



# Management Plan 2023

DG Employment, Social Affairs and Inclusion

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## Introduction

The Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) pursues policy, 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.

*Mission statement of DG EMPL, 2020-2024 strategic plan*

Given the current socio-economic challenges, DG EMPL will focus in 2023 on (i) implementing the recovery plan to foster job creation and inclusive growth, (ii) ensuring that the green and digital transitions are socially fair, (iii) supporting people fleeing Russia's war of aggression against Ukraine and (iv) cushioning the impact of rising energy prices.

The 2023 management plan is the fourth in a series of five annual plans reflecting the ambitions set out in the 2020-2024 strategic plan <sup>(1)</sup>. It explains how the **key outputs and activities** planned for 2023 will contribute to the attainment of its specific objectives and thus to the achievement of the Commission's general objectives derived from the political agenda of President von der Leyen <sup>(2)</sup>.

DG EMPL's **main new initiatives** for 2023, as set out in the Commission work programme (CWP) <sup>(3)</sup>, are <sup>(4)</sup>:


- the 2023 European Year of Skills;
- a reinforced quality framework for traineeships;
- a communication on the further digitalisation of social security coordination in connection with the ongoing work on the European Social Security Pass (ESSPASS);
- a proposal for a Council Recommendation on developing social economy framework conditions; and
- a European Disability Card.

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<sup>(1)</sup> [2020-2024 Strategic plan](#).

<sup>(2)</sup> [Political agenda of President von der Leyen](#).

<sup>(3)</sup> [2023 Commission work programme](#).

<sup>(4)</sup> Initiatives that are part of the 2023 Commission work programme are marked with the icon  throughout this plan.

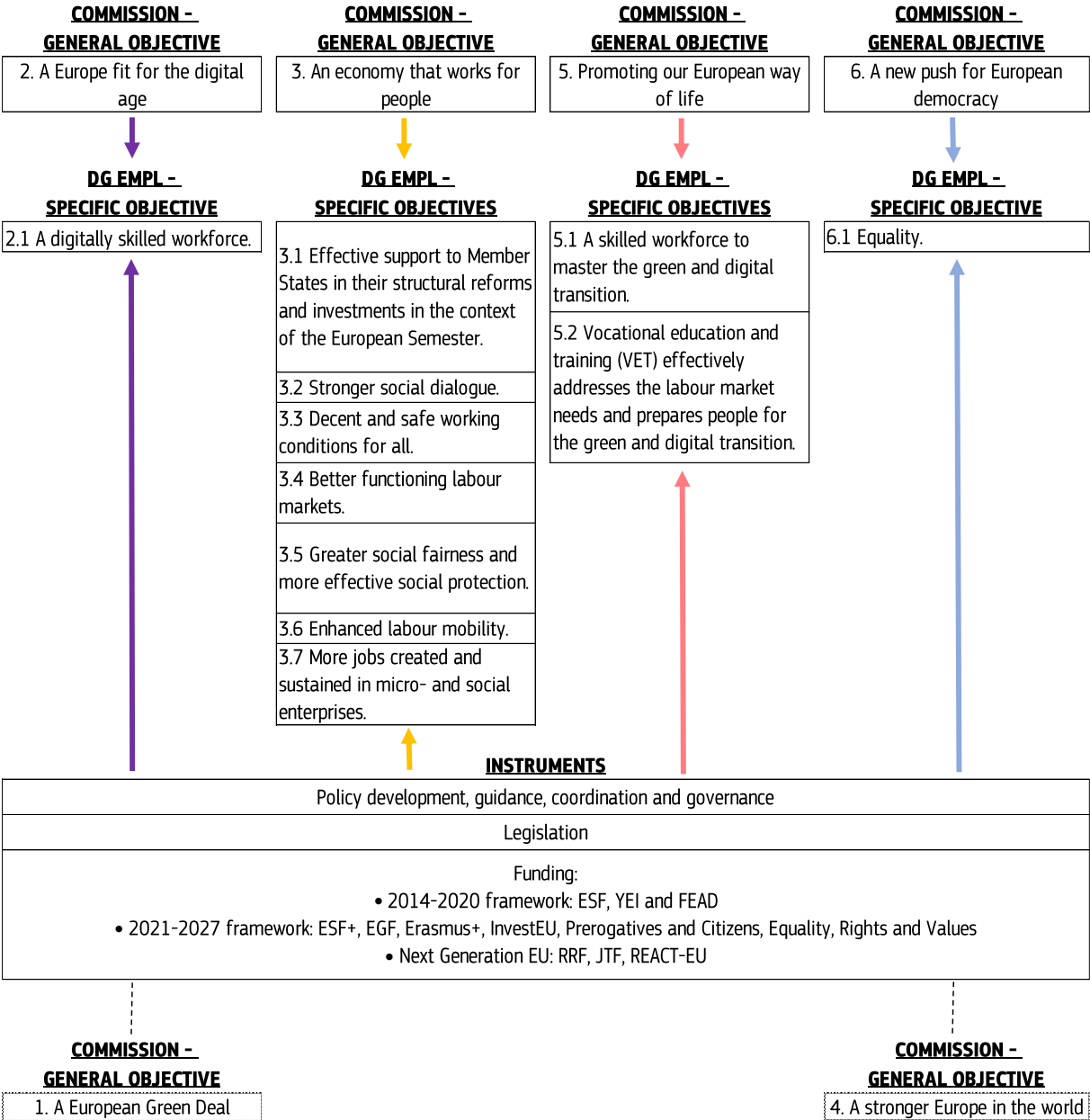
To support its policies, DG EMPL will implement several funding instruments under shared management (in close cooperation with the Member States' authorities), in direct management by the Commission, and through indirect management by delegating budget implementation tasks to third entities. An amount of EUR 13.3 billion will be available in 2023 to support the funding milestones presented below:

- Member States are expected to submit high reimbursement claims to DG EMPL for the 2014-2020 programmes under the **European Social Fund** (ESF) and the **Fund for European Aid to the Most Deprived** (FEAD), given that the average project selection rate on the ground was over 104.2% for ESF and 90.9% for FEAD at the end of 2022. Thanks to the recent amendments to support people fleeing the war in Ukraine (CARE, CARE+, FAST CARE) and REPower EU, enough flexibility is in place to allow for a quick absorption of the remaining allocations (approx. EUR 16 billion at the end of 2022).
- **REACT-EU** ensures a smooth transition between the multiannual financial frameworks for 2014-2020 and 2021-2027 and will continue to provide financial support to the Member States to help them recover from the COVID-19 crisis.
- DG EMPL will also support the Member States in starting to implement their newly adopted programmes under the 2021-2027 **European Social Fund Plus** (ESF+) shared management strand.
- The **Employment and Social Innovation** strand of the ESF+ (direct and indirect management), will support policymaking through communication activities, mutual learning events, policy experimentation and studies.
- DG EMPL will work with the Member States to programme and implement appropriate measures for up- and reskilling of workers and provide support for finding jobs in the regions most impacted by the green transition, through the **Just Transition Fund**.
- DG EMPL will continue to help other Commission services in monitoring the implementation of Member States' national **recovery and resilience plans**, ensure synergies with the ESF+ and track the social expenditure in their bi-annual reports.
- The **European Globalisation Adjustment Fund for Displaced Workers (EGF)** will support workers and self-employed people displaced as a result of globalisation and technological and environmental changes.
- Through the **Horizon Europe** programme, DG EMPL will encourage more research on employment and social field in order to support the green and digital transitions.
- DG EMPL's policy priorities will also receive financial support from the **InvestEU** programme, **Erasmus Plus**, the **prerogatives** budget lines and the programme for **Citizens, Equality, Rights and Values** through, for example, calls for proposals.







DG EMPL's **challenges and risks** arise from the interaction between long-term trends (e.g. demographic change) and sudden modifications in the EU's socio-economic situation. In 2023, the impact of Russia's war of aggression against Ukraine, the energy crisis and the long-term consequences of the COVID-19 pandemic will increase the need for robust structural reforms in the Member States. DG EMPL will continue to support measures to develop the Member States' resilience and preparedness through policy development, guidance, coordination, legislation and financial support.

# PART 1. Delivering on the Commission’s priorities: main outputs for 2023

In 2023, the European unity and solidarity will continue to be tested by Russia’s war of aggression against Ukraine, inflationary pressures and the social consequences of the cost-of-living crisis, which has been caused by the surge in energy prices. Overall, DG EMPL’s actions in 2023 will be structured around the following objectives, in line with its multiannual strategy:















The priorities for 2023 will support the implementation of the European Pillar of Social Rights action plan <sup>(5)</sup> and include:

- enhancing the role of skills as a crucial factor for the competitiveness of the EU's social market economy and promoting it through the  **European Year of Skills**;
- helping more young and disadvantaged people to enter into the labour market, notably through the **Aim, Learn, Master, Achieve (ALMA) initiative** and a  **reinforced quality framework for traineeships**;
- promoting the further  **digitalisation of social security coordination** through an initiative in connection with the work on the **European Social Security Pass (ESSPASS)**;
- boosting the potential of the social economy through a  **proposal for a Council Recommendation on developing social economy framework conditions**;
- delivering on the strategy on the rights of persons with disabilities (2021-2030) through an initiative on a  **European Disability Card**;
- improving the working conditions of people working in the platform economy by supporting the inter-institutional negotiations between the European Parliament and Council on the Commission proposal of 9 December 2021;
- protecting workers from exposure to hazardous chemicals;
- actively supporting Member States with the transposition of Directive 2022/2041 on adequate minimum wages in the EU;
- improving the provision of minimum income across the EU, as presented in the Commission proposal for a Council Recommendation on adequate minimum income ensuring active inclusion;
- strengthening social dialogue;
- rolling out the implementation of the European care strategy, including the Council Recommendation on long term care, in particular with regards to the coordination and monitoring arrangements;
- supporting people fleeing Russia's war of aggression against Ukraine, including, where appropriate, their integration into the EU labour market;
- promoting a socially fair green transition, while also tackling the social consequences of inflation and rising energy prices;
- supporting other Commission services to put forward socially fair initiatives, such as:
  -  the review of the functioning of the multiannual financial framework (led by DG Budget – DG BUDG);
  - the review and implementation of the national recovery and resilience plans (led by DG Economic and Financial Affairs – DG ECFIN and the Recovery and Resilience Task Force);

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<sup>(5)</sup> [European Pillar of Social Rights action plan.](#)

-  the proposal on asbestos screening, registering and monitoring (led by DG Internal Market, Industry, Entrepreneurship and SMEs – DG GROW);
-  the initiative on cross-border activities of associations (led by DG Internal Market, Industry, Entrepreneurship and SMEs – DG GROW);
-  the economic governance review (led by DG ECFIN);
-  the proposal for a Council Recommendation on updated learning mobility framework to include specific recommendation for learners in vocational education and training (led by DG Education and Culture – DG EAC);
-  the prevention package on smoke-free environments and on vaccine-preventable cancer (led by DG Health and Food Safety – DG SANTE);
-  the initiative on a comprehensive approach to mental health (led by DG Health and Food Safety – DG SANTE);
-  the initiative on recognition of qualifications of third country nationals (led by DG Internal Market, Industry, Entrepreneurship and SMEs – DG GROW);
-  the cybersecurity skills academy (led by DG Communications Networks, Content and Technology – DG CNECT);
-  the revision of the Directive on combating child sexual abuse (led by DG Migration and Home Affairs – DG HOME);
-  the initiative on virtual worlds such as the metaverse (led by DG Communications Networks, Content and Technology – DG CNECT); and
-  the Single Market at 30 (led by DG GROW).

The delivery of these priorities will be supported by **horizontal external communication activities**. For 2023, DG EMPL aims to further increase the impact and clarity of outreach by streamlining its external communication approach around the European Pillar of Social Rights action plan, and by reinforcing citizens’ trust in the EU as a unique social market economy. This will be centred around DG EMPL’s **new multiannual communication campaign**, which will be launched in the first quarter of 2023, and the second edition of the **European Employment and Social Rights Forum** (November 2023). Both will feature the  European Year of Skills prominently.

Targeted **press and social media** outreach, supported by effective audio-visual material and publication of news and project stories on the DG EMPL and ESF+ websites<sup>(6)</sup>, will accompany the launch and communication of the 2023 policy priorities. To ensure consistency with the corporate style guide and the reinforced web security, DG EMPL’s website will be migrated to the new content management system Drupal 9 in 2023.

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<sup>(6)</sup> [DG EMPL website](#) and [ESF+ website](#).

A horizontal better regulation priority will be to continue the **cross-cutting evaluation of four of DG EMPL's decentralised agencies** <sup>(7)</sup> and launch its related public consultation. The European Labour Authority (ELA) will be evaluated separately by the third quarter of 2024.

In addition, the publication of the **preliminary evaluation of ESF and FEAD support under the Coronavirus Response Investment Initiatives (CRII and CRII+)** is planned for the first half of 2023. DG EMPL will also launch the public consultations related to the **ex post evaluation of the 2014-2020 ESF and Youth Employment Initiative**. The supporting studies for the **ex post evaluation of FEAD** and the **mid-term evaluation of ESF+ shared management strand** will be launched in the first half of the year.

## General objective 1: A European Green Deal

Russia's war of aggression against Ukraine and the ongoing energy crisis require action to secure the EU's energy supply, its strategic autonomy and a green and prosperous future. Progressing towards an environmentally sustainable and socially fair economy creates new opportunities for job creation and business development. Policies need to help address the job losses expected in polluting sectors, facilitate labour markets' transition to greener jobs and mitigate the adverse effects on poverty.

Against this background, DG EMPL will continue to contribute indirectly to the Commission's general objective on a European Green Deal and will focus in 2023 on contributing to:

- the inter-institutional negotiations on the **Social Climate Fund** and other relevant legislative initiatives (e.g. Fit for 55); in addition, DG EMPL will design questions on energy poverty for some of the standard Eurobarometers in order to provide a timely assessment of the situation and perceptions of citizens on this matter after the first winter of the unfolding energy crisis;
- the follow-up and implementation of the **Ecosystem Transition Pathways** (under the updated industrial policy strategy);
- the preparation of **sectoral initiatives under the European Green Deal**, e.g. REACH, initiatives on sustainable products, green claims and corporate sustainability, right to repair and sustainable food systems;
- the preparation and analysis of **two special Eurobarometer surveys** on the European Year of Skills and on the integration of young people into the labour market (with a particular focus on traineeships);

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<sup>(7)</sup> The European Agency for Safety and Health at Work (EU-OSHA), the European Centre for the Development of Vocational Training (Cedefop), the European Foundation for the Improvement of Living and Working Conditions (Eurofound), and the European Training Foundation (ETF).



- the impact assessments for a **new 2040 climate target plan** and for a **reform of the electricity market**; and
- the promotion of **just transition policies through joint activities at international level**. In particular, together with Canada and the US, DG EMPL is co-leading the Clean Energy Ministerial initiative ‘Empowering people: skills & inclusivity for just transitions’. Together with the International Labour Organization, DG EMPL will continue hosting, for the second year, a dedicated Just Transition Pavilion at the United Nations Climate Change Conferences (COP28).

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

- implementing, monitoring and follow-up actions linked to the **Council Recommendation on ensuring a fair transition towards climate neutrality**;
- 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, including through the development of **new indicators and/or scoreboards**;
- contributing to the assessment, monitoring and guidance of Member States on **socially just transitions**, notably in the context of the energy union and climate action governance, and the national energy and climate plans, the European Climate Law and the European Semester;
- contributing to the implementation and monitoring of **national plans and reports in the context of the Just Transition Mechanism and the Just Transition Fund**, and use of the ESF+ to support the transition to climate-neutrality;
- mainstreaming employment, social and distributional aspects as well as supporting the research and innovation in the field of **social sciences and humanities throughout the Horizon Europe programme**; and
- monitoring progress towards the Sustainable Development Goals (SDG), including through the **EU Voluntary Contribution Reports**, which will cover the EU’s contribution to SDG implementation and policy consistency in 2015-2023.

In collaboration with the Joint Research Centre (JRC), DG EMPL will launch and implement several projects to (i) strengthen analytical and modelling capacities to examine the direct and indirect socio-economic implications and distributional effects of new geopolitical developments and stress tests for future energy price scenarios; and (ii) contribute to the climate risk assessment under the EU climate change adaptation strategy.


DG EMPL will contribute to the Commission’s **corporate communication campaigns** related to the European Green Deal and ‘You are EU’, including through (i) participation in events and engagement with stakeholders on designing, implementing and monitoring just transition policies; (ii) launch of a publication series on fair transition, comprising policy briefs and working papers; and (iii) organisation of fair transition seminars.


## 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<sup>(8)</sup> in relation to digital transformation.

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



In her 2022 State of the European Union address, President von der Leyen’s proposed to make 2023 the  European Year of Skills (‘the Year’). This initiative will give visibility to the need for companies and individuals in the EU to develop the skills they need and will promote actions to make them more competitive and better prepared for digital and green transitions that are socially fair. It will contribute to the achievement of the EU’s headline targets of 78% employment rate and 60% of adults participating in training each year, by 2030. Based on the Commission’s proposal<sup>(10)</sup>, the Year will focus on:

- promoting increased and more effective investment in training and upskilling in order to make the most of the opportunities provided by the twin transition (digital and green) and to increase job resilience;
- strengthening skills relevance by promoting more and better cooperation among all labour market actors and different government departments;
- matching people’s aspirations and skills with labour market opportunities, in particular for women and young people not in education, employment or training (NEETs); and
- attracting people from third countries with the skills needed in the European Union, by facilitating the recognition of qualifications, which will support the  CWP initiative on recognition of qualifications of third country nationals.

In 2023, DG EMPL will support DG EAC in concluding the structured dialogue on digital education and skills with a presentation of the outcomes and an overview of the EU tools that can support Member States in addressing the identified challenges in reaching the


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<sup>(8)</sup> [European Skills Agenda](#)

<sup>(9)</sup> The relevant performance table for this specific objective can be found in the Annex (page 37).

<sup>(10)</sup> [COM\(2022\)526 final](#).

Commission targets by 2030. The conclusions will include (i) a proposal for a Council Recommendation on enabling factors for a successful digital education, (ii) a proposal for a Council Recommendation on improving the provision of digital skills in education and training, and (iii) a staff working document summarising the evidence underpinning both recommendations <sup>(11)</sup>. One of the outcomes will be the launch of a pilot project for a European Digital Skills Certificate to allow citizens to indicate their level of digital competences, corresponding to the Digital Competence Framework proficiency levels.

DG EMPL will cooperate with DG CNECT in establishing a  cybersecurity skills academy, which will pool together existing initiatives at European and national levels.

Furthermore, DG EMPL will:

- continue its cooperation with the JRC on the 'Jobs in the Future (FutureJobs)' initiative to deepen insights into the future of work and the socio-economic dimension of digital transformations (including platform work) and the labour market impacts of the automation of services and of algorithmic management <sup>(12)</sup>;
- cooperate with JRC in analytically assessing the synergies between the green and digital transitions, taking into account spatial and socio-economic dimensions such as gender, demographic change, urbanisation and income distribution; and
- contribute to the new research action 'ERA4FutureWork' to create a convening space for stakeholders to exchange on research and innovation gaps, priorities and funding opportunities for the future of work.

The EU-level communication campaign linked to the European Year of Skills will be key to raising awareness of the need to digitally upskill and reskill the population. In addition, a series of events will be organised to mark the Year.

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

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

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<sup>(11)</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>(12)</sup> Automation and robots in services: review of data and taxonomy.

### **Specific objective 3.1: Effective support to Member States in their structural reforms and investments in the context of the European Semester <sup>(13)</sup>**

The 2023 European Semester cycle will follow the same approach as in 2022 <sup>(14)</sup>, in anticipation of the economic governance review that might require substantial changes in the years to come. The Semester will continue to integrate the commitments made on employment, skills and social matters in the European Pillar of Social Rights action plan, in line with the Porto Declaration <sup>(15)</sup> and the Porto Social Commitment <sup>(16)</sup>. In particular, it will make extensive use of the revised Social Scoreboard to monitor challenges and divergences in Member States and will monitor progress on the EU headline and national targets on employment, skills and poverty reduction for 2030 <sup>(17)</sup>.

In this context, DG EMPL's priorities for 2023 are:

- fulfilling the obligations stemming from Article 148 of the Treaty on the Functioning of the EU (TFEU), notably on (i) preparing a proposal for Employment Guidelines and negotiating this with the Council, (ii) drafting a proposal for a Joint Employment Report and (iii) overseeing the multilateral surveillance process together with the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) and its committees;
- supporting the country peer reviews in the Employment Committee (EMCO) and the Social Protection Committee (SPC), and mutual learning programmes where good practices are exchanged among Member States;
- supporting the ad hoc joint working group of EMCO-SPC that was created to conduct further work on the Belgo-Spanish proposal for a Social Convergence Assessment Framework with a view of developing a social convergence assessment framework fully integrated in the European Semester process;
- contributing to the preparation of country reports and country-specific recommendations and their streamlining while strengthening their social dimension;
- contributing to the monitoring of the implementation of the social dimension of Member States' national recovery and resilience plans, including through the methodology on reporting on social expenditure and the recovery and resilience scoreboard;
- reinforcing the input on the fair dimension of the green and digital transitions, as well

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<sup>(13)</sup> The performance table for this specific objective can be found in the Annex (page 38).

<sup>(14)</sup> This is fully consistent with the implementation of the recovery and resilience plans and has been adapted to take account of the (i) economic, social and energy impact of the Russia's invasion of Ukraine and (ii) REPowerEU initiative.

<sup>(15)</sup> [The Porto Declaration](#).

<sup>(16)</sup> [The Porto Social Commitment](#).

<sup>(17)</sup> At least 78% of people aged 20 to 64 should be in employment. At least 60% of all adults should participate in training every year. The number of people at risk of poverty or social exclusion should be reduced by at least 15 million.

- as on the implementation of the REpowerEU plan, in light of the decision to fully incorporate their economic and social elements in the European Semester;
- contributing to the development of other key European Semester outputs including the Annual Sustainable Growth Strategy, the Alert Mechanism Report, the euro area recommendation and the ‘chapeau’ communication for the spring package;
  - monitoring the EU 2030 headline targets (and complementary goals) and the national targets in relevant European Semester outlets and continuing to provide guidance and coordination to Member States; and
  - contributing to the shaping of the debate on the future of the European Semester process, in view of possible adaptations beyond 2023, and to the review of the economic governance.

The 2023 Annual Review of Employment and Social Developments in Europe will focus on labour and skills shortages. The publication and dissemination of the report will contribute to evidence-based policymaking and will also provide analytical information for the European Year of Skills.

The 2023 report on Labour Market and Wage Developments in the EU and the Euro Area supports DG EMPL’s contribution to the annual European Semester process, in particular as regards the assessment of employment reforms in the Member States. The report contributes to monitoring the functioning of the European social market economy, in particular its capacity to deliver job creation and adequate wages.

DG EMPL will liaise 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 policymaking and policy monitoring, including within the European Semester. In particular, DG EMPL will actively contribute to shaping the European social surveys (e.g. the European Labour Force Survey and the Income and Living Condition Survey) and their multiannual modules.

As part of the Strategic Foresight Network, DG EMPL will ensure that the employment and social elements are fully integrated in the 2023 Strategic Foresight Report on Sustainability Towards 2050. The report will cover environmental, economic and social factors, and address their geopolitical and international dimensions.

DG EMPL is committed to ensuring ownership of Semester deliverables among national and EU-level stakeholders by maintaining current consultation and communication activities (e.g. discussions on the main deliverables in the European Parliament and organisation of regular meetings with social partners and civil society organisations) and strengthening these, when necessary, including via strong external communication (e.g. increased participation in workshops and events, more presence on social media, etc.).

## Specific objective 3.2: Stronger social dialogue <sup>(18)</sup>



DG EMPL's priorities in 2023 for a stronger social dialogue are the following:

- strengthening the involvement of social partners in EU policy and law-making through the two-stage social partner consultations based on Article 154 of the TFEU (Better Regulation Toolbox 10) and other forms of consultations such as meetings at a high political level, dedicated hearings at services level and consultations through the existing 44 cross-industry and sectoral social dialogue committees;
- (possibly) launching a two-stage social partner consultation in response to the European Parliament's own legislative initiative report 2019/2183 (INL) on the revision of the recast European Works Councils Directive 2009/38/EC, which is expected to be adopted in plenary in January 2023;
- supporting EU-level social dialogue at cross-industry and sector levels, 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; in this context, the Tripartite Social Summit will be organised twice in 2023; and
- preparing a Commission communication and a proposal for a Council Recommendation to support social dialogue at EU and national levels; the Communication will outline the main challenges in terms of social dialogue and collective bargaining and will propose a set of measures to strengthen European social dialogue; the proposal for a Council Recommendation will guide Member States on how to best promote social dialogue and strengthen collective bargaining.

Social dialogue is backed by the prerogatives budget lines, which provide funding (EUR 48.3 million in 2023) to support (i) negotiations, common projects, exchange of information and good practice between social partner organisations at EU and/or transnational level; (ii) capacity-building actions in favour of workers' and employers' organisations; (iii) analysis on industrial relations; and (iv) studies and evaluations. It is also supported by ESF+ as Member States can use this fund to strengthen capacity building of social partners.

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<sup>(18)</sup> The performance table for this specific objective can be found in the Annex (page 39).

## Specific objective 3.3: Decent and safe working conditions for all <sup>(19)</sup>



### A. Decent working conditions for all

In 2023, DG EMPL will actively support Member States with the transposition of Directive 2022/2041 on adequate minimum wages in the EU. In particular, it will set up an expert group to reach a common understanding with Member States on how to transpose the Directive's provisions into national law, in which social partners will participate. The ongoing pilot project on the 'Role of the minimum wage in establishing the Universal Labour Guarantee' by Eurofound will provide data and research evidence, which could feed into the monitoring process for the proposed Directive.

In 2023, DG EMPL will support the inter-institutional negotiations on the proposal for a Directive on improving working conditions in platform work with a view to reaching a political agreement. DG EMPL will also continue its monitoring and analysis of the digital labour platform economy landscape and contribute to discussions on ways to address the challenges of platform work, including in a global context.

As algorithmic management is increasingly used beyond the platform economy, the European Parliament and various stakeholders have called for better protection of workers in other economic sectors. To this end, DG EMPL has started an in-depth analysis of the use of algorithms and artificial intelligence in the broader labour market to identify a possible need for policy action. The results of a study exploring the context, challenges, opportunities and trends in algorithmic management in the workplace will be published by the end of 2023.

A package will be presented in relation to Directive 2003/88/EC on working time in the first quarter of 2023 (postponed from 2022). This will consist of an update of the 2017 Interpretative Communication and the reports on the implementation of the Directive, to be submitted every five years, as required by its Article 24. The package will provide an opportunity to examine the impact of recent judgments of the Court of Justice of the EU and the interplay of Working Time Regulation and new forms of work organisation. It will contribute to preventing enforcement problems and identify existing compliance issues on the basis of the implementation report.

<sup>(19)</sup> The performance table for this specific objective can be found in the Annex (page 40).

Within 3 months of the adoption of the European Parliament's own-initiative legislative report on the revision of Directive 2009/38 on European Works Councils (in early 2023), the Commission will adopt its response and indicate further action to be taken.

Checks on the transposition of Directive 2019/1152 on transparent and predictable working conditions into national law will continue in 2023, with follow-up contacts with the 19 Member States which have received letters of formal notice for non-notification or incomplete notification of transposing measures.

DG EMPL will continuously update information on national legislation and European and national jurisprudence on labour law through the reports of the European Labour Law Expert Network, the group of DG Industrial Relations and, with specific regard to the Directive 2003/88/EC on working time, through updates of the dedicated webpage and the specialist sub-group of DG Industrial Relations.

## **B. Safe working conditions for all**


As required by 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 launching a social partner consultation on reduced limit values for welding fumes, polycyclic aromatic hydrocarbons, cobalt, isoprene and 1,4-dioxane under the sixth amendment of Directive 2004/37/EC on the protection of workers from the risks related to exposure to carcinogens, mutagens or reprotoxic substances at work (the CMR Directive), followed by a potential impact assessment.

The Commission will put forward a proposal to lower the current limit values for lead (a major occupational reprotoxicant) under the CMR Directive and to set new limit values for diisocyanates (an occupational asthmogen) under Directive 98/24/EC on minimum requirements for the protection of workers from risks to their safety and health arising or likely to arise from the effects of chemical agents in the workplace or the use of chemical agents at work. It will also support the co-legislators' negotiations on the above proposal and on a proposal to amend Directive 2009/148/EC on the protection of workers from the risks related to exposure to asbestos (a major occupational carcinogen) at work.

Following the forthcoming finalisation of the related external study, 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, by the end of 2023.

An OSH Summit will be organised by the Commission in collaboration with the Swedish authorities on 15-16 May 2023 to take stock of progress made since the adoption of the new strategic framework. This will be an opportunity to discuss key priorities, including the zero vision, the mental health at work and the green transition.



The EU OSH has announced a non-legislative initiative on mental health at work and the OSH Summit will provide an opportunity to raise its political visibility. A summit declaration could contain the non-legislative initiative together with commitments by Member States and relevant stakeholders to continue their efforts to improve workers' mental health. A preparatory workshop will take place in February <sup>(20)</sup> to gather support and input from all relevant actors. This outcome could contribute to the new initiative on a  comprehensive approach to mental health, which was announced by the Commission's President in her State of the Union address under general objective 5 promoting our European way of life (DG SANTE is in the lead).

EU-OSHA will continue to contribute to the implementation of the EU OSH, mainly through (i) the launch of the 'EU-OSHA Healthy Workplaces Campaign' 2023-2025, (ii) an OSH overview on digitalisation initiatives, (iii) an OSH overview on psychosocial risks and mental health at work initiative and (iv) an OSH overview on the health-care sector initiative. EU-OSHA will also contribute to the organisation of the 2023 OSH Summit.

**Specific objective 3.4: Better functioning labour markets <sup>(21)</sup>**



In 2023, DG EMPL will contribute to the better functioning of labour markets with the aim of making them more dynamic, inclusive and resilient and supporting the recovery from the COVID-19 crisis.

DG EMPL will continue to monitor the implementation of the Council Recommendation on reinforcing the Youth Guarantee and the Council Recommendation on long-term unemployed, notably by continuing to collect data and carrying out thematic reviews and country examinations organised within the framework of multilateral surveillance in the Employment Committee.

It will also continue to facilitate the launch of the ALMA initiative in the Member States under the ESF+, including through the ESF Social Innovation+ initiative that aims to harness social innovation across the EU and which will be implemented under indirect management


<sup>(20)</sup> A first workshop took place in December 2022.

<sup>(21)</sup> The performance table for this specific objective can be found in the Annex (page 41).

by the Lithuanian ESF Agency. The initiative will facilitate the transfer and up-scaling of social innovation and set up a new European competence centre.

DG EMPL will support Member States in exchanging good practices, setting up mechanisms and finding project partners in other Member States to successfully implement ALMA.

The Commission will work on an initiative to follow-up on the 2022 evaluation of the quality framework for traineeships and in response to the European Parliament's Article 225 own-initiative report, which is expected to be adopted in the second quarter of 2023.

Through the CWP initiative  on reinforcing the quality framework for traineeships, DG EMPL aims to support better and more accessible traineeship schemes and help young people receive high quality learning content and adequate working conditions, including fair remuneration and adequate social protection. Depending on the legal instrument chosen, it will be necessary to consult the EU level social partners on the direction of the new initiative before its adoption. It might also be necessary to carry out further studies to underpin any action in this area.

In 2023, DG EMPL will continue to follow-up on the European Parliament's Resolution on the right to disconnect, subject to the ongoing negotiations of EU cross-industry social partners on telework and the right to disconnect.

Under their 2022-2024 work programme, EU cross-sectoral social partners have begun negotiations in order to review and update the 2002 Framework Agreement on Telework. DG EMPL will support the social partners during the negotiations, while respecting their autonomy. In parallel and based on the findings of an exploratory study, the Commission will continue to gather evidence on the context, evolution and potential implications of telework and the right to disconnect. In the event of a successful conclusion of social partners' negotiations and upon their request, the Commission will assess the legality of the agreement and the representativeness of the signatory parties, as well as the appropriateness of implementing the agreement in EU law, by looking at economic, social and political aspects, amongst other considerations.

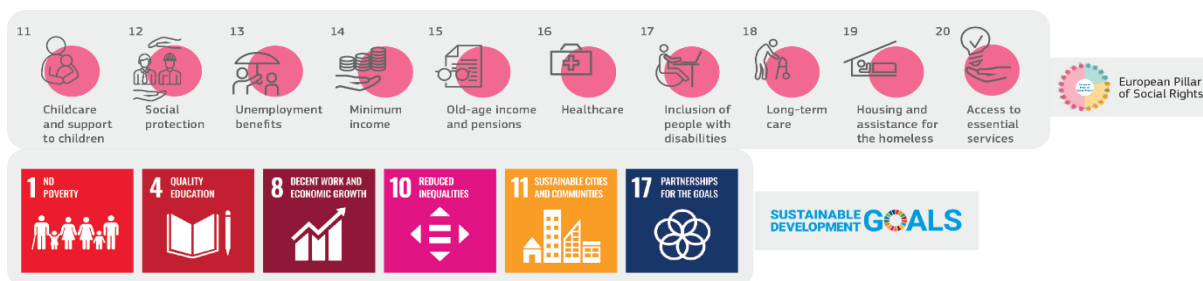
The Commission will continue to provide secretarial support to the Council's Employment Committee (EMCO), which will continue to play a central role in fostering and promoting effective active labour market policies through targeted thematic reviews and multilateral monitoring. Further efforts will be made to strengthen the analytical support for active labour market policies, given their central role in tackling the employment-related and social challenges. Special attention will continue to be given to vulnerable groups, especially to the long-term unemployed, who are expected to be particularly affected by the current energy crisis.

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

and support to the most vulnerable. This will be done through a range of mutual learning, mutual assistance and bench-learning activities in the context of the PES European Network.

The Network will also address the priorities set out in the amended Decision 573/2014/EU, which extends the Network's period of establishment until 31 December 2027. This includes contributing to the implementation of the principles of the European Pillar of Social Rights, the 2023 European Year of Skills, the European Green Deal, the Sustainable Development Goals, challenges related to the new world of work, prevention of unemployment, promotion of employability, and tackling skills and labour shortages.

### Specific objective 3.5: Greater social fairness and more effective social protection <sup>(22)</sup>



DG EMPL's priorities for 2023 include:

- publishing the report of the high-level group on the future of social protection and of the welfare state in the EU and supporting broad reflections on how to reinforce social protection systems in order to address the challenges of demographic change, digitalisation, the changing world of work and climate transition;
- supporting Member States in ensuring access to social protection for workers and the self-employed, building on the conclusions of the report on the implementation of the dedicated Council recommendation;
- supporting the adoption and implementation of the proposal for a Council Recommendation on adequate minimum income and continuing to support mutual learning of Member States in this area, particularly through the Minimum Income Network;
- rolling out supportive actions for the implementation of the Council Recommendation on access to affordable high-quality long-term care (development of monitoring framework, EU policy exchange in the framework of SPC and mutual learning involving the coordinators) and the European Care Strategy, some of which will also contribute to the European Year of Skills;
- organising a high-level conference on loneliness together with JRC to present the main findings of the pilot project and to guide further action with a focus on the relationship

<sup>(22)</sup> The performance table for this specific objective can be found in the Annex (page 41).

between loneliness and mental health, loneliness and care, and loneliness and social isolation;

- facilitating the roll-out of the European Child Guarantee, developing the monitoring framework, assisting Member States with the implementation of their national plans and supporting the coordinators network; and
- continuing to support the European platform on combating homelessness by promoting capacity and knowledge-building in regard to homelessness and housing exclusion, as well as by launching a call for proposals on ‘Social innovation practices to combat homelessness’.

The Commission will publish a report on access to essential services, including analysis and data, in particular in the area of energy poverty. It will further support Member States to make greater use of the distributional impact assessment, as underlined in the related Commission communication.

DG EMPL will continue to provide secretariat support to the SPC. It will support the SPC in coordination and mutual learning activities, in particular on updating the monitoring frameworks on access to social protection, minimum income, pension adequacy and childcare and support to the children, further developing the monitoring frameworks on long-term care and on the Child Guarantee. It will start preparing the Pension Adequacy Report, to be adopted in 2024.

As regards the EU Roma strategic framework <sup>(23)</sup>, DG EMPL will continue to support the implementation of (i) the ROMACT capacity building programme for Roma inclusion with a new ROMACT programme and (ii) the Basic Income Guarantee pilot project on e-pay cards.

DG EMPL will also support the integration and inclusion of migrants 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 new FAST-CARE measures. DG EMPL will support the implementation of the action plan on integration and inclusion, the planned Labour Migration Platform and the Skills and Talent package.

The Commission will continue supporting European networks active in the social inclusion area. The partnership will strengthen the capacity of these NGO networks and will play a key role in developing evidence-based and impactful policymaking.


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(23) Adopted under general objective 6 – A new push for European democracy.

## Specific objective 3.6: Enhanced labour mobility <sup>(24)</sup>



In 2023, DG EMPL will continue to support the Member States in the effective application and enforcement of legislation in the areas of free movement and posting of workers. It will also develop communication activities relating to the benefits of intra-EU labour mobility and its tools, including the publication of the annual report on intra-EU mobility.

As announced in the CWP, DG EMPL will present a  communication on the further digitalisation of social security coordination in connection with the ongoing work on ESSPASS to improve the interaction between mobile citizens and public authorities. This communication will notably address how digital tools can improve the mobility of citizens while reducing administrative burden and fostering the fight against fraud.

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. 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 2023.

DG EMPL has instruments to ensure the proper implementation/enforcement of the social security coordination rules via dedicated committees, expert networks etc.

As social security coordination rules have a direct impact on millions of citizens (250 million people have a European Health Insurance Card), DG EMPL has tools (studies, reports, seminars, FAQs, databases, websites, animation, videos, etc.) to ensure that the rules are adequately communicated to the public and the responsible authorities.

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 2023 and finalise a report on the application and implementation of Directive 2018/957, which is due for July. This report will be underpinned by an external study.

DG EMPL will also continue to work with the ELA to promote fair intra-EU labour mobility. A specific focus will be placed on (i) the posting of workers, (ii) promoting the European Employment Service (EURES) by contributing to a multiannual campaign, (iii) encouraging

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<sup>(24)</sup> The performance table for this specific objective can be found in the Annex (page 42).

further concerted and joint inspections, (iv) consolidating the work on tackling undeclared work and (v) making full use of its mediation role. DG EMPL and the ELA will further develop synergies between EURES and Europass, so that users can benefit from enhanced offers of tools to support their mobility.


DG EMPL will launch a study supporting the evaluation of the ELA, in line with Article 40 of Regulation (EU) 2019/1149. The evaluation will also be supported by a public consultation that will be launched in the second quarter. This will be accompanied by a Commission staff working document and report to the European Parliament and Council, which will be finalised by the end of the third quarter of 2024.

DG EMPL will continue to support actions on EURES cross-border partnerships as well as on enhancing administrative cooperation and access to information in the field of posting of workers. It will also continue working to tackle undeclared work through two open calls for proposals for action grants.

### **Specific objective 3.7: More jobs created and sustained in micro- and social enterprises (25)**



In 2023, DG EMPL will continue implementing the measures announced in the action plan for the social economy, including:

- launching a proposal for a  Council Recommendation on developing social economy framework conditions, which will help mobilise the social economy's full potential to create quality jobs and promote equal opportunities and access to the labour market;
- launching a new social economy 'Gateway', which will provide information on relevant EU funding, policies, networks/platforms and initiatives for social economy stakeholders, as well as facilitate access to capacity building initiatives and guidance (i.e. trainings, workshops, webinars, practical guides and tools);
- launching a youth entrepreneurship policy academy to improve prospects for young entrepreneurs, with a special focus on social entrepreneurs;
- organising workshops and capacity building activities for public officials in relation to various policy fields relevant to social economy;

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(25) The performance table for this specific objective can be found in the Annex (page 43).

- preparing a report on social impact measurement for social economy organisations, with the aim of reviewing existing practices and providing guidance and common principles that should underpin social impact measurement efforts;
- conducting a study on the trends, obstacles, and opportunities in sustainable finance for social impact; and
- continuing the awareness raising and communication activities to promote the social economy and its potential to create jobs and to address societal challenges; these will include launching and promoting the social economy gateway and continuing the ‘Social economy voices’ testimonial campaign.

European networks active in micro-finance and social enterprise finance will continue to use operating grants from the Employment and Social Innovation strand of ESF+ to raise awareness of available EU-level instruments and policy support.

DG EMPL will continue to work together with the InvestEU implementing partners on the implementation of the Social Investment and Skills Window of the InvestEU programme to mobilise private investments in the social and skills areas.

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

In 2023, DG EMPL will continue to contribute indirectly to the Commission’s objectives of further strengthening the EU’s role as a responsible global leader and supporting multilateralism and decent work worldwide.

**Decent work worldwide** continues to be a key priority for 2023 and will be strengthened by following up on the Communication on decent work worldwide. DG EMPL will continue to promote the decent work agenda in (i) the EU’s external action, (ii) multilateral forums 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) and engage in the negotiations for a new ILO Recommendation on quality apprenticeships.

A related key priority will be to contribute to the Commission’s **zero-tolerance policy on child labour and forced labour**. DG EMPL will therefore continue to promote the relevant ILO conventions in policy and human rights dialogues with third countries.

DG EMPL will also continue to promote **labour rights within the EU’s trade relations** in accordance with the Communication on the power of trade partnerships: together for green and just economic growth, and in view of the renewed generalised scheme of preferences, set to commence in 2024.

Following the withdrawal of the United Kingdom from the EU, DG EMPL will continue to **monitor the implementation and enforcement of Part II of the Withdrawal**

**Agreement on citizens' rights and of the EU-UK Trade and Cooperation Agreement.** For the latter, this mainly concerns the safeguarding of the level playing field. It will also contribute to the negotiations of the agreement on Gibraltar.

DG EMPL will continue to support the social and economic reforms in the **Western Balkans and Türkiye** through economic reform programmes and will continue to promote the application of the principles of the European Pillar of Social Rights. In the Western Balkans, key actions will include strengthening regional cooperation and continuing to lead on the implementation of the Youth Guarantee. DG EMPL will also contribute to the **accession process of Ukraine, Moldova and Georgia**.

As for the **Extended Neighbourhood and Central Asia**, DG EMPL will take further steps to foster decent work and better employability in the EU Eastern Partnership countries. DG EMPL will strengthen its engagement with Southern Neighbourhood partners in line with the new agenda for the Mediterranean and the 2022 Marrakech Ministerial Declaration of the Union for the Mediterranean Ministers in charge of Employment and Labour.

Engagement within international organisations as well as with bilateral partners on the **future of work and implementation of the UN Sustainable Development Goals** will remain a core priority for DG EMPL in 2023. DG EMPL will also continue to **implement the UN Convention on the Rights of Persons with Disabilities** and will coordinate the mainstreaming of disability-related measures in all relevant policies.

Finally, DG EMPL will continue to support the **ETF** in assisting countries around the EU to reform their education, training and labour market systems.

## 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>(26)</sup>



<sup>(26)</sup> The performance table for this specific objective can be found in the Annex (page 44).



Besides the initiative on European Year of Skills, which is presented under specific objective 2.1, DG EMPL will focus in 2023 on the implementation of the Council Recommendation on individual learning accounts. To this end, DG EMPL will launch a call under the 2023 Erasmus+ annual work programme to fund transnational projects on the development of national registries of quality-assured and training opportunities relevant to the labour market. These are a major component of individual learning accounts schemes <sup>(27)</sup>.

DG EMPL will bring forward the Pact for Skills initiative by completing the last large-scale partnership on energy intensive industries (the 15<sup>th</sup>) with companies and other institutions and pursuing work with the regional and local level actors (e.g. SMEs, local business associations, municipalities, local training providers etc). This initiative is intended to prompt all stakeholders to upskill and reskill people of working age and help achieve the EU headline target on adult participation in training.

DG EMPL will also take the following actions:

- release a new major version of the European classification of Skills, Competences and Occupations (ESCO), which will focus on the effects of the green and digital transitions in terms of emerging occupations and skills;
- launch a new tool to provide information on skills intelligence around Europe, as required by Article 3(2)(f) of the Europass Decision, through which users will be able to learn about the skills and occupations most in demand in different European countries;
- support the implementation of the Council Recommendation on a European approach to micro-credentials for lifelong learning and employability through a call for proposals under the 2023 Erasmus+ annual work programme to fund transnational projects on innovative approaches to micro-credentials for a more inclusive labour market, for the green transition, or for their portability (which is managed by the European Education and Culture Executive Agency (EACEA) on behalf of DG EMPL); and
- together with DG EAC, cooperate with the OECD to get more clarity on possible implementation of micro-credentials; moreover, Cedefop will publish a study on the role of micro-credentials in facilitating learning for employment and will organise a conference to disseminate the knowledge among relevant stakeholders.

An evaluation of the implementation and impact of the Europass Decision will be concluded by May 2023, with a view to determining the impact made by Europass in the European labour market.

The promotion of Europass and the communication of relevant information to its end-users and stakeholders at national level (jobseekers, workers, learners, volunteers, employers, education-training providers, PES, etc) will be supported by the National Europass Centres. These operate under an EU grant for 2021-2023 that is managed by the EACEA.

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<sup>(27)</sup> The call also includes a lot on micro-credentials, presented below.


The evaluation of the Upskilling Pathways Recommendation will be concluded in the first quarter of 2023 and the outcome will be taken into account in policy initiatives integrated under the European Year of Skills. The evaluation will examine the effectiveness, efficiency and relevance of the recommendation in supporting the upskilling of low-skilled adults.

Work will continue on the evaluation of the European Qualifications Framework (EQF), which covers the 27 Member States and 11 non-EU countries participating in the EQF process over the period 2017-2020. The evaluation will be finalised by early 2024.

## **Specific objective 5.2: Vocational education and training effectively addresses the labour market needs and prepares people for the green and digital transition <sup>(28)</sup>**



The Commission will continue to implement EU actions to support the national reforms in vocational education and training (VET), as set out in the 2020 Council Recommendation on VET for sustainable competitiveness, social fairness and resilience. In 2023, Cedefop and ETF will carry out annual monitoring of national reforms on the basis of the national implementation plans submitted in 2022.

To facilitate the achievement of the VET mobility target <sup>(29)</sup> and support the Member States in implementing the European Framework for Quality and Effective Apprenticeships, DG EMPL will contribute to the work for a  Council Recommendation on updating learning mobility framework (DG EAC in lead).

DG EMPL will also continue to support national authorities and relevant stakeholders in modernising VET systems by organising peer-learning activities on (i) quality assurance (EQAVET) and providing support for EQAVET peer reviews, and (ii) graduate tracking in VET, and by exchanges in the European Education Area Working Group on VET and the Green Transition. DG EMPL will continue to support the digitalisation of VET, including by promoting the use of the SELFIE for work-based learning tool <sup>(30)</sup>.

<sup>(28)</sup> The performance table for this specific objective can be found in the Annex (page 45).

<sup>(29)</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>(30)</sup> [SELFIE for work-based learning tool](#).

The EACEA will manage new calls for proposals under the 2023 Erasmus+ annual work programme on behalf of DG EMPL. These include calls for projects on partnerships and networks of VET providers aiming to make VET more attractive and to support the establishment of 13 additional projects on collaborative transnational networks of Centres of Vocational Excellence.

Cooperation with stakeholders will continue within the European Alliance for Apprenticeships (EAfA), including through a new apprenticeship support service contract. Knowledge-sharing and networking activities will be organised to support the Member States in the implementation of the European Framework for Quality and Effective Apprenticeships (EFQEA). To support these objectives, several webinars and events will be organised as part of the European Year of Skills. This will include a high-level event to celebrate EAfA's 10<sup>th</sup> and EFQEA's 5<sup>th</sup> anniversaries.


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

DG EMPL will contribute to this Commission general objective through a **linked specific objective** and **communication actions on the rights of persons with disabilities**.

### Specific objective 6.1: Equality <sup>(31)</sup>



DG EMPL will continue to implement the strategy for the rights of persons with disabilities for 2021-2030. In particular, DG EMPL will take the following actions:

- propose a legislative act on the  European Disability Card, supported by an impact assessment, with a view to be recognised in all Member States;
- issue guidance to Member States recommending improvements on independent living and inclusion in the community;
- work on the European resource centre AccessibleEU to make accessibility policies more consistent and facilitate access to relevant knowledge;

<sup>(31)</sup> The performance table for this specific objective can be found in the Annex (page 46).

- prepare (in cooperation with the EU-OSHA) the relevant deliverables of the Disability Employment Package to improve labour market outcomes for persons with disabilities <sup>(32)</sup>;
- organise meetings of the Disability Platform and continue to work with the sub-groups on the employment package, AccessibleEU and the disability card;
- continue to monitor the proper transposition into national law of the European Accessibility Act by the transposition deadline of 28 June 2022;
- follow-up on strengthening PES support to persons with disabilities, including a review of lessons learned and progress made since the publication in 2022 of the PES Network toolkit;
- actively participate in the annual Conference of State Parties to the UN Convention on the Rights of Persons with Disabilities; and
- support civil society organisations, including EU level disability organisations.

DG EMPL will also continue to mainstream equality in its activities and actions and contribute to the implementation of the Union of Equality strategies.

In order to implement the principle of equal treatment in the Member States, DG EMPL will continue to monitor the implementation of Council Directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation.

DG EMPL will also continue working with DG Justice 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.

DG EMPL will continue to contribute to the implementation and monitoring of the gender equality strategy with a focus on the employment and social affairs strand, including through ESF+ funding.

In terms of external communication, DG EMPL will pursue the awareness-raising campaign on the implementation of the strategy for the rights of persons with disabilities and organise the 14<sup>th</sup> edition of the Access City Award and the annual European Day of Persons with Disabilities Conference.

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<sup>(32)</sup> [Disability Employment package to improve labour market outcomes for persons with disabilities](#).

## PART 2. Modernising the administration: main outputs for 2023

In addition to the six general objectives to which DG EMPL will contribute in 2023 (as presented in Part 1), DG EMPL aims to adapt its internal procedures and processes to support the Commission in becoming **a more modern, high-performing and sustainable institution**. This is the seventh general objective of the von der Leyen Commission.

The main activities that DG EMPL planned for 2023 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>(33)</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 will be subject to a specific annual assessment covering all internal control principles.

### A. Human resource management<sup>(34)</sup>



In 2023, DG EMPL will continue delivering on high-priority files against the backdrop of significant constraints on human resources. In this context, the careful **screening of all vacant posts**, followed by redeployment, where appropriate, will continue throughout the year in order to ensure effective resource allocation.

In the context of a persistently high workload and adapting to the 'new normal' hybrid working environment, **safeguarding the health and well-being of staff** remains of utmost importance.

Following a thorough analysis of the **2021 staff survey's results**, a follow-up action plan was developed and its implementation started in 2022. The implementation of these actions related to the organisation, work environment, career development, management and working methods will continue during 2023, 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.

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<sup>(33)</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#).

<sup>(34)</sup> The performance table can be found in the Annex (page 47).

Measures to this end will be supported by **internal communication actions**, including the continuation of staff forums held after meetings of the Employment, Social Policy, Health and Consumer Affairs Council to debrief staff on the main political conclusions.

To ensure a competent and engaged workforce, the provision of a rich **internal learning offer** with training and information sessions will continue throughout 2023. This will include the European Semester training series and new modular newcomers' sessions. These will be complemented by a series of organisational development-type events (e.g. team events) to further boost staff engagement.

Besides the continuation of the systematic publication of vacant posts on the intranet and the provision of personalised advice on job opportunities within the DG upon the request of individual staff, further measures will be developed to facilitate **internal mobility**.

DG EMPL has already achieved its targets on the **first female appointments to middle management positions** and is well above the Commission average for female representation in middle and senior management, thus significantly contributing to the achievement of the Commission's overall gender equality targets. DG EMPL will continue to identify women with management potential and encourage them to develop their management skills. Female deputies to directors will continue to be encouraged to take part in centrally organised development training.

In line with the Commission's new Human Resources strategy <sup>(35)</sup>, 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** and by making its **premises more accessible**.

## B. Sound financial management <sup>(36)</sup>



DG EMPL aims to maintain its high level of **budget execution** in 2023, which should remain above 95% of payment appropriations and will focus the majority of resources on three programming periods, namely: (i) closure of remaining 2007-2013 ESF programmes, (ii) speeding up the absorption of the remaining 2014-2020 allocation for ESF, YEI and FEAD, and (iii) implementing the 2021-2027 ESF+ programmes and EGF cases.

For the shared management programmes, through the **single audit approach**, the Joint Audit Directorate for Cohesion (DAC) of DG EMPL and DG Regional and Urban Policy (DG REGIO) will seek to rely on the audit work and opinions reported by the audit authorities of the Member States, following careful assessment and reviews in order to obtain the

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<sup>(35)</sup> [A new Human Resources strategy for the Commission](#).

<sup>(36)</sup> The performance table can be found in the Annex (page 47).

discharge by the European Parliament. These will be complemented by the DAC's risk-based audits. The assessment of all available audit results will lead to an independent annual audit opinion by DG EMPL for each programme. This will form the basis for management opinions by the Authorising Officers by Sub-Delegation. Furthermore, extended deskwork and risk-based audits on the spot, combined with close cooperation and exchanges on audit methodology, audit tools and legal interpretation, will continue to improve the capacity of the national and regional audit authorities. Where the annual risk at payment (the residual total error rate) of a programme is not yet below 2%, the financial control and corrective capacities will aim to bring programme residual error rates systematically down to 2% or less at programme closure.

For the 2021-2027 period, the DAC will carry out a number of preventive system audits to verify that new systems and authorities work effectively. The DAC will also further digitalise audits and make use of the available data in different IT tools (IMS, ARACHNE, COMPASS, Kohesio) in order 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 retention rate on the reimbursement of interim payments until the accounts are accepted. DG EMPL will also undertake several actions to improve the effectiveness of management and control systems through support to managing and audit authorities to further develop their administrative capacities 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, 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.

Despite the increase in the diversity of its portfolio of activities, DG EMPL aims to keep its **cost of control** under 0.2% of the funds it manages.

### C. Fraud risk management <sup>(37)</sup>



The risk of fraud is minimized through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy (CAFS) aimed at the prevention, detection and correction of fraud.

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<sup>(37)</sup> The performance table can be found in the Annex (page 48).

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 2020-2023 action plan of the **anti-fraud strategy for direct management** that was adopted in January 2020.

The following actions will be put in place or continued in 2023:

- 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 38);
- 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 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 conflicts of interests, including by promoting DG EMPL's data-mining/data-enrichment system ARACHNE, which is provided to the Member States free of charge; the ARACHNE charter will be updated in 2023 to allow the collection of data on beneficial owners (JAFS Action 2 and CAFS Action 4) and take account of the enlarged use of the data mining tool by various DGs beyond Cohesion policy;
- 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 37); and
- **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 37).

The JAFS will be aligned and updated as soon as the new action plan of the CAFS is adopted in 2023.

## D. Digital transformation and information management <sup>(38)</sup>

### 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. It will particularly (i) actively engage in fostering digital

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<sup>(38)</sup> The performance table can be found in the Annex (page 48).



culture amongst staff, (ii) intervene in policy-design phases to cover the digital angle, and (iii) identify opportunities to improve existing business processes that rely mainly on paper-based manual workflows, while also streamlining its IT portfolio and increasing its cybersecurity posture. It is worth mentioning the following planned activities, per strategic objective of the new digital strategy:

- **Strategic objective 1 – Foster Digital Skills:** increase the awareness of DG EMPL’s staff on cybersecurity info sessions and on data-related ones organised by central services.
- **Strategic objective 2 – Enable digital-ready policymaking:** the digitalisation in the social security coordination field is part of the broader objective to support digital transformation in the EU. Building on the results of the European Social Security Pass (ESSPASS) pilot project, the Commission will organise the conference on ‘Digitalisation in social security coordination and labour cards’ and present the Communication on the further digitalisation of social security coordination in the third quarter.
- **Strategic objective 3 – Empower business-driven digital transformation:** further synergies will be put in place in 2023 between Europass and the EURES portals to enhance the user experience and rationalise the services oriented towards workers on the EU labour market.
- **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 2023. 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 solution (management of external audit procedures). DG EMPL will also continue to promote the ARACHNE solution (risk-scoring of beneficiaries) to become the corporate risk-scoring solution of the Commission, in line with the future update of the Financial Regulation. Finally, DG EMPL will consider the cloud offering of DG Informatics (DIGIT) for some of its flagship systems (e.g. EESSI) in order to get the most out of potential economies of scale.

### **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 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 required in each system. 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 risks compliance**, through the declaration of all DG EMPL's IT systems in GRC (corporate methodology for cybersecurity governance and risk compliance) in 2023. Last but not least, 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 EMPL, DG HR and DIGIT).

### **Data, information and knowledge management**

In order to prepare for the future intranet and the migration of collaborative sites, DG EMPL will undertake the following actions:

#### **Future intranet:**

- agree via a DG EMPL-wide consultation and a dedicated DG EMPL team on the format and sections of DG EMPL's future 'hub' as part of the new corporate intranet; and
- finalise the design of DG EMPL's 'hub' in close collaboration with DG HR and DIGIT.

#### **Knowledge management:**

- implement the recommendations of DG EMPL's internal working group on information and knowledge management;
- encourage DG EMPL staff to migrate to WELCOME and use all M365 tools (particularly TEAMS) in order to enhance collaboration and information-sharing; and
- create a new, cross-DG knowledge-management team responsible for providing guidance and support for the migration of information from MyEMPLnet to the new intranet hub.

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;
- manage the first review of Nomcom electronic files with an expired administrative retention period (until 2021) and treatment of related paper files in DG EMPL's intermediate official paper archives, using the Hermes Preservation System and applying the new provisions provided for by the Common Commission Retention List (after the adoption of the revised version);
- ensure the follow-up of units' old paper archives that have still not been treated, eliminated or transferred to the historical archives;
- deal with the central official DG EMPL archives (e.g. chronological series and ESF official archives) in order to reduce 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);
- assist DG EMPL units in the registration in Ares of documents collected on collaborative sites given the introduction of the single integrated framework for collaboration; and
- enhance the use by DG EMPL staff of the new e-learning course on document management and edomec rules.

## Data protection

Data protection is a continuous effort. The accountability principle calls for a higher degree of ownership by management and a more intense commitment by all Commission staff to 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 DG EMPL staff on data protection. Support and guidance to DAC staff is coordinated with the DPC of DG REGIO as set out in the memorandum of understanding between the two DGs. DG EMPL DPC is planning **awareness-raising exercises** in 2023 such as intranet articles and training sessions specifically designed for DG EMPL staff. They will also be encouraged to follow **specialised training courses** given by the European Data Protection Supervisor and Data Protection Officer on agreements with external processors, data breaches, replying to requests from data subjects and international transfers.

A **record-keeping system** has been put in place to ensure the timely follow-up of data subjects' requests. The Data Protection Management System is regularly checked to ensure compliance with the annual review of record-keeping.

DG EMPL DPC will also provide support and guidance to the work and activities relating to the 2023 European Year of Skills in order to ensure that personal data is protected in accordance with the requirements of Regulation (EU) 2018/1725.

## E. Sound environmental management <sup>(39)</sup>



DG EMPL is continuously striving to minimise its environmental and carbon footprint, in line with the Commission's internal recommendations.

DG EMPL has succeeded in reducing the number of official trips by 90% (compared with pre-COVID levels) and will continue to encourage non-

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<sup>(39)</sup> The performance table can be found in the Annex (page 49).

essential staff to refrain from business travel as much as possible (e.g. by using hybrid or online meetings instead).

DG EMPL has also reduced its waste production by 65% overall (above, the Commission average of 40%) and will continue to work on this in 2023.

In the context of the ongoing energy crisis, DG EMPL will also focus in 2023 on reducing electricity and water consumption in its buildings.

Other key priorities for 2023 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; and
- awareness-raising campaigns and promotion of the Commission guidelines on sustainable meetings.

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






Following extensive consultation of DG EMPL staff as well as presentations on best practices by other Commission DGs, DG EMPL’s internal working group on **information and knowledge management** has proposed a set of recommendations to improve (i) how knowledge is managed and information is shared internally, and (ii) the way briefings are prepared and validated in DG EMPL.


Following their endorsement by DG EMPL’s senior management in autumn 2022, the below recommendations will be delivered through a set of targeted measures and implemented in 2023:


- create a culture of information-sharing and streamlined knowledge management, in order to make the most of digitalisation;
- increase awareness of who does what in DG EMPL;
- streamline how knowledge and information is distributed and stored in DG EMPL;
- introduce solutions to accelerate the submission (i.e. preparation and validation) of briefings; and
- coordinate work in order to improve the quality of briefings.

## ANNEX: Performance tables

### Indicators supporting Part 1 of the 2023 Management Plan <sup>(40)</sup>

General objective 2: A Europe fit for the digital age		
Specific objective 2.1: A digitally skilled workforce		
<i>Related to spending programmes: ESF, ESF+, Next Generation EU (RRF and REACT-EU), Erasmus+ and InvestEU</i>		
Main outputs in 2023:		
New policy initiatives		
Output	Indicator	Target
 (Contribution to the) Cybersecurity skills academy	Completion	Q3
 (Contribution to the) Initiative on recognition of qualifications of third country nationals	Completion	Q3
(Contribution to the) Proposal for a Council Recommendation on improving the provision of digital skills in education and training and the associated staff working document	Adoption by the Commission	Q2
External communication actions		
Output	Indicator	Target
 European Year of Skills	Organisation of the festival	Q2
	Number of participants in the festival (online and in-person)	1 000
	Organisation of the event 'Making skills count'	Q2
	Number of participants in the event 'Making skills count' (online and in-person)	500
	Organisation of a high-level event	Q3
	Number of participants in the high-level event (online and in-person)	1 000

<sup>(40)</sup> As in the narratives, the icon  is used in this annex to indicate initiatives from the 2023 Commission work programme.

Other important outputs		
Output	Indicator	Target
 European Year of Skills	Launch	Q2
	Launch of Eurobarometer on skills	Q1
	Presentation given at ESF+ Committee or Technical Working Group	Q2

### General objective 3: An economy that works for 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 2023 <sup>(41)</sup>:**

##### **New policy initiatives**

Output	Indicator	Target
Employment guidelines	Adoption by the Council	Q4

##### **Initiatives linked to regulatory simplification and burden reduction**

Output	Indicator	Target
Delegated act rolling over the EU simplified cost options for ESF+ to the 2021-2027 period	Adoption by the Commission	Q1

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

Output	Indicator	Target
Preliminary evaluation of ESF and FEAD support under CRII and CRII+	Publication of evaluation report	Q2
Mid-term evaluation of the ESF+ shared management strand	Launch of supporting study	Q2
2024 Evaluation of EU Agencies EUROFOUND, CEDEFOP, ETF and EU-OSHA	Completion of supporting study	Q4
<i>Ex post</i> evaluation of FEAD	Launch of supporting study	Q2

##### **Public consultations**

Output	Indicator	Target
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<sup>(41)</sup> Including horizontal outputs related to funds, agencies and major communication campaigns.

Output	Indicator	Target
Public consultation supporting the 2014-2020 <i>ex post</i> evaluation of ESF and the Youth Employment Initiative	Launch	Q4
Public consultation supporting the 2024 evaluation of EU Agencies EUROFOUND, CEDEFOP, ETF and EU-OSHA	Launch	Q1
<b>External communication actions</b>		
Output	Indicator	Target
European Employment and Social Rights Forum 2023	Number of registrations	1 500
	Number of participants (online and in-person)	1 000
	Number of people reached with the promotion campaign	3 000 000
	Number of clicks on the promotion materials	150 000
	Attendees' satisfaction rate (overall usefulness of the event)	75%
Multiannual campaign on the European Pillar of Social Rights action plan <sup>(42)</sup>	Annual reach on social media	7 000 000
	Annual reach on media partnerships including TV	95 000 000
	Annual number of clicks on promotion materials	750 000
<b>Other important outputs</b>		
Output	Indicator	Target
Joint Employment Report	Adoption by the Council	Q1
Report on Labour Market and Wage Developments in Europe	Publication	Q3
Report on Employment and Social Developments in Europe	Publication	Q2

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<sup>(42)</sup> Total deduplicated campaign reach by 2024: 190 000 000 (60% of target audience).  
Campaign knowledge rate (% of target audience who knows the EU is taking social action) by 2024: 90%.  
Campaign recall rate by 2024: 60%.  
Campaign relevance rate by 2024: 75%.

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

### Specific objective 3.2: Stronger social dialogue

Related to spending programmes:

Prerogatives and ESF+

#### Main outputs in 2023:

##### New policy initiatives

Output	Indicator	Target
Commission Communication on social dialogue	Publication	Q1
Proposal for a Council Recommendation on social dialogue at national level	Publication	Q1

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

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

Related to spending programmes:

ESF and ESF+

#### Main outputs in 2023:

##### Public consultations

Output	Indicator	Target
Social partners consultation on the sixth amendment of the Carcinogens, Mutagens and Reprotoxic Substances Directive (adoption planned in 2024)	Completion	Q3

##### Enforcement actions

Output	Indicator	Target
Promote effective and equivalent enforcement of EU OSH directives	Senior labour inspectors' committee plenaries and thematic days	2
Monitor EU OSH directives	Conformity checks of amendments of the Biological Agents Directive	Q4
Package on the Working Time Directive (update of the Interpretative communication and implementation report)	Adoption by the Commission	Q1 <sup>(43)</sup>

<sup>(43)</sup> Postponed from 2022.



### External communication actions

Output	Indicator	Target
OSH Summit	Organisation	Q2
	Number of in-person attendees	300

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


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

*Related to spending programmes:*


*ESF, YEI, ESF+ and EGF*

### Main outputs in 2023:

#### New policy initiatives

Output	Indicator	Target
 Initiative on a reinforced quality framework for traineeships	Completion, if non-legislative	Q2
	Completion, if legislative	Q4

#### Public consultations

Output	Indicator	Target
 Two-stage consultation of social partners on the initiative on a reinforced quality framework for traineeships <sup>(44)</sup>	Completion	Q3

#### Other important outputs

Output	Indicator	Target
Study exploring the context, challenges, opportunities and trends in algorithmic management in the workplace	Completion	Q4
Study exploring the context, challenges and possible solutions in relation to quality of traineeships in the EU	Draft report	Q2

<sup>(44)</sup> Only in case of a legislative initiative.

## General objective 3: An economy that works for 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 2023:

##### External communication actions

Output	Indicator	Target
Launch event for the final report of the high-level group on the future of social protection and the welfare state in the EU	Number of participants (online and in-person)	200
High-level conference on loneliness	Number of participants (online and in-person)	150

##### Other important outputs

Output	Indicator	Target
Final report of the high-level group on the future of social protection and the welfare state in the EU	Publication	Q1
European Child Guarantee – support Member States in its implementation	Meetings of the national coordinators	4
Call for proposals for 'social innovation practices to combat homelessness'	Publication	Q4

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


### Specific objective 3.6: Enhanced labour mobility

Related to spending programmes:

ESF and ESF+

#### Main outputs in 2023:

##### New policy initiatives

Output	Indicator	Target
 Communication on digitalisation of social coordination	Adoption by the Commission	Q3

<b>Evaluations and fitness checks</b>		
Output	Indicator	Target
Study supporting the evaluation of the ELA	Launch	Q1
<b>Public consultations</b>		
Output	Indicator	Target
Public consultation supporting the evaluation of the ELA	Launch	Q2
<b>External communication actions</b>		
Output	Indicator	Target
Conference on 'digitalisation in social security coordination (ESSPASS) and labour cards'	Number of participants (online and in-person)	150
<b>Other important outputs</b>		
Output	Indicator	Target
Implementation of EESSI by all 32 participating countries	All 32 participating countries fully in production	Q4
Study supporting the monitoring of the Posting of Workers Directive 2018/957/EU and the Enforcement Directive 2014/67/EU	Completion	Q2


### **General objective 3: An economy that works for 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 2023:**

##### **New policy initiatives**

Output	Indicator	Target
 Proposal for a Council Recommendation on developing social economy framework conditions	Adoption by the Commission	Q2
<b>External communication actions</b>		
Output	Indicator	Target
Information provided to social economy stakeholders on EU funding and policies through a new social economy gateway	Number of visitors	100 000

Output	Indicator	Target
'Social economy voices' testimonial campaign on social media (part II)	Reach on social media	100 000
<b>Other important outputs</b>		
Output	Indicator	Target
Capacity-building for public officials through webinars and workshops	Number of public officials trained	100
Study on the trends, obstacles and opportunities in sustainable finance for social impact	Completion	Q4
Report on social impact measurement	Completion of preparatory work, including consultation of stakeholders	Q4
Youth entrepreneurship policy academy to improve prospects for young entrepreneurs, with special focus on social entrepreneurs	Launch	Q1

## 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 2023:**

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

Output	Indicator	Target
Study supporting the evaluation of Europass	Completion	Q2
Evaluation of the implementation and impact of the Europass Decision	Publication	Q2
Evaluation of the Upskilling Pathways Recommendation	Publication	Q1

##### **Other important outputs**

Output	Indicator	Target
Last large-scale partnership under Pact for Skills on energy intensive industries	Launch	Q1


## 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 2023:

##### New policy initiatives

Output	Indicator	Target
 (Contribution to the) Proposal for a Council Recommendation on an updated learning mobility framework	Adoption by the Commission	Q3

##### External communication actions

Output	Indicator	Target
High-level event to celebrate EAFa's 10 <sup>th</sup> and EFQEA's 5 <sup>th</sup> anniversaries	Number of attendees (online and in-person)	450
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	620
	Number of website visits (yearly)	10 000
	Number of social media impressions	1 000

##### Other important outputs

Output	Indicator	Target
Centres of vocational excellence	Number of new projects approved under the 2022 Erasmus+ call	12


## 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 2023:


##### New policy initiatives

Output	Indicator	Target
 European Disability Card	Adoption by the Commission	Q4

##### Evaluations and fitness checks

Output	Indicator	Target
 Impact assessment supporting the European Disability Card	Publication	Q4

##### Public consultations

Output	Indicator	Target
 Public consultation supporting the European Disability Card	Launch	Q1

##### External communication actions

Output	Indicator	Target
Communication campaign on the strategy for the rights of persons with disabilities	Social media impressions	40 000 000
	Website visits	350 000
Access City Award	Number of participating cities	> 40
European Day of Persons with Disabilities Conference	Number of participants	> 400

##### Other important outputs

Output	Indicator	Target
European Resource Centre AccessibleEU	Launch	Q1
Guidance on independent living	Publication	Q4
Outcomes of the Disability Employment Package		
a) catalogue of positive actions;	Publication	Q1
b) guidelines for reasonable accommodation at work; and	Publication	Q3
c) manual for managing chronic diseases and preventing the risk of acquiring disabilities.	Publication	Q4

## Indicators supporting Part 2 of the 2023 Management Plan

**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 2023:

Output	Indicator	Target
Female talent development	Number of individual coaching packages offered	At least three
Learning and development	Number of internal training and info sessions	At least 30
Internal communication	Number of staff forums	At least five
Well-being	Number of actions related to the improvement of staff well-being	At least three

**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 2023:

Output	Indicator	Target
Effective controls: legal and regular transactions	Risk at payment	Becomes <2% of relevant expenditure
	Estimated risk at closure	Remains <2% of relevant expenditure
Effective controls: safeguarded assets <sup>(45)</sup>	Absolute return of the portfolio	Benchmark
Efficient controls	Budget execution	Remains >95% of payment appropriations
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%

<sup>(45)</sup> The comparison between absolute return (the return that an asset generates over a specified period) and relative return (the return an asset generates over a period of time compared with a benchmark - a standard against which the performance of an investment manager can be measured) reflects the overperformance or the underperformance of an asset compared with its benchmark. In the case of EaSI, assets are pooled together in a portfolio managed by the EIF on behalf of the EU.

**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>(46)</sup> aimed at the prevention, detection and correction <sup>(47)</sup> of fraud.

**Main outputs in 2023:**

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 particular in the framework of the Fraud Prevention and Detection Network (FPDNET) and its sub-groups.	Number of meetings per year	At least five meetings

**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 2023:**

Output	Indicator	Target
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	50%

<sup>(46)</sup> Commission communication on 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>(47)</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.



Output	Indicator	Target
Strengthening the cybersecurity posture of DG EMPL's digital solutions	% of digital solutions owned by DG EMPL covered by an updated security plan (less than two years), declared in GRC (corporate methodology for cybersecurity governance and risk compliance)	100%
Foster the reuse of components in DG EMPL's digital solutions	% of digital solutions owned by DG EMPL that reuse at least one component from the reusable solutions platform, being different from the EU-Login one (e.g. reuse of Corporate Compass, e-User Interface, European Blockchain Services Infrastructure etc.)	80%
Implementation of the recommendations of DG EMPL's working group on information and knowledge management, internal communication and briefings	Number of targeted measures implemented	22 (out of a total of 27 measures)
Upgrade to the WELCOME IT environment	% of DG EMPL staff using WELCOME	60%
Applying first review action to NomCom electronic files with Administrative Retention Period expired (until 2021)	% of files treated, including paper component	90% of files with Administrative Retention Period expired until 2021
Filing DG EMPL's registered documents	% of filed documents since the beginning of Ares	99.95%
Treating the remaining units' old paper archives (around 800 linear metres)	% of linear metres treated	85% of total remaining linear metres (680 metres)
Staff trained and informed on rules and regulations relating to personal data protection in the Commission	% of DG EMPL staff	90% (100% of all staff to be trained/informed on personal data protection by 2024)

**Objective:** DG EMPL takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

**Main outputs in 2023:**

**I. More efficient use of resources (energy, water, paper):**

Output	Indicator	Target (2019 as baseline, as appropriate)

Output	Indicator	Target (2019 as baseline, as appropriate)
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	10% of offices

## II. Reducing CO<sub>2</sub>, equivalent CO<sub>2</sub> and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)																		
Priority action to support the Greening the Commission Communication and action plan																				
Analysis of DG EMPL's official travel trends/patterns, optimisation and gradual reduction of CO <sub>2</sub> 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	Reduction of 5% by transport mean, compared to the third quarter of 2022																		
		<table border="1"> <thead> <tr> <th>Year</th> <th>Transport</th> <th>Nmbr of missions</th> <th>%</th> </tr> </thead> <tbody> <tr> <td rowspan="3">2022 (3Q)</td> <td>Plane</td> <td>326</td> <td>61%</td> </tr> <tr> <td>Train</td> <td>144</td> <td>27%</td> </tr> <tr> <td>Others</td> <td>62</td> <td>12%</td> </tr> <tr> <td></td> <td>tot</td> <td>532</td> <td></td> </tr> </tbody> </table>	Year	Transport	Nmbr of missions	%	2022 (3Q)	Plane	326	61%	Train	144	27%	Others	62	12%		tot	532	
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2022 (3Q)	Plane	326	61%																	
	Train	144	27%																	
	Others	62	12%																	
	tot	532																		

## III. Reducing and management of waste

Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
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 on waste sorting schemes	All staff

## IV. Promoting green public procurement (GPP)

Output	Indicator	Target (2019 as baseline)
Staff awareness actions on the promotion of 'green items' in the Commission's office supplies catalogue	Information to DG EMPL units	All units