessions	At least 30
Internal communication	Number of staff forums	At least 4
Staff engagement	Number of team events	At least 3

### B. Sound financial management

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

#### Main outputs in 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets <sup>(31)</sup>	Absolute return of the portfolio	Benchmark <sup>(32)</sup>
Efficient controls	Budget execution and / or timely payments	Remains > 95% of payment appropriations

<sup>(31)</sup> The comparison between absolute return (the return that an asset achieves over a specified period) and relative return (the return an asset achieves over a period of time compared to a benchmark - a standard against which the performance of an investment manager can be measured) reflects the overperformance or the underperformance of an asset versus its benchmark. In the case of EaSI, assets are pooled into a portfolio managed by the EIF on behalf of the EU.

<sup>(32)</sup> EIF is using standard benchmarks based on performance of each individual currencies for all their mandates, in case of EaSI for EUR, SEK, RON, PLN, CZK and DKK. For each individual currency EIF is using well established Bloomberg indices, such as EURIBOR, all with duration of 1 month (1M), which matches most closely the holding period/duration of EIF mandates, including EaSI.



Output	Indicator	Target
Economy of controls	Overall estimated cost of controls	Remains ≤ 2% of funds managed
Reliance on the management and control systems (shared management)	% of all operational programmes, assessed as functioning well or functioning with only some improvements needed	90%

## C. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) <sup>(33)</sup> aimed at the prevention, detection and correction <sup>(34)</sup> of fraud.

### Main outputs in 2024:

Output	Indicator	Target
Support capacity building and dissemination of information to Member States on fraud prevention and detection	Number of presentations and training sessions offered	29
Financial corrections implemented as a follow-up to financial recommendations in final reports from the Commission's Anti-Fraud Office	% of financial corrections implemented	75%
Increase the systematic use of ARACHNE or alternative data mining tools available at national level	% of all programmes using ARACHNE	60%
Improve anti-fraud knowledge, deliver the messages from the JAFS action plan to the Member States' authorities and cooperate with other Commission departments in the framework of the Fraud Prevention and Detection Network (FPDNET) and its sub-groups.	Number of meetings per year	At least five meetings

<sup>(33)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023 COM(2023) 405 of 11 July 2023 – 'the Communication on the 2023 revision' – and the accompanying document, SWD(2023) 245 – 'the revised Action Plan'.

<sup>(34)</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

## D. Digital transformation and information management

**Objective:** DG EMPL is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

### Main outputs in 2024:

Output	Indicator	Target
Organise training and awareness raising campaigns on digital skills and emerging technologies, cybersecurity, collaboration tools & best practices	% of staff having followed at least one digital training over the year	60%
Onboarding of Compass Corporate in DG EMPL's solutions (RDIS2, MAPAR and COLI2)	% of completion of the integration	At least 1 out of the 3 systems has been migrated to Compass Corporate
Migrate all online courses on the use of the EESSI system to the EU Academy platform	% of completion	100%
European Social Security Pass (ESSPASS) Proof of Concept with the use of EBSI service (European Blockchain Services Infrastructure)	% of completion	50%
Cloudification of the first group of DG EMPL's policy specific solutions (ESCO, EUROPASS, EURES and SKILLS PROFILE TOOL FOR THIRD COUNTRY NATIONALS)	% of cloud-ready policy specific solutions	50%
Ensure that DG EMPL's IT systems have a Security plan not older than 2 years	% of completion	100%
Ensure that DG EMPL's IT systems have an attestation on the GRC Governance-Risk-Compliance platform	% of completion	100%
Implementation of the actions identified by the IT Security Strategy 2023-2024	% of completion	80%
Upload of the new intranet on SharePoint Online	% of completion	100%
Policies proposals that have benefited from the advice of the local EMPL digital-advisory service	Number of policies proposals	4
Preparation, adoption and implementation of a "Digital transformation" action plan.	% of completion	100% Preparation and adoption 70% Implementation

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Treatment of paper official financial files with Administrative Retention Period (ARP) expiring until 2028 in order to reduce the quantity of paper files to be moved to the new premises, in collaboration with Historical archives	% of financial paper files treated and sent to the Historical Archives for elimination at the end of the ARP	100% before the move
Treatment of ESF official paper files in order to reduce the files to be moved: all files that can be eliminated at the end of the Administrative Retention Period or transferred because the ARP is already expired	% of files treated and sent to the Historical Archives	100% before the move
Treatment of chronological paper files: elimination or filing in official financial paper files of all original incoming documents registered until 31/12/2016	% of documents eliminated or filed	70% before the move
Applying first review action to electronic non-financial NomCom files with ARP expiring in 2022	% of Nomcom files	90%
Staff trained and informed on rules and regulations relating to personal data protection in the Commission	% of DG EMPL staff	100% by end of 2024
Implementation of the corporate principles for data governance for DG EMPL's key data assets	Percentage of implementation of the corporate principles for data governance for DG EMPL's key data assets	80%

## E. Sound environmental management

**Objective:** DG EMPL takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators.

### Main outputs in 2024:

#### I. Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)																																																				
Analysis of DG EMPL's official travel trends/patterns, optimisation and gradual reduction of CO2 emissions (e.g., by reducing the number of participants in the same official trip, promoting more sustainable travelling options and promoting videoconferencing/virtual events as an alternative)	Reduction of DG EMPL official travel by plane, train & other means	<p>The number of missions has increased compared to 2022 (which is normal considering Covid-times for half of 2022). The number of missions made by plane has decreased and priority given to join conferences etc. online instead of traveling:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Transport</th> <th>Nbr of missions</th> <th>%</th> </tr> </thead> <tbody> <tr> <td rowspan="3">2023 (20)</td> <td>Plane</td> <td>445</td> <td>51%</td> </tr> <tr> <td>Train</td> <td>204</td> <td>23%</td> </tr> <tr> <td>Others</td> <td>225</td> <td>26%</td> </tr> <tr> <td></td> <td>tot</td> <td>874</td> <td>100%</td> </tr> </tbody> </table> <p>CO2 footprint average of DG EMPL compared to EC average, according to MIPS' Green Deal Report:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Transport</th> <th>AVG EC</th> <th>AVG EMPL</th> </tr> </thead> <tbody> <tr> <td rowspan="3">2023 (20)</td> <td>Plane</td> <td>603 720</td> <td>250 930</td> </tr> <tr> <td>Train</td> <td>5 741</td> <td>5 760</td> </tr> <tr> <td>Others</td> <td>35 380</td> <td>5 684</td> </tr> </tbody> </table> <p>The graph below shows EMPL CO2 emissions 2019, 2022 and 2023:</p> <table border="1"> <thead> <tr> <th colspan="4">ALL TRANSPORT TYPES</th> </tr> <tr> <th>YEAR</th> <th>NB STEPS</th> <th>KM</th> <th>CO2(KG)</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>2960</td> <td>1691522.30</td> <td>330913.16</td> </tr> <tr> <td>2022</td> <td>2639</td> <td>1464133.64</td> <td>283910.72</td> </tr> <tr> <td>2019</td> <td>6779</td> <td>3996408.32</td> <td>791291.61</td> </tr> </tbody> </table>	Year	Transport	Nbr of missions	%	2023 (20)	Plane	445	51%	Train	204	23%	Others	225	26%		tot	874	100%	Year	Transport	AVG EC	AVG EMPL	2023 (20)	Plane	603 720	250 930	Train	5 741	5 760	Others	35 380	5 684	ALL TRANSPORT TYPES				YEAR	NB STEPS	KM	CO2(KG)	2023	2960	1691522.30	330913.16	2022	2639	1464133.64	283910.72	2019	6779	3996408.32	791291.61
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## II. Reducing resource use in buildings and workspace (energy)

### More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions through building closure in the holiday periods (summer/end of year)	2 (of 3) EMPL buildings participating in BEST (Building Energy Saving Together) actions. - end of year energy saving action - summer energy saving action	66 % of departments' buildings participating in Reduction of 10% of the energy consumption in all office buildings in the Brussels-Capital Region by 2026 - end of year energy saving action - summer energy saving action 8 days closed in August 2023 (only J-27 open) - move to a new more energy efficient building beginning of 2024 bringing all EMPL staff under one roof
Staff-awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG EMPL's total energy consumption (in cooperation with OIB/OIL where appropriate)	Progressive replacement of automatic switches by mechanical ones in DG EMPL's building SPA3	20% of offices

## III. Organise sustainable events

Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG EMPL's waste generation (in cooperation with OIB/OIL where appropriate) e.g., promote and label the waste sorting schemes in place	Staff information via corporate email/websites	DG EMPL staff informed of Commission-wide actions by the Directorate-General for Human Resources

## IV. Circular economy (public procurement (GPP), waste, biodiversity and sustainable food

Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions on promoting the "green items" in the Commission's supplies catalogue	Information to EMPL units	EMPL buildings, all units informed

<b>Output</b>	<b>Indicator</b>	<b>Target (2019 as baseline, as appropriate)</b>
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG EMPL's waste generation (in cooperation with OIB/OIL where appropriate) e.g., promote and label the waste sorting schemes in place)	DG EMPL staff informed of Commission-wide actions by the Directorate-General for Human Resources	DG EMPL staff informed via Intranet and posters
<b>V. Staff awareness</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target (2019 as baseline, as appropriate)</b>
Staff awareness actions in the framework of EMAS corporate campaigns on (for instance): <ul style="list-style-type: none"> <li>- Energy and water use</li> <li>- Paper consumption</li> <li>- Digital mindfulness</li> <li>- Mobility</li> </ul> Waste reduction and sorting	<ul style="list-style-type: none"> <li>• 72% of staff takes regular environmentally friendly actions, showing the improvement since 2019</li> <li>• 85% of staff indicates that they are at least reasonably well informed about environmentally friendly behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>• A comparison to previous years shows a stable positive trend 84% in 2019 and 85% in 2023).</li> </ul>