



Management plan 2022

DG Employment, Social Affairs and Inclusion

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INTRODUCTION

The Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) pursues policy and legislative and financial initiatives designed to build a highly competitive social market economy in the European Union. The **European Pillar of Social Rights** ⁽¹⁾ 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

The 2022 Management Plan is the third in a series of five plans reflecting the ambitions set in the 2020-2024 Strategic Plan ⁽²⁾. It presents DG EMPL's **key outputs and activities** for the year and explains how these outputs will contribute to the attainment of its specific objectives and, consequently, to the achievement of Commission's general objectives derived from the political agenda of President von der Leyen ⁽³⁾. It is focused on implementing the recovery plan, NextGenerationEU and the green and digital transitions.

DG EMPL's **main new policy initiatives** for 2022, as set out in the Commission Work Programme ⁽⁴⁾, are ⁽⁵⁾:

-  Communication to strengthen the social dialogue at EU and national level;
-  Protection of workers from the risks related to exposure to asbestos at work (proposal for amending the Asbestos at Work Directive);
-  Launch of ALMA (Aim, Learn, Master, Achieve) initiative for youth;
-  European care strategy - Communication on a European care strategy, accompanied by a proposal for a Council Recommendation on the revision of the Barcelona targets and a proposal for a Council Recommendation on long-term care;
-  Proposal for a Council Recommendation on minimum income.

With a total budget of **EUR 14.1 billion** for 2022, DG EMPL' policies will be underpinned by a number of funding instruments both under shared management (in close cooperation

⁽¹⁾ [The European Pillar of Social Rights.](#)

⁽²⁾ [2020-2024 Strategic Plan.](#)

⁽³⁾ [Political agenda of President von der Leyen.](#)

⁽⁴⁾ [2022 Commission Work Programme.](#)

⁽⁵⁾ Initiatives that are part of the 2022 Commission Work Programme are marked with the icon  throughout this plan.

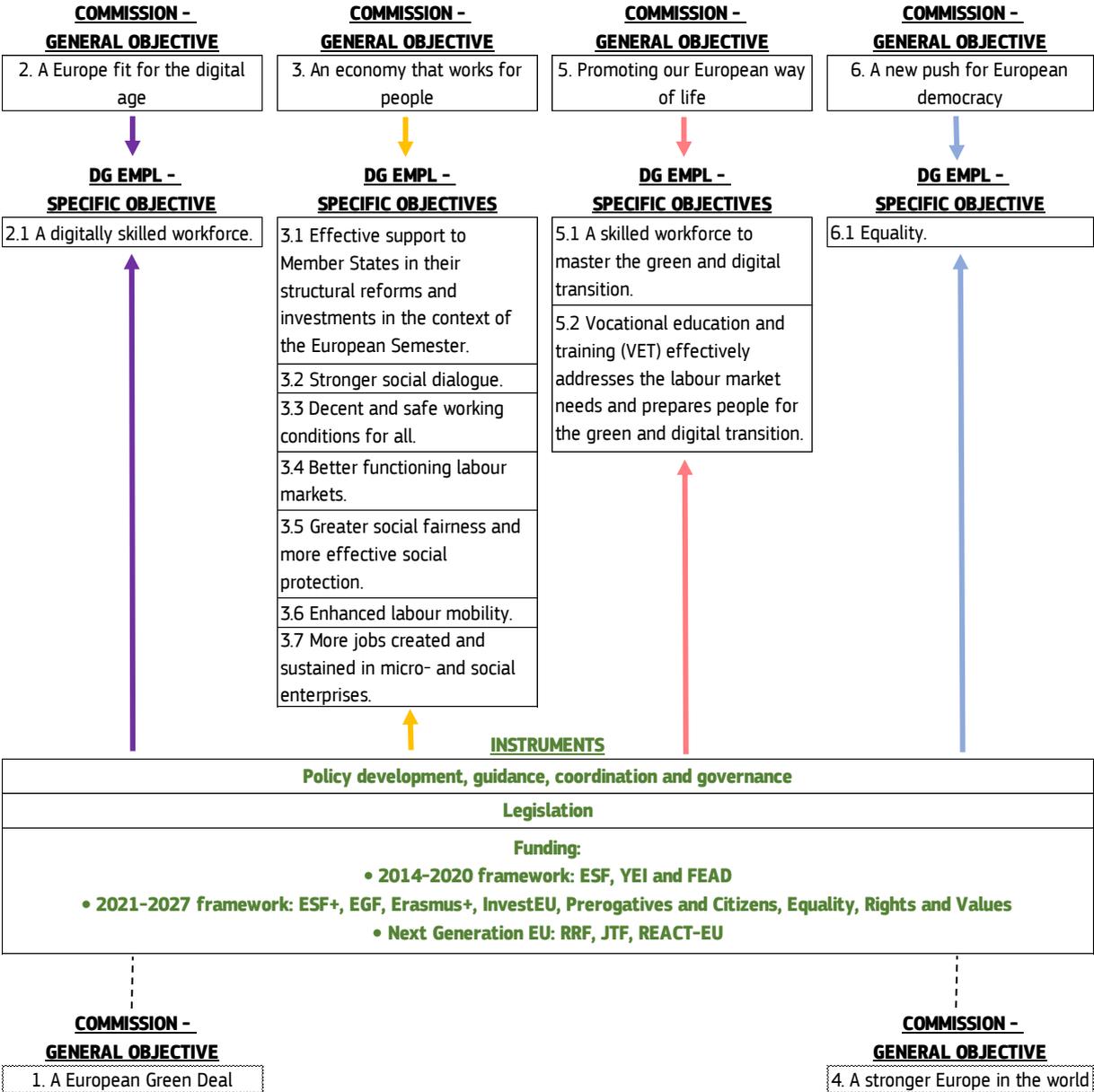
with Member States authorities) and in direct contracting by the Commission. The following funding milestones are expected in 2022:

- For the 2014-2020 operational programmes under the **European Social Fund** (ESF) and the **Fund for European Aid to the Most Deprived** (FEAD), Member States are expected to submit high interim payment requests to DG EMPL for reimbursement, given that the average project selection rate on the ground stood at 101% at the end of September 2021.
- **REACT-EU** will ensure a smooth transition between the multiannual financial frameworks for 2014-2020 and 2021-2027, swiftly providing financial support to the Member States to help them recover from the economic and social consequences of the COVID-19 crisis. This will require the prompt adoption of the reprogramming of the second tranche of 2022.
- DG EMPL will be involved in intensive negotiations with the Member States authorities in 2022 in relation to the adoption of the programmes under the **European Social Fund Plus** (ESF+). The adoption is expected only in 2022 due to the delays in the submission of the 2021-2027 Partnership Agreements and programmes by the Member States, mostly caused by the late adoption of the regulation and the parallel programming process under the Recovery and Resilience Facility (RRF).
- The **Employment and Social Innovation** strand of the ESF+ will contribute with activities such as setting-up of a new European competence centre for social innovation to facilitate the transfer and/or up-scaling of social innovation. Communication activities, mutual learning events, policy experimentation and studies will also support policy making.
- DG EMPL will work with the Member States to program 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** (JTF).
- It will also continue to assist with the implementation of the **Recovery and Resilience Plans** and ensure synergies with the European Social Fund Plus. The social expenditure will be monitored based on the Member States' bi-annual reports.
- Furthermore, it will continue to assess applications for support from the Member States and prepare proposals to mobilise the **European Globalisation adjustment Fund for displaced workers** (EGF), when the conditions set out in the regulation are met.
- Through the **Horizon Europe** programme, DG EMPL will mainstream employment, skills and social matters, and will support the development of a strategic research & innovation agenda related to inclusive growth and fair green and digital transitions, with a focus on the future of work. A specific unit was created for this purpose as part of DG EMPL's reorganisation in June 2021.
- DG EMPL's policy priorities will also benefit from financial support from the **InvestEU** programme, **Erasmus Plus**, **Prerogatives** and the programme for **Citizens, Equality, Rights and Values** through, for example, calls for proposals and financial instruments.

PART 1. Delivering on the Commission’s priorities: main outputs for 2022

The strong response of the Member States and the EU to the outbreak of the pandemic succeeded in avoiding an increase in inequalities. The European unity and solidarity in combating the COVID-19 pandemic was highlighted in the Recovery and Resilience Facility and further underlined in the Porto declaration ⁽⁶⁾. In the aftermath of the crisis and to manage the twin transitions, the EU has to further strengthen social fairness and solidarity and include a strong social dimension in the recovery programmes and in EU policies.

Overall, DG EMPL’s 2022 actions to support a socially fair recovery will be structured around the following objectives, in line with its multiannual strategy:



⁽⁶⁾ [The Porto Declaration.](#)

The following horizontal activities will support the delivery of the main outputs presented under the general and specific objectives:



DG EMPL's external communication priority is to increase the impact and clarity of the DG's outreach by streamlining its approach around the European Pillar of Social Rights Action Plan ⁽⁷⁾ and the outcome of the Porto Social Summit ⁽⁸⁾. To this end, DG EMPL will streamline the number of events and organise **one high-level flagship event**. It will also launch a new **overarching multiannual communication campaign** aiming to raise awareness on the social rights in the EU and increase people's trust in the EU's unique social market economy.



DG EMPL will also support stakeholders and partners in organising debates and events on social rights as part of the **Conference on the Future of Europe** ⁽⁹⁾.



Furthermore, DG EMPL will contribute to the **NextGenerationEU** corporate communication campaign and the **2022 European Year of Youth**. To this end, DG EMPL will organise six youth dialogues in a selected number of Member States.

A horizontal priority in terms of better regulation is the launch of the **supporting study for the 2024 cross-cutting evaluation of DG EMPL's decentralised agencies** ⁽¹⁰⁾. This evaluation will include four individual evaluation reports, covering an in-depth and tailored assessment of the effectiveness, efficiency, relevance, added value and coherence of each agency, as well as one specific report with a cross-cutting assessment across the four agencies, evaluating their complementarities and synergies and the progress made in improving their cooperation. The evaluation will be funded through the Erasmus+ programme and the Employment and Social Innovation strand of the ESF+.

In 2022, DG EMPL will also launch the **preliminary evaluation of the support provided by the European Social Fund and the Fund for European Aid to the Most Deprived under the Coronavirus Response Investment Initiatives** (CRII and CRII+) as well as the **ex post evaluation of the European Social Fund** under the 2014-2020 period.

In addition, DG EMPL will contribute to the **2022 Strategic Foresight Report** led by the Secretariat-General, ensuring that the employment, skills and social elements are fully integrated. It will also contribute to the work strand on dynamic coherence of policies.

⁽⁷⁾ [European Pillar of Social Rights Action Plan](#).

⁽⁸⁾ [Porto Social Summit](#).

⁽⁹⁾ [The platform of the Conference on the Future of Europe](#).

⁽¹⁰⁾ The European Agency for Safety and Health at Work (EU-OSH), 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).

General objective 1: A European Green Deal

The transition to a climate-neutral economy is neither automatic nor socially inclusive by default. It can only succeed if costs and benefits are shared fairly and if there is broad public support. It will require a substantial number of workers to adjust their skills and change jobs or occupations. Policies need to support reskilling and upskilling, help address expected job losses, facilitate labour market transitions to future-fit sectors and mitigate adverse effects on poverty, while providing access to essential services for all.

Against this background, DG EMPL will indirectly support the preparation of the **initiatives related to the European Green Deal** and the implementation of the European Pillar of Social Rights as well as the UN Sustainable Development Goals. To this end, it will provide support for policy development, improvement and use of analytical capacities to assess, monitor and evaluate employment and social impacts as well as retraining needs.

In particular, DG EMPL will:

- seek the adoption of the proposal for a **Council Recommendation on ensuring a fair transition towards climate neutrality**;
- contribute to the integration and **mainstreaming of fair transition aspects in relevant governance mechanisms and programmes**, including the National Reform Programmes under the European Semester, the Partnership Agreements for Cohesion Funds and the Territorial Just Transition Plans under the Just Transition Mechanism;
- contribute to the report on a possible **extension of the EU Taxonomy Regulation to cover sustainability objectives**, including social ones;
- launch a call for proposals on **‘Social innovations for a fair green and digital transition’**;
- promote a just transition through **joint activities and projects** with the International Labour Organization (e.g. ‘Designing and assessing just transition policies - joint research, new evidence & good practices’) and the Joint Research Centre (e.g. ‘Climate change, adaptation and just resilience: assessing socioeconomic impacts, risks and vulnerabilities’);
- prepare and organise a **high-level policy conference on a just transition** as part of the annual overarching communication event on jobs and social affairs.

In addition, DG EMPL will contribute to the following key outputs that aim to promote a fair green transition while strengthening adaptation measures and mitigating the adverse effects of the socioeconomic and public health crises:

- the inter-institutional negotiations on the **‘Fit for 55’** initiatives, including the proposal to set-up a **Social Climate Fund** as well as a Delegated Act on indicators;
- the preparation of analytical inputs and methodological guidance for updates and reports under the **Energy Union and Climate Action Governance** Regulation,

including the first progress reports by the Member States, due in 2023, as well as the report on the state of the Energy Union and National Energy and Climate Plans;

- the preparation and development of **Ecosystem Transition Pathways**, under the updated Industrial Policy Strategy, and particularly those most relevant for the green transition (e.g. automotive, construction and energy); the work will include consultation of and support for social partners to promote social dialogue and joint actions in developing new strategies;
- the preparation of and follow-up to sectoral initiatives under the Green Deal, notably the (i) **Renovation Wave**, the new (ii) **European Bauhaus** initiative and the (iii) **Sustainable and Smart Mobility Strategy**, with a focus on affordability, inclusiveness and accessibility for all, as well as the initiatives on (iv) **sustainable products, green claims and corporate sustainability**;
- the improvement of the evidence base and the conduct of analytical studies, which may be needed to contribute to the assessment of social and fair transition aspects for the preparation of an **intermediary 2040 climate target**;
- the relevant monitoring and data collection frameworks, including the **European Green Deal dashboard**, the **Eighth Environment Action programme monitoring framework**, the definition of **new variables/modules in ESTAT data sources** and the further **development and extension of scoreboards** (such as the social one) with new indicators, where necessary.

DG EMPL will also continue to support the implementation of the Just Transition Mechanism and the Just Transition Fund as well as the use of the European Social Fund Plus to support the transition to climate neutrality.

In terms of communication, DG EMPL will contribute to the **corporate campaigns** related to the Green Deal through participation in the Climate Pact and initiatives to empower green consumption and follow-up to events and initiatives such as:

(i) the International Energy Agency Ministerial, including the presentation of the final recommendations of the global commission on people-centred clean energy transition,

(ii) the Clean Energy Ministerial, including the first deliverables from the work programme under the new initiative 'Empowering people: skills & inclusivity for just transitions', co-led by Canada, the U.S.A. and the European Commission through DG EMPL.

General objective 2: A Europe fit for the digital age

DG EMPL will contribute to this Commission general objective through one **linked specific objective**, which is designed to support the European Skills Agenda ⁽¹¹⁾ in relation to digital transformation.

Specific objective 2.1: A digitally skilled workforce ⁽¹²⁾



A key priority of the von der Leyen Commission is to speed up the progress on digital skills for young people and adults, and to make digital literacy a foundation for everyone. This was reiterated in the 2021 State of the Union Address where the President emphasised the importance of ‘investment in digital skills’ and a need for ‘leaders’ attention and a structured dialogue at the top level’.

To support this Commission priority and the target of at least 80% of people aged 16-74 having at least basic digital skills by 2030 ⁽¹³⁾, DG EMPL will implement a number of actions from the European Skills Agenda specifically aimed at supporting the acquisition of digital skills. In particular, in 2022, DG EMPL will focus on:

- updating the Digital Competence Framework, which will facilitate the assessment of skills and the development of training courses and strategies, thereby contributing to the acquisition of digital skills at all levels;
- supporting the Joint Research Centre on a feasibility study and piloting of the European Digital Skills Certificate;
- mapping good practices in the use of EU funding (the Recovery and Resilience Facility, the European Social Fund), which provide short-term intensive training to tackle ICT skills shortages, i.e. EU ICT-Jump-Start trainings.

The provision of strong digital skills and education is key for people in Europe to fully benefit from the digital technology advancement. This was highlighted during the COVID-19 pandemic when distance learning became the norm and is an important target in the Digital Compass. To support people in acquiring the necessary digital skills, DG EMPL will

⁽¹¹⁾ [European Skills Agenda](#).

⁽¹²⁾ The relevant performance table for this specific objective can be found in the annex (page 38).

⁽¹³⁾ European Pillar of Social Rights Action Plan, page 11.

contribute to the proposal for a  Council Recommendation on improving the provision of digital skills in education and training, which will be put forward by DG Education, Youth, Sport and Culture.

External communication will focus on targeted communication actions aiming to increase the visibility of the European Skills Agenda on digital transformation. Additionally, during the annual European Vocational Skills Week, DG EMPL will promote national, regional and local events across the EU on several topics, including upskilling and reskilling of the workforce through digital skills.

General objective 3: An economy that works for people

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

Specific objective 3.1: Effective support to Member States in their structural reforms and investments in the context of the European Semester ⁽¹⁴⁾

Following the temporary changes to the 2021 cycle to cater for the launch of the Recovery and Resilience Facility, the European Semester cycle will resume in 2022 with the country reports and the country-specific recommendations restated. The process will be adapted, given the strong complementarities with the monitoring of the Recovery and Resilience Plans. In particular, the country-specific recommendations will be focusing on issues not sufficiently addressed by the plans and on emerging challenges. They can cover multiple years and will support the implementation of the European Pillar of Social Rights as well as the UN Sustainable Development Goals.

The Semester will integrate the commitments made on employment, skills and social matters in the European Pillar of Social Rights Action Plan and the calls made by EU leaders in the Porto declaration ⁽¹⁵⁾ and the Porto Social Commitment ⁽¹⁶⁾. 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 new headline targets on employment, adult learning and poverty for 2030 ⁽¹⁷⁾, both at EU and at national level. In addition, UN Sustainable Development Goals will be further integrated in line with the commitments taken in 2019. All these activities will see an increased focus on fairness.

⁽¹⁴⁾ The relevant performance table for this specific objective can be found in the annex (page 38).

⁽¹⁵⁾ [Porto declaration](#).

⁽¹⁶⁾ [Porto Social Commitment](#).

⁽¹⁷⁾ 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.

In this context, DG EMPL will:

- fulfil the obligations stemming from Article 148 of the Treaty on the Functioning of the EU, notably on preparing a proposal for Employment Guidelines and negotiating this with the Council, drafting a proposal for a Joint Employment Report (focused more on the European Pillar of Social Rights and reporting on the revised Social Scoreboard), and overseeing the multilateral surveillance process together with the Employment, Social Policy, Health and Consumer Affairs Committees;
- support country peer reviews in the relevant forums (the Employment Committee and the Social Protection Committee) and mutual learning programmes where good practices are exchanged among Member States;
- contribute to the preparation of country reports and country-specific recommendations and their streamlining while strengthening their social dimension;
- reinforce the input on the fair dimension of the green and digital transitions in light of the decision to fully incorporate their economic and social elements in the European Semester;
- contribute to the development of other key Semester outputs including the Annual Sustainable Growth Strategy, the Alert Mechanism Report, the euro area recommendation and the ‘chapeau’ communication for the Spring package;
- monitor the new 2030 headline targets (and complementary goals) at EU and national level in relevant Semester outlets; continue providing guidance and coordination to Member States with a view to achieving a set of national targets in early 2022;
- monitor the implementation of the social dimension of the Member States’ Recovery and Resilience Plans, including through the methodology on reporting on social expenditure and the recovery and resilience scoreboard;
- contribute to the debate on the future of the European Semester process, in view of possible adaptations beyond 2022, and to the review of economic governance.

DG EMPL will produce the 2022 Annual Review of Employment and Social Developments in Europe, which will focus on the employment and social challenges for young Europeans in the aftermath of the COVID-19 crisis. It will contribute to evidence-based policy making in the recovery, in line with the President’s 2021 State of the Union address and the proposal to make 2022 the European Year of Youth.

The report on Labour Market and Wage Developments in the European Union and the Euro Area serves to support 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 high wages.

Furthermore, DG EMPL will actively contribute to shaping the Eurostat statistics on digital platform employment, access to services, long-term care and the household budget survey.

DG EMPL is committed to ensuring ownership of Semester deliverables among national and EU-level stakeholders by maintaining current consultation and communication activities (discussions on 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 ⁽¹⁸⁾



DG EMPL will put forward a proposal for a Council Recommendation on the role of social dialogue and a  Communication to strengthen the social dialogue at EU and national level to support the key role of social partners in building a fair economic and social recovery, and in the green, digital and labour market transitions, as announced in the 2022 Commission Work Programme. The Communication will take stock of the developments since the New Start for Social Dialogue launched in 2015. In terms of strengthening the framework for European social dialogue, it will operationalise the proposals from the European Pillar of Social Rights Action Plan, notably the review of sectoral social dialogue at EU level and a new supporting frame for social partner agreements at EU level.

The Communication will also look at the existing support measures for social partners at European level and at ways for promoting collective bargaining and for supporting social partners in developing new strategies in relation to the digital and green transitions.

The draft Council Recommendation should aim to promote the conditions for social dialogue at national level, including collective bargaining. Relevant aspects such as the existence of an appropriate framework for social dialogue, the timely and meaningful involvement of social partners and the capacity-building support could be looked at.

The EU has several instruments at its disposal to support national social dialogue such as funding instruments and the European Semester. A comprehensive framework of Directives on the information and consultation of workers, at both national and transnational levels, establishes rules to protect the rights of workers at company level.

⁽¹⁸⁾ The relevant performance table for this specific objective can be found in the annex (page 40).

DG EMPL will also strengthen the involvement of social partners across social and employment policy and law-making at EU level as well as in other policy areas, through the obligatory social partner consultations, based on Article 154 of the Treaty on the Functioning of the European Union and other forms of consultations. These include meetings at high political level, dedicated hearings at services level and consultations through the cross-industry and sectoral Social Dialogue Committees.

Before submitting proposals in certain social policy fields, the Commission must follow the two-stage consultation procedure of the European social partners. The process and requirements for these consultations and for agreements negotiated by social partners is clarified in the Better Regulation Toolbox 10 on ‘Treaty-based social partner consultations and initiatives’.

Furthermore, DG EMPL will support the EU level social dialogue at cross-industry and sector level facilitating the development of bipartite outputs, seeking further synergies in the work carried out by the sectoral social partners and providing financial support as part of calls for proposals. The Tripartite Social Summit will take place twice in 2022 and DG EMPL will endeavour to further increase its impact.

The 2022 social dialogue recommendation and communication will be prepared in close cooperation with the European social partners at specific meetings.

One of the priorities for external communication will be setting out the future of social dialogue. This will be promoted as part of the streamlining of DG EMPL’s external communication approach around the European Pillar of Social Rights Action Plan, and all new initiatives that arise from this.

Specific objective 3.3: Decent and safe working conditions for all ⁽¹⁹⁾



A. Decent working conditions for all

In 2022, DG EMPL will continue to facilitate an agreement between the European Parliament and the Council on the proposed Directive COM(2020)682 on adequate minimum wages in the European Union. The Directive creates a framework for setting

⁽¹⁹⁾ The relevant performance table for this specific objective can be found in the annex (page 41).

appropriate levels of minimum wages and for the workers' access to minimum wage protection. It is designed to support collective bargaining on wages, ensuring the sound governance of statutory minimum wages and setting, updating and strengthening the enforcement and monitoring of minimum wage protection. It fully respects the specific characteristics of national systems, national competences and the autonomy of social partners. The Directive will help guarantee appropriate working and living conditions and build fair and resilient economies. The ongoing pilot project 'Role of the minimum wage in establishing the Universal Labour Guarantee' by the European Foundation for the Improvement of Living and Working Conditions will provide data and research evidence, which could feed into the monitoring process for the proposed Directive.

DG EMPL will also present a package in relation to Directive 2003/88/EC on Working Time, consisting of an update of the 2017 Interpretative Communication and the five-yearly report on the implementation of the Directive, 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 legislation and new forms of work organisation.

It will also help prevent enforcement issues, thanks to the Interpretative Communication, while identifying compliance challenges based on the implementation report.

Transposition checks in relation to Directive 2019/1152 on Transparent and Predictable Working Conditions are due to start in the second half of 2022.

DG EMPL will update the information on national legislation and European and national jurisprudence on labour law through the European Labour Law expert network reports and, with specific regard to the Directive 2003/88/EC on Working Time, through updates to the dedicated webpage and the specialist sub-group of Directors-General for Industrial Relations.

B. Safe working conditions for all

As announced in the 2021-2027 EU Strategic Framework for Occupational Safety and Health, DG EMPL's key output for the year under this specific objective is the proposal for the  Protection of workers from the risks related to exposure to asbestos⁽²⁰⁾ at work. The proposal will aim to lower the asbestos limit value under the Directive 2009/148/EC on Exposure to asbestos at work.

Under the same Framework, the Commission will propose stricter binding protective limit values on lead⁽²¹⁾ and its compounds, and on diisocyanates⁽²²⁾ in the Directive 98/24/EC on Chemical Agents.

The two proposals will be supported by through impact assessments.

⁽²⁰⁾ Asbestos is a major occupational carcinogen.

⁽²¹⁾ Lead is the largest contributor to occupational diseases from reprotoxic substances.

⁽²²⁾ Diisocyanates are a key cause of occupational asthma.

As set out in the same framework, DG EMPL will also start preparing, in cooperation with the Member States and social partners, a non-legislative EU-level initiative related to mental health at work that assesses emerging issues related to workers' mental health and puts forward guidance for action. This initiative will improve well-being at work and promote better working conditions, which have also been impacted by the COVID-19 pandemic. The initiative will benefit from the input of the European Agency for Safety and Health at Work, especially for the analytical aspects and the compilation of existing materials in the field, and will be finalised in the coming years.

Where necessary, DG EMPL will continue to ensure swift follow-up of ongoing non-communication infringement procedures as regards EU health and safety directives ⁽²³⁾.

Specific objective 3.4: Better functioning labour markets ⁽²⁴⁾



Special attention will be paid in 2022 to the employment situation of young people in the aftermath of the COVID-19 pandemic to avoid a jobless recovery for them.

DG EMPL will launch the  ALMA ⁽²⁵⁾ initiative to support the implementation of the European Pillar of Social Rights by offering active support for employment, education and inclusion, especially for disadvantaged young people, as part of the reinforced Youth Guarantee and the 2022 European Year of Youth. The initiative will scale-up a cross-border youth mobility scheme for disadvantaged young people who are not in education, employment or training. A similar active inclusion scheme has already been implemented by some Member States under the European Social Fund. By giving the most marginalised young people an opportunity to create new connections across Europe, ALMA will support their inclusion into society and help them find their way to the job market in their home countries. The scheme will therefore be key to promoting youth employment and combating their social exclusion. DG EMPL will encourage the Member States to include ALMA in their programmes under the European Social Fund Plus, at national and regional level. It will also facilitate the implementation of ALMA by defining EU-level unit costs for all the Member States and thus simplifying the administration of operations and by setting up a European

⁽²³⁾ Details are available in the performance table in the annex (page 41).
⁽²⁴⁾ The relevant performance table for this specific objective can be found in the annex (page 43).
⁽²⁵⁾ Aim, Learn, Master, Achieve.

level coordination mechanism to provide guidance and assist Member States with the matching between partners.

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

DG EMPL will also continue to take an active part in the debate on the future of work at European and international levels. In particular, it will take steps to support decent working conditions in platform work and continue monitoring the impact of artificial intelligence on European labour markets.

The European Parliament and various stakeholders have called for better quality traineeships for young people. The main concerns voiced relate to the lack of remuneration and social protection for trainees. In addition, there may be a need to better cater for the changing skills requirements brought about by the digital and green transitions. For these reasons, in line with the European Pillar of Social Rights Action Plan, DG EMPL will review the Council Recommendation on the Quality Framework for Traineeships, notably in relation to working conditions. The review will be based on an evaluation study, which will assess the extent to which the Recommendation is effective, efficient and coherent, provides EU added value and remains relevant to tackle present needs. In order to ensure that the views of the relevant stakeholder groups are taken into consideration, the Commission intends to consult as widely as possible and involve the main stakeholders in this area. The evaluation of the Recommendation will include a public consultation, targeted consultations at national and European levels and a survey.

In 2022, DG EMPL will continue to implement its follow-up actions to the European Parliament Resolution on the right to disconnect. These actions will include exploring the context, the development and the implications of telework and the right to disconnect, particularly after the COVID-19 pandemic. To this end, an exploratory study will be launched in 2022 on the social, economic and legal context and trends of telework and the right to disconnect in the context of how digitalisation is influencing the future of work. The Commission will also facilitate debates and the exchange of good practices with Member States, social partners, academia, civil society and other relevant stakeholders on facing the challenges and making most of the opportunities of telework and of the right to disconnect.

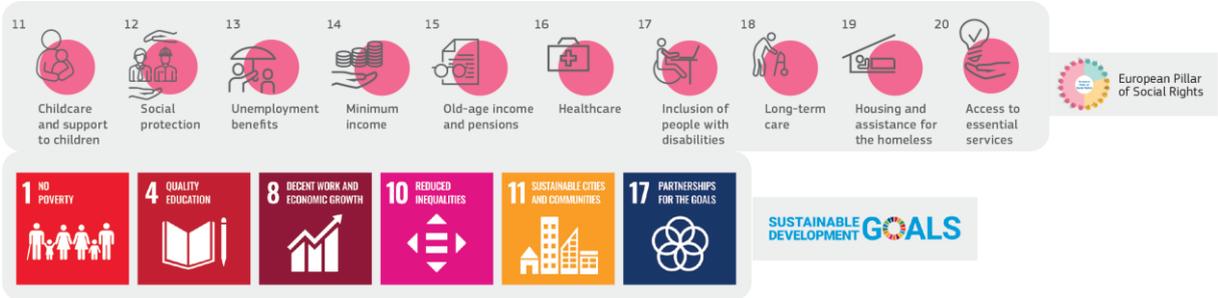
Following the delivery of the directive on working conditions in platform work at the end of 2021, a key task for 2022 will be to support the work of the co-legislators in view of adoption. DG EMPL will continue its monitoring and analysis of the digital labour platform economy landscape, including in a global context.

Tackling the repercussions of artificial intelligence on the broader labour market, beyond platforms, is becoming increasingly politically important. DG EMPL will continue to examine the challenges posed by artificial intelligence in the context of employment, labour rights and working conditions.

DG EMPL will also continue to support the capacities and performance of Public Employment Services in 2022, helping them to boost innovation and performance, and prepare for future labour market challenges, with particular emphasis on their role in the recovery from the COVID-19 pandemic, the green and digital transition, provision of skills and support to the most vulnerable. This will be done through a range of mutual learning, mutual assistance and benchlearning activities in the context of the European Network of Public Employment Services. The network will also work on several priorities such as contributing to the implementation of the principles of the European Pillar of Social Rights, the Green Deal and the Sustainable Development Goals, discussing the challenges related to the new world of work, preventing unemployment and promoting employability.

Since its activation in September 2020, following the COVID-19 outbreak, the European instrument for temporary support to mitigate unemployment risks in an emergency (SURE) has supported 19 Member States with EUR 94.3 billion, helping them to finance short-time work schemes and similar measures, which helped protecting 22.5 million employees and 8.5 million self-employed people. With about EUR 5.7 billion of spare capacity, the instrument will remain available until at least the end of 2022.

Specific objective 3.5: Greater social fairness and more effective social protection (26)



The following key initiatives are envisaged for 2022:

- the adoption of a  European care strategy to support men and women in finding the best care and life balance; the strategy will take the form of a Commission Communication on a European care strategy to comprehensively improve care, from childcare to long-term care; it will be accompanied by a proposal for a Council Recommendation focussing on long-term care actions at Member States’ level; this initiative will set out a framework for policy reforms to guide the development of sustainable long-term care that ensures better access to quality services for those in need; the package will also include a proposal for a Council Recommendation on the revision of the Barcelona targets on Early Childhood Education and Care, led by DG Justice and Consumers;

(26) The relevant performance table for this specific objective can be found in the annex (page 44).

- the adoption of a  Commission proposal for a Council Recommendation on adequate minimum income, which will support and complement the minimum income policies of Member States;
- the preparation of the first EU report on access to essential services, which aims to ensure that everyone has the right to access essential services of good quality, including water, sanitation, energy, transport, financial services and digital communications; the report will primarily cover those at risk of poverty or social exclusion;
- the preparation of guidance to improve Member States' use of the distributional impact assessment in budgeting and planning reforms, which will promote greater use of distributional impact assessments by Member States as a way to take better account of the impact of reforms and investments on the income of different groups; the use of these would also increase transparency regarding the social impact of policies.

In 2022, DG EMPL will also make progress on implementing a number of ongoing activities in support of the Pillar. These include assessing the national action plans for the implementation of the European Child Guarantee, developing monitoring frameworks at EU level, assisting the national coordinators with mutual learning and exchanging best practices, and working with Member States and stakeholders on the roll out of the initiative.

DG EMPL will support the European platform on combating homelessness, in implementing its work programme, which aims to trigger dialogue, facilitate mutual learning, improve the evidence base and strengthen cooperation between stakeholders involved in tackling homelessness in the EU. Activities for 2022 include: (i) implementing the EU-wide counting initiative (Point in Time Count) for people experiencing homelessness ⁽²⁷⁾ and (ii) developing a policy toolkit to help Member States design effective anti-homelessness strategies.

Given the demographic changes, the transformations on the labour market and other megatrends, DG EMPL will support the preparation of the report of the High-Level Group on the future of social protection and of the welfare state in the EU. The report will serve as the basis for a broad reflection on how to make social protection systems fit for the future.

The Council Recommendation on access to social protection for workers and the self-employed will be followed up by DG EMPL in 2022 with a report that will address the gaps in social protection affecting the self-employed and non-standard forms of work, which are becoming increasingly widespread.

DG EMPL will continue to support the Social Protection Committee and its subgroups in updating and further developing the monitoring frameworks on access to social protection, the European Child Guarantee, benchmarking of childcare and support for children, the pension adequacy benchmarking and the monitoring framework for long-term care. It will

⁽²⁷⁾ European Parliament pilot project.

also prepare a joint report on minimum income with the Committee and will launch the preparation of the 2024 edition of the Pension Adequacy Report.

As regards the EU Roma strategic framework, DG EMPL will continue to support the implementation of (i) the ROMACT capacity building programme for Roma inclusion, (ii) the BIG pilot project on e-pay cards to promote more effective access to welfare benefits for people in extreme poverty such as marginalised Roma people, and (iii) the HERO pilot project on housing and empowerment for marginalised families, in particular Roma families.

Another key action that will be supported by DG EMPL in 2022 relates to the integration and inclusion of migrants. DG EMPL will support the implementation of the Action Plan on Integration and Inclusion with a focus on skills, education, employment and housing as well as the ESF+ support. It will also provide contribution to the upcoming Skill and Talent Package, with a particular emphasis on the skills-related analysis contributing to exploring new legal migration pathways.

In relation to gender equality, DG EMPL will contribute to the Gender Equality Strategy with a focus on supporting persons with care responsibility and therefore improving work-life balance.

DG EMPL plans a series of studies for 2022 that will support its initiatives, such as: (i) an exploratory study filling in the knowledge gaps and identifying strengths and challenges in the effectiveness of the Member States' minimum income schemes; (ii) a study on poverty and income inequality in the context of the digital transformation; (iii) a study on access to essential services looking for evidence from Member States, based on an ad-hoc study by the European Foundation for the Improvement of Living and Working Conditions; (iv) a study on the assessment of micro and macro-economic returns of social protection expenditure; (v) a study on social services with particular focus on personal targeted social services for people in vulnerable situations; and (vi) a study assessing and disseminating the results of the social innovation calls financed by the EU Programme for Employment and Social Innovation in the 2014-2020 period.

The launch of the European care strategy and of the report of the High-Level Group on the future of social protection and of the welfare state in the EU will benefit from high-level conferences and targeted communication activities.

The start of the implementation of the European Child Guarantee will be marked by events both under the French and Czech presidencies.

Specific objective 3.6: Enhanced labour mobility ⁽²⁸⁾



In 2022, DG EMPL will focus on continuing to support the Member States in effective application, enforcement and communication activities relating to the benefits of intra-EU labour mobility, including the publication of the annual report on intra-EU mobility and continued close cooperation with the European Labour Authority.

DG EMPL has special instruments to ensure the proper implementation/enforcement of the social security coordination rules notably via dedicated committees, expert networks and, thanks to the revision from 2021, the possibility for implementing and delegated acts.

The European Labour Authority will play a role in the coordination of social security systems within the Union. This will be achieved through information (e.g. the full use of the EURES network potential), inspections, tackling undeclared work, cooperation and mediation.

DG EMPL will also continue its efforts to ensure that the 32 participating countries complete their implementation of the electronic system to exchange social security information (EESSI) in 2022. Furthermore, DG EMPL will pursue with interested countries the ESSPASS pilot project, as announced in the European Pillar of Social Rights Action Plan, to improve the interaction between mobile workers and public authorities. Finally, DG EMPL will further support the Administrative Commission in providing guidance to public authorities in handling the pandemic implications in the social security coordination field and other relevant issues.

DG EMPL will continue its work on the transposition/application and implementation of Directives 2014/67 and 2018/957 on posting of workers in the framework of the provision of services and start preparing a report on the application and implementation of Directive 2018/957, which is due for July 2023.

To ensure evidence-based policy making, DG EMPL plans to launch a study supporting the monitoring of these directives, especially the situation of temporary cross-border mobile workers and workers in subcontracting chains. It will also continue its annual statistical reporting on the functioning of the social security coordination system and on fraud and error.

⁽²⁸⁾ The relevant performance table for this specific objective can be found in the annex (page 45).

DG EMPL will continue to work with the European Labour Authority to run awareness raising campaigns covering specific categories of workers, such as seasonal workers.

Considering that the social security coordination rules have a direct impact on millions of people (e.g. 250 million people have a European health insurance card), DG EMPL uses various tools (studies, reports, seminars, Q&A, databases, websites, animation, videos, etc..) to ensure that the rules and their implications are appropriately communicated to the public and the responsible authorities.

Specific objective 3.7: More jobs created and sustained in micro- and social enterprises ⁽²⁹⁾



In 2022, DG EMPL will start implementing the measures announced in the Action Plan for the Social Economy to support the fulfilment of the European Pillar of Social Rights and of the UN Sustainable Development Goals 8 and 10, including:

- preparing a proposal for a Council Recommendation on developing social economy framework conditions;
- conducting preparatory work on a social economy 'Gateway', which will provide information and signposting on funding and other relevant resources for social economy stakeholders;
- preparing a new grant with the Organisation for Economic Cooperation and Development to implement various measures in the action plan, including launching a youth entrepreneurship policy academy to improve prospects for young entrepreneurs, with special focus on social entrepreneurs;
- organising workshops for public officials in relation to various policy fields relevant to the social economy;
- launching a grant support scheme to support financial intermediaries that undertake long-term, risk-capital investments into social enterprises, by lowering their transaction costs; the scheme will complement financial products, which will be deployed under the InvestEU programme.

The external communication activities around the Action Plan for the Social Economy will help increase the ownership and involvement of stakeholders active in the social economy

⁽²⁹⁾ The relevant performance table for this specific objective can be found in the annex (page 45).

field at European, national and local level in implementing the plan. These will include social media campaigns, events, workshops and webinars.

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

General objective 4: A stronger Europe in the world

DG EMPL will contribute indirectly to the Commission's objectives of strengthening further the EU's unique brand of responsible global leadership and supporting multilateralism and decent work worldwide. These constitute an external policy priority, as stated in the political guidelines of President von der Leyen, and will support the implementation of the European Pillar of Social Rights as well as the UN Sustainable Development Goals.

Strengthening decent work worldwide will be a key priority for 2022, including through the adoption of the Communication on Decent Work Worldwide. To this end, DG EMPL will continue to promote the decent work agenda in the EU's external actions, multilateral forums and other EU policy areas with outreach beyond the EU, and in global partnerships.

A related key priority will be contributing to the Commission's **zero-tolerance policy on child labour and forced labour**. For this purpose, DG EMPL will continue to promote the relevant International Labour Organization conventions in policy dialogue and human rights' dialogues with third countries.

DG EMPL will continue to promote **labour rights within the EU's trade relations** in accordance with its 2021 trade policy review. In this context, DG EMPL will support the implementation of labour provisions in the free trade agreements that are in force and contribute to the ongoing negotiations on free trade agreements to include commitments on fundamental principles and rights at work, occupational safety and health, labour inspections, access to remedy and provisions on decent working conditions.

DG EMPL will also continue to promote the **effective implementation of fundamental labour conventions** among key partners. In the Latin American region, this includes a regular dialogue and exchange of best practice with Andean countries and Central American partners.

As in previous years, DG EMPL will continue to **implement the UN Convention on the Rights of Persons with Disabilities** and will coordinate the mainstreaming of disability awareness in relevant policies across the Commission, in cooperation with the Equality task Force and other relevant Commission departments.

DG EMPL will continue to support social and economic reforms in the **Western Balkans and Turkey** through the Economic Reform Programmes. As regards the Western Balkans,

DG EMPL will continue to incentivise the application of the principles of the European Pillar of Social Rights and strengthening regional cooperation in partnership with the International Labour Organization and the regional Cooperation Council. DG EMPL will continue working on the implementation of the Youth Guarantee through support to the Western Balkans to prepare their Youth Guarantee implementation plans, thus contributing to the 2022 European Year of Youth.

As for the extended neighbourhood and central Asia, DG EMPL will take further steps to improve the employment and social dimension in the **EU Eastern Partnership post-2020**. DG EMPL will strengthen its engagement with Southern Neighbourhood partners, in line with the new **Agenda for the Mediterranean**. The Union for the Mediterranean Ministerial on Employment and Labour will be a key occasion to renew commitments on employment and labour. DG EMPL will finally continue to promote decent work and respect for international labour standards in central Asia, in line with the **2019 EU Strategy on central Asia**.

The European Training Foundation will contribute to this specific objective by integrating the principles of the EU priorities on employment, social rights, social inclusion, skills and qualifications into the support for the development of human capital practices and policies in the neighbourhood countries.

Engagement within international organisations and 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 2022.

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 will oversee the implementation of the relevant provisions of the EU-UK Trade and Cooperation Agreement. It will also contribute to the negotiations of the agreement on Gibraltar.

General objective 5: Promoting our European way of life

DG EMPL will contribute to this Commission general objective through **two linked specific objectives** and through **communication campaigns designed to raise the profile of the European Skills Agenda and associated actions**, especially during the **European Vocational Skills Week**.

Specific objective 5.1: A skilled workforce to master the green and digital transition ⁽³⁰⁾



In 2022, DG EMPL will support the adoption of the Council Recommendations on individual learning accounts and on a European approach to micro-credentials for lifelong learning and employability by the Council.

DG EMPL will launch the Pact for Skills support services with a view to mobilising further partnerships, in particular sectoral and regional ones, to take concrete action to upskill and reskill people of working age in Europe. The Erasmus+ funded Blueprint for Sectoral Skills Alliances will continue to support sectoral partnerships for skills.

Through the Pact for Skills, DG EMPL will continue to support the creation and dissemination of sector-specific skills intelligence by building upon the work led by the European Centre for the Development of Vocational Training on an online platform for real time labour market intelligence, in cooperation with the Public Employment Services and social partners.

With REACT-EU funding, DG EMPL will support the creation of a European Battery Alliance Academy to tackle skills shortages throughout the entire battery value chain. The academy will develop and provide training content, as well as training the trainers and developing skills intelligence in the sector.

In addition, DG EMPL will continue its work to improve the framework enabling Member States' and private-sector investment in skills. This includes the commissioning of a study on how skills can be better reflected in company accounts.

Another study that will be launched by DG EMPL in 2022 will underpin the evaluation of the Council Recommendation on the European Qualifications Framework. The evaluation will be supported by a public consultation and will be accompanied by a Staff Working Document and a Commission report to the Council.

In 2022, DG EMPL will also conclude the study underpinning the evaluation of the Council recommendation on Upskilling Pathways. This evaluation will also be supported by a public

⁽³⁰⁾ The relevant performance table for this specific objective can be found in the annex (page 46).

consultation and will be completed with a staff working document and a Commission report to the Council.

Furthermore, DG EMPL will launch a study supporting the evaluation report on Europass, as required in the Europass Decision (EU) 2018/646. The evaluation will also be supported by a public consultation and will be accompanied by a staff working document and a Commission report to the Parliament and to the Council by May 2023.

A 'Validation festival' hybrid event will be organised, in cooperation with the European Centre for the Development of Vocational Training, to promote the importance of recognising skills, including those gained through non-formal and informal learning.

DG EMPL will also support the multilingual classification of European skills, competences, qualifications and occupations, which will display a selection of skills particularly relevant for green occupations. The dataset will be downloadable by researchers, Employment Services, education institutions, private partners and other interested parties and will be promoted at several events in 2022.

Specific objective 5.2: Vocational education and training effectively addresses the labour market needs and prepares people for the green and digital transition ⁽³¹⁾



The Commission will continue to implement EU actions to support national reforms in vocational education and training as set out in the 2020 Council Recommendation on vocational education and training for sustainable competitiveness, social fairness and resilience.

In 2022, online data will be available on the three quantitative objectives identified in the Council Recommendation, namely: (i) the employment rate of recent graduates in vocational education and training, (ii) the participation in work-based learning and (iii) the mobility of vocational education and training learners. Annual monitoring of national reforms will be carried out by the European Centre for the Development of Vocational Training and the European Training Foundation.

⁽³¹⁾ The relevant performance table for this specific objective can be found in the annex (page 47).

DG EMPL will support qualitative and effective digitalisation of vocational education and training provision in both school-based and work-based learning through promoting the use of the SELFIE tool, including the newly developed extension for work-based learning.

A new call for tenders under the 2022 Erasmus+ annual work programme will fund projects aiming to develop a meaningful set of core green skills and show how to integrate these into the curricula of vocational education and training, and into training for teachers, trainers and other staff.

Cooperation with stakeholders will continue within the Renewed European Alliance for Apprenticeships, including through the Apprenticeship Support Service. Support to Member States in the implementation of the European Framework for Quality and Effective Apprenticeships will be widened through the benchlearning process.

In addition, DG EMPL will publish a manual for the European Quality Assurance in vocational education and training peer reviews and will help carry out the first five pilot peer reviews.

The exploration of the European Vocational Core Profiles will continue in 2022 with the establishment of the concept and the model for development.

A new Erasmus+ call for proposals will be published to support the establishment of 100 collaborative transnational networks of Centres of Vocational Excellence by 2027. The European Education and Culture Executive Agency will manage this call on behalf of DG EMPL, as well as other Erasmus+ centralized management calls on (i) vocational education and training and (ii) adult learning sectors. In 2022, 12 new projects will be supported. The Centres aim to drive innovation and excellence, as described in the European Skills Agenda, the European Education Area and the Council Recommendation on vocational education and training. They bring together a range of local and regional partners, such as providers, employers, research centres, and social partners, to co-create 'skills ecosystems'. In doing so, they contribute to an innovative, inclusive, and sustainable economy.

During the 2022 European Vocational Skills Week, which will focus on the green transition, DG EMPL will promote national, regional and local events across the EU. The focus will be on increasing the attractiveness of and excellence in vocational education and training, as well as on the upskilling and reskilling of the workforce. A communication campaign will be implemented for this purpose.

General objective 6: A new push for European democracy

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

Specific objective 6.1: Equality ⁽³²⁾



With the aim of ensuring the economic and social inclusion of people with disabilities, freedom from discrimination and full respect for their rights in the EU, 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:

- organise three meetings of the Disability Platform (created at the end of 2021), which will bring together Member States' national focal points for the UN Convention on the Rights of Persons with Disabilities, organisations representing people with disabilities and the Commission to support the implementation of the strategy at EU level as well as national disability strategies;
- launch the European resource centre AccessibleEU to increase coherence in accessibility policies and facilitate access to relevant knowledge; this cooperation framework will bring together national authorities responsible for implementing and enforcing accessibility rules with experts and professionals from all areas of accessibility; it will aim at sharing good practices across sectors, inspiring policy development at national and EU level, as well as developing tools and standards to facilitate the implementation of EU law;
- launch a Disability Employment Package to improve labour market outcomes of persons with disabilities, seeking cooperation with the European Network of Public Employment Services, social partners and organisations representing people with disabilities; the package will support Member States in the implementation of the relevant Employment Guidelines through the European Semester, will provide guidance and uphold mutual learning; the main areas of action are: strengthening capacities of employment and integration services, promoting hiring and combating stereotypes, ensuring reasonable accommodation, securing health and safety at work and vocational rehabilitation schemes in relation to chronic diseases or

⁽³²⁾ The relevant performance table for this specific objective can be found in the annex (page 48).

accidents, exploring quality jobs in sheltered employment, and supporting pathways to the open labour market;

- organise regular structured dialogues during the annual Conference of State Parties to the UN Convention on the Rights of Persons with Disabilities, with a focus on accessibility and employment;
- launch and finalise a study on social protection and services for persons with disabilities to examine good practices on disability benefits, old-age income, health insurance, cash and non-cash benefits, and extra costs due to disability;
- launch a study supporting the preparation of the initiative on a future European Disability Card, to be presented by the Commission in 2023.

In addition, DG EMPL will continue to monitor the implementation of the Directive 2000/78 establishing a general framework for equal treatment in employment and occupation. It will also support the Directorate-General for Justice and Consumers to propose measures to strengthen the role and independence of equality bodies.

DG EMPL will monitor the proper implementation/enforcement of the European Accessibility Act whose transposition deadline is 28 June 2022.

In terms of external communication, DG EMPL will organise awareness-raising actions on the living conditions of persons with disabilities, the challenges they encounter in their everyday life and tools that can remove barriers preventing their full participation in society and economy. In particular, DG EMPL will carry out an awareness-raising campaign on the implementation of the EU's new ten-year strategy for the rights of persons with disabilities, organise the 13th edition of the Access City Award and the annual European Day of Persons with Disabilities Conference.

PART 2. Modernising the administration: main outputs for 2022

In addition to the six general objectives to which DG EMPL will be contributing in 2022, as presented in Part 1, the DG also aims to adapt its internal procedures and processes with a view to achieving **a more modern, high-performing and sustainable** institution, which constitutes the seventh general objective of the von der Leyen Commission.

The main activities DG EMPL has planned for 2022 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** ⁽³³⁾ supports sound management and decision-making. It ensures in particular 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 ⁽³⁴⁾



In 2022, DG EMPL will continue delivering on a number of high-priority files against the backdrop of significant constraints on human resources. A reorganisation took place mid-2021 to better align resources to the new Commission priorities and core business and to enhance the DG's efficiency. As part of the reorganisation, the audit directorates of DG EMPL and DG REGIO were merged, resulting in the creation of the Audit Directorate for Cohesion. This has generated substantial synergies and efficiency gains.

Nevertheless, the careful **screening of all vacant posts**, followed by redeployment where appropriate, will continue throughout 2022. The HR metrics reports designed to help DG EMPL directors to manage their staff, along with the full use of ATLAS ⁽³⁵⁾ will continue to provide additional tools to support management decisions on staff allocation.

To ensure a competent and engaged workforce, the provision of a rich **internal learning offer** will continue throughout the year, including the European Semester training series and various training and info sessions. These will be complemented by a series of organisational development-type events to enhance the cooperation between colleagues in the new organisational structure.

⁽³³⁾ [Communication C\(2017\)2373 on Revision of the Internal Control Framework.](#)

⁽³⁴⁾ The relevant performance table for this specific objective can be found in the annex (page 49).

⁽³⁵⁾ IT tool for the management of and reporting on human resources.

DG EMPL will thoroughly analyse the 2021 staff survey's results and will put in place **follow-up actions** designed to address the key challenges. Considering the role of managers in this context, particular attention will be paid to the **improvement of people management skills**, through further training and coaching. This will include particular training on the new ways of working.

To facilitate mobility within the DG and contribute to the staff retention policy, the **systematic publication of DG EMPL's vacant posts on the intranet** will continue, as will personalised advice on job opportunities within the DG, provided at the request of individual staff.

With **54% female representation in middle management** and **63% in senior management**, DG EMPL is far above the Commission average and largely surpasses the 50% target, thus contributing substantially to gender equality at all levels of management. DG EMPL will continue to identify women with management potential and encourage them to develop their management skills. The female Deputies to Directors will also continue to be encouraged to take part in centrally organised development training.

DG EMPL will continue to work towards achieving a truly diverse and inclusive organisation, including through the implementation of the **local equality mainstreaming work plan** and by making its **premises more accessible**.

Effective **internal communication** is vitally important in supporting the achievement of all the objectives described above. In this context, DG EMPL's intranet, with an 'HR Corner' and a 'Focus On' section, as well as the regular staff forums remain crucial tools.

DG EMPL is committed to develop and adopt a **local HR strategy**, covering all the matters detailed above.

B. Sound financial management ⁽³⁶⁾



DG EMPL aims to **maintain its high level of budget execution** in 2022. Given the delays in the adoption of the 2021-2027 programmes under the European Social Fund Plus and the consequent postponement of the 2021 advance payments to 2022, it might even need additional budget to fulfil all its payment obligations within the deadlines.

To ensure **sound financial management**, DG EMPL will ensure that the selection of projects comply with its procedures and effectively meet policy priorities. It will verify all calls for proposals and the contract notices, technical specifications and invitations to tender (for procedures above EUR 60 000) prior to publication for completeness, coherence and compliance.

⁽³⁶⁾ The relevant performance table for this specific objective can be found in the Annex (page 49).

DG EMPL will also assess the legality and relevance of the programme modifications submitted by the Member States, including the measures proposed to tackle the immediate impact of the pandemic and the correctness of the financial appropriations.

Through the single audit approach applied to shared management, DG EMPL will seek to rely on audit work and opinions reported by the audit authorities of the Member States for each programme, following careful assessment and reviews. These will be complemented by the risk-based audits of the new joint Audit Directorate for Cohesion. The assessment of all available audit results will lead to an independent annual audit opinion by DG EMPL on the functioning of management and control systems 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/regional audit authorities. Where the annual risk at payment (residual total error rate) of a programme is not yet below 2%, the financial control and correction capacities will assure to bring programme error rates systematically down to less than 2% at programme closure.

In addition, DG EMPL will continue to apply a proportionate approach to interruptions and financial corrections, considering the assessment of the annual assurance packages and the retention rate on reimbursement of interim payments until the accounts are accepted.

As for funds managed through direct management, DG EMPL will continue to carry out systematic ex ante checks and audit a sample of grants to ensure the legality and regularity of the expenditure.

The COVID-19 pandemic is expected to have a limited impact on the audit work both for the audit authorities and DG EMPL as remote audits proved to be possible in most cases and on-the-spot audits have been resumed since mid-2021.

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

C. Fraud risk management ⁽³⁷⁾



The risk of fraud is minimized through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽³⁸⁾ aimed at the prevention, detection and correction ⁽³⁹⁾ of fraud.

⁽³⁷⁾ The relevant performance table for this specific objective can be found in the annex (page 50).

⁽³⁸⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 and the accompanying action plan, SWD(2019) 170.

⁽³⁹⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

In relation to shared management, DG EMPL is implementing a **Joint Anti-Fraud Strategy** (JAFS) together with the Directorate-Generals for Regional and Urban Policy and for Maritime Affairs and Fisheries.

In addition, DG EMPL is implementing the 2020-2023 action plan of the '**Anti-fraud strategy of DG EMPL for Direct Management**' that has been adopted in January 2020.

In 2021, DG EMPL requested the Member States authorities to update their fraud risk assessment to take account of new risks linked to REACT-EU new expenditure. Further implementing measures will be taken in 2022 as a result of the updated assessment of Member States' compliance with (i) the anti-fraud rules of the Common Provisions Regulation, (ii) the updated Commission Anti-Fraud Strategy, (iii) the European Court of Auditors report on tackling fraud in Cohesion policy and (iv) anti-fraud measures linked to COVID-19 challenges that have been put in place by the Member States.

The following actions will be put in place or continued in 2022 to enhance the fraud risk management of DG EMPL:

- 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);
- increase digitalization of Cohesion funds management, including encouraging Member States' authorities to **use dedicated data-mining IT tools** to prevent and detect potential fraud and conflicts of interests (including by promoting its data-mining / data-enrichment system ARACHNE provided free of charge to Member States) as well as for the collection by Member States authorities of data on beneficial owners for 2021–2027 period (JAFS - Action 2 and CAFS - Action 4);
- encourage the **adoption of anti-fraud strategies and intensify cooperation** between national authorities across borders and with stakeholders and the civil society (JAFS, Action No 3 and CAFS, Action No 37);
- improve the **anti-fraud knowledge**, deliver the **messages from the JAFS plan to the Member States authorities** and increase **cooperation among 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).

D. Digital transformation and information management ⁽⁴⁰⁾



To support its modernisation, DG EMPL will continue to participate actively in the implementation of the **European Commission Digital Strategy** by applying the principles of being digital by default, re-using information, being data driven, ensuring compliance with data

⁽⁴⁰⁾ The relevant performance table for this specific objective can be found in the annex (page 50).

protection rules and offering more interactive working environments for users. The principles of the strategy are set out in the Digital Solutions Modernisation Plan that provides the guidelines for further development of the Commission's digital landscape, in support of business requirements and improved processes. The plan represents a collective effort by all Commission departments to reflect on ways to modernise the systems that support their business functions. Active follow-up of the plan communities is happening in different fronts such as on reusable components architecture or security exchange.

The main examples of **initiatives on digital transformation** led by DG EMPL, which will continue to be implemented in 2022, are:

- the Electronic Exchange of Social Security Information System, which enables European national institutions across borders to process mobile citizens' claims for social security benefits in an electronic way, leading to faster and more efficient administrative processes;
- the European Classification of Skills and Competences information system that provides departments for people to document their skills and qualifications; aside of the importance for the European Market, this system can also have a potential use for the Commission in the area of human resources;
- the EUROPASS, which is a set of online tools and information that help people in EU to manage their career;
- the EURES portal, which is designed to facilitate the free movement of workers by providing information and employment support departments to workers and employers;
- the Front-Office of the System for Fund Management, which facilitates the electronic exchange of information concerning funds in shared management between the Member States and the European Commission;
- the Corporate Compass and RDIS2 workflow systems for effective implementation of the European Social Fund and the European Social Fund Plus (shared and direct management);
- the set of tools such as ARACHNE and MAPAR that support funds in shared management in areas such as audit, financial fraud, etc.

DG EMPL acknowledges the need to continuously address technical debt (in particular in legacy systems) in line with the decisions and plans of the Information Technology and Cybersecurity Board. In this context, a monthly follow-up has been established system per system.

Data security has been growing in importance during the last few years. DG EMPL is following the situation closely and ensuring that the systems under its responsibility meet to the requirements and recommendations of the Directorate-Generals for Human Resources and Informatics. DG EMPL has kept internally the Local Informatics Security Officer role and will dedicate the full time of a specialist to support and monitor the actions required in each system. This strategic decision is the start of building in-house capabilities and knowledge while at the same time following-up the recommendations from the

corporate departments. This is a continuous effort, which is materialised in the regular updates of the security plans for each system involving both business and IT teams and integrating in a holistic way a sound risk assessment to decide adequate mitigation measures to be put in place. As of 2021, all DG EMPL's IT systems have a security plan and the DG has launched additional actions to ensure that these security plans are updated according to the latest Commission-wide recommended methodology.

In 2022, following the recommendations of the Information Technology and Cybersecurity Board, the EU Login ⁽⁴¹⁾ will be implemented in all DG EMPL's systems. In addition, for the systems that are accessible directly from internet, DG EMPL will implement a two-factor authentication, ensuring a higher protection. The update and review of the security plans for DG EMPL's systems will continue and special emphasis will be put on the migration of currently unsupported IT tools.

As regards **records and archives management policy** and the **Digital Preservation Strategy Action Plan**, DG EMPL will implement the following actions in 2022:

- inventory of its current and legacy information systems following the procedures put in place by the Secretariat General;
- managing the first review of Nomcom electronic files with expired administrative retention period (until 2019) and treatment of related paper files in DG EMPL's intermediate official paper archives, using the Hermes Preservation System;
- promoting the use of qualified electronic signatures and support to units (maintaining and updating procedures including all procedures for online working, set up during the COVID-19 crisis);
- treating the remaining unit old paper archives still not treated, eliminated or transferred to the historical archives;
- monitoring and improving the protection of Sensitive-Non-Classified information within ARES, including the use of the Sensitive Personal Data flag in ARES;
- contributing to the third revision of the Commission Common Retention List.

As regards to **data, information and knowledge management**, DG EMPL will implement the first steps to set up a basic knowledge management strategy, with the support of the Directorate-General for Human Resources, the One-Stop Shop for collaboration, a multi-disciplinary team of internal consultants and the Commission knowledge management network, in line with the 2022-2024 Commission Rolling Action Plan objectives.

In this context, DG EMPL has established a working group on information and knowledge management, internal communication and briefings. Its overall mission for 2022 will be to propose ways to better manage and share information within DG EMPL and to help produce clearer briefings with shorter validation chains.

⁽⁴¹⁾ Corporate authentication system.

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

DG EMPL's data protection coordinator will continue to provide support and guidance to the staff of the DG on data protection related issues, in 2022. Support and guidance to the staff of the newly created Joint Directorate for Audit in the Cohesion policy is coordinated with the Directorate-General for Regional and Urban Policy. The data protection coordinator of DG EMPL plans a number of awareness raising exercises in 2022 such as articles on the intranet and trainings specific for DG EMPL staff. Staff will also be encouraged to follow specialised trainings 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.

E. Sound environmental management ⁽⁴²⁾



In order to reduce its environmental and carbon footprint, DG EMPL will rely on lessons learned from the COVID-19 pandemic when the lockdown rules obliged the non-essential staff to refrain from business travel and from using the Commission buildings. Therefore, in 2022, DG EMPL will focus on:

- optimising the use of resources such as energy, water, electricity and paper in its buildings;
- use of qualified electronic signatures for procurement contracts and migration to the e-grant system to significantly reduce the printing of contractual documents, their 'blue ink' signature and their exchange via paper mail;
- awareness-raising campaigns and promotion of the Commission's guidelines on sustainable meetings and encouragement of hybrid meetings;
- further reduction in the number of meetings it organises with Member States, social partners and stakeholders and further promotion and establishment of hybrid meetings;
- continuous reduction in number of missions through thorough assessment of the mission purpose and need, as well as its possible results compared to hybrid/remote participation;
- improvement of staff awareness on management of waste in line with EMAS corporate recommendations;
- shifting to digital solutions.

⁽⁴²⁾ The relevant performance table for this specific objective can be found in the annex (page 51).

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



DG EMPL strives to continuously improve the economy and efficiency of its operations, and make the best use of the scarce resources available.

For instance, to improve the impact of communication on and around the multiple events that DG EMPL is organising more impactful, efforts are underway to **streamline and group several events into one annual high-level event with a strong external communication dimension**. The form and duration of this event will depend in particular on the COVID-19 situation and might include online and/or hybrid options.

DG EMPL's geographical units **re-assessed and re-shuffled their portfolios within the unit** to accommodate new responsibilities without sizeable additional human resources. This was done to take account of: (i) the particularities of 2022 as a transition year between the 2014-2020 and the 2021-2027 multiannual financial frameworks and (ii) the programming of REACT-EU and two new large funds (the Just Transition Fund and the Recovery and Resilience Facility).

On the direct management side, in 2021, DG EMPL started the process of moving to the corporate e-grants system, which manages the relation between the Commission and the applicants/beneficiaries of grants. In 2022, DG EMPL will **publish all calls for proposals on the e-grants system, and receive and validate the first intermediate reports**. In 2023, DG EMPL expects to have the first final payments in e-grants. Compared to its former system (DEFIS), which was developed internally, DG EMPL expects to reduce the time needed by both the Commission and the applicants/beneficiaries to sign contracts and thus allow making it possible to pay the advance payment sooner.

The merger of the audit directorates of DG EMPL and the Directorate-General for Regional and Urban Policy from June 2021 is expected to generate economies of scale in order to increase audit capacity on the spot, reduce coordination efforts and ensure that the Commission audit directorates speak with one voice towards the audit community in the Member States. To further increase synergies, the shared audit directorate will **use external auditors to supplement its teams on the spot and support the desk-based audit work**. As the 2021-2027 programming period has just started, the joint audit directorate will **review all the audit methodology and related tools** to improve procedures, reduce administrative burden and adapt to the new legal requirements.

ANNEX: Performance tables

Indicators supporting Part 1 of the 2022 Management Plan ⁽⁴³⁾

General objective 2: A Europe fit for the digital age

Specific objective 2.1: A digitally skilled workforce

*Related to spending programme: ESF, ESF+,
Next Generation EU (RRF and REACT-EU),
Erasmus+ and InvestEU*

Main outputs in 2022:

New policy initiatives

Output	Indicator	Target
(Contribution to the)  Proposal for a Council Recommendation on improving the provision of digital skills in education and training	Adoption by the Commission	Q3 2022

Other important outputs

Output	Indicator	Target
Update of Digital Competence Framework	Publication	Q1 2022

General objective 3: An economy that works for the people

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

*Related to spending programme: ESF, ESF+ and
NextGenerationEU (RRF and REACT-EU)*

Main outputs in 2022 ⁽⁴⁴⁾:

New policy initiatives

Output	Indicator	Target
Employment Guidelines	Adoption by the Council	Q4 2022

⁽⁴³⁾ As in the narratives, the icon  shows the initiatives from the 2022 Commission Work Programme.

⁽⁴⁴⁾ Including horizontal outputs related to funds, agencies and major communication campaigns.

Evaluations and fitness checks

Output	Indicator	Target
Study on the pathways to enhance the use of programme-specific indicators in ESF and ESF+ (PLAN/2021/14429)	Completion	Q1 2022
Study on FEAD – data collection systems implemented by Member States (PLAN/2020/13928)	Completion	Q1 2022
Study supporting the preliminary evaluation of the support provided by ESF and FEAD under the Coronavirus Response Investment Initiatives (CRII and CRII+) (PLAN/2021/14432)	Launch	Q1 2022
Meta-analysis of the ESF counterfactual impact evaluations (PLAN/2020/13962)	Completion	Q3 2022
Study on data protection and access to administrative data: smart ways to monitor and evaluate the ESF (PLAN/2020/13961)	Launch	Q1 2022
Supporting study for the ex post evaluation of 2014-2020 ESF (PLAN/2021/15477)	Launch	Q4 2022
Ex post evaluation of the Programme for Employment and Social Innovation for 2014-2020 and the final evaluation of the European Progress Microfinance for 2010-2016 (PLAN/2021/12185)	Completion	Q4 2022
Study supporting the 2024 cross-cutting evaluation of DG EMPL's decentralised agencies: EUROFOUND, CEDEFOP, EU-OSHA and ETF (PLAN/2021/15473)	Launch	Q4 2022

External communication actions		
Output	Indicator	Target
Youth dialogues in the context of the European Year of Youth	Number of dialogues	6
	Total reach (including through paid promotion activities)	1 million
	Total number of participants (physical and online)	300
High-level flagship event	Total reach (including through paid promotion activities)	2 million
	Total number of participants (physical and online)	1 000
Multiannual campaign on the European Pillar of Social Rights Action Plan	Launch of the campaign	Q3 2022
	Increase in awareness against baseline (%)	5% (campaign target)
Other important outputs		
Output	Indicator	Target
Joint Employment Report	Adoption by the Council	Q4 2022
Report on Labour Market and Wage Developments in Europe	Publication	Q4 2022
Report on Employment and Social Developments in Europe	Publication	Q2 2022

General objective 3: An economy that works for the people

Specific objective 3.2: Stronger social dialogue

Related to spending programme: Prerogatives and ESF+

Main outputs in 2022:

New policy initiatives

Output	Indicator	Target
 Communication to strengthen social dialogue at EU and national level	Adoption by the College	Q3 2022
Proposal for a Council Recommendation on the role of social dialogue	Adoption by the College	Q3 2022

General objective 3: An economy that works for the people**Specific objective 3.3: Decent and safe working conditions for all***Related to spending programme: ESF and ESF+***Main outputs in 2022:****New policy initiatives**

Output	Indicator	Target
 Proposal amending the Asbestos at Work Directive	Adoption by the Commission	Q3 2022
Proposal amending the Chemical Agents Directive	Adoption by the Commission	Q3 2022

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Impact assessment supporting the proposal amending the Asbestos at Work Directive	Publication	Q3 2022
Impact assessment supporting the proposal amending the Chemical Agents Directive	Publication	Q3 2022

Enforcement actions

Output	Indicator	Target
Package on Directive 2003/88/EC on Working Time (Update of the Interpretative Communication and implementation report)	Adoption by the College	Q4 2022
Transposition checks regarding Directive 2019/1152 on Transparent and Predictable Working Conditions, including infringement proceedings against Member States not having communicated measures by the transposition deadline	Adoption by the College, if necessary	Q3 2022
Follow-up of infringement procedures launched against Member States not having communicated measures by the transposition deadline regarding Commission Directive 2019/1832 amending Annexes I, II and III to Council Directive 89/656/EEC as regards purely technical adjustments	Adoption by College of relevant formal steps in the procedure (if necessary)	Q1-Q3 2022

Output	Indicator	Target
Follow-up of infringement procedures launched against Member States not having communicated measures by the transposition deadline regarding Commission Directive (EU) 2019/1833 amending Annexes I, III, V and VI to Directive 2000/54/EC of the European Parliament and of the Council as regards purely technical adjustments	Adoption by College of relevant formal steps in the procedure (if necessary)	Q1-Q3 2022
Follow-up of infringement procedures launched against Member States not having communicated measures by the transposition deadline regarding Commission Directive (EU) 2019/1834 amending Annexes II and IV to Council Directive 92/29/EEC as regards purely technical adaptations	Adoption by College of relevant formal steps in the procedure (if necessary)	Q1-Q3 2022
Conformity checks regarding Directive (EU) 2017/2398 amending Directive 2004/37/EC on the Protection of workers from the risks related to exposure to carcinogens or mutagens at work (CMD1)	Sending EU pilot letters to Member States concerned	Q1-Q3 2022
Other important outputs		
Output	Indicator	Target
Study to follow-up on the legislative own-initiative report of the European Parliament on the revision of the European Works Councils Directive (PLAN/2021/15732)	Launch	Q4 2022

General objective 3: An economy that works for the people

Specific objective 3.4: Better functioning labour markets

Related to spending programme: ESF, YEI, ESF+ and EGF

Main outputs in 2022:

New policy initiatives

Output	Indicator	Target
 ALMA initiative (Aim, Learn, Master, Achieve)	Delegated act with EU-level simplified cost options on ALMA	Consultation with the Member States in Q1 2022
	Adoption of five ESF+ programmes including ALMA	Adoption in Q2 2022 Q4 2022

Evaluations and fitness checks

Output	Indicator	Target
Evaluation report on the Quality Framework for Traineeships – based on study (PLAN/2021/14752)	Adoption by the Commission	Q4 2022

Public consultations

Output	Indicator	Target
Public consultation as part of the evaluation of the Quality Framework for Traineeships	Launch	Q2 2022

External communication actions

Output	Indicator	Target
Conference on telework and the right to disconnect – the perspective of Member States and social partners	Organisation	Q2 2022

Other important outputs

Output	Indicator	Target
Exploratory study on telework and right to disconnect (PLAN/2021/14992)	Launch	Q1 2022

General objective 3: An economy that works for the people

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

*Related to spending programme: ESF, FEAD, ESF+ and
Citizenship, Equality, Rights and Value programme*

Main outputs in 2022:

New policy initiatives

Output	Indicator	Target
 Commission Communication on a European care strategy	Adoption by the Commission	Q3 2022
 Proposal for a Council Recommendation on long-term care	Adoption by the Commission	Q3 2022
 Proposal for a Council Recommendation on minimum income	Adoption by the Commission	Q3 2022
Commission guidance on distributional impact assessment	Adoption by the Commission	Q2 2022
First EU report on essential services	Adoption by the Commission	Q4 2022

External communication actions

Output	Indicator	Target
European care strategy	Launch event	Q3 2022
	Number of participants	150
High-level conference on the report on the future of social protection and of the welfare state in the EU	Event	Q4 2022
	Number of participants	150

Other important outputs

Output	Indicator	Target
Commission report on the implementation of the Council Recommendation on access to social protection	Adoption by the Commission	Q4 2022
Report of the High-level Group on the future of social protection and the welfare state in the EU	Publication	Q4 2022

General objective 3: An economy that works for the people**Specific objective 3.6: Enhanced labour mobility***Related to spending programme: ESF and ESF+***Main outputs in 2022:****Enforcement actions**

Output	Indicator	Target
Follow-up of infringements on aspects of transposition of Directive 2014/67 on Posting of workers in the framework of the provision of services and amending Regulation (EU) 1024/2012 on administrative cooperation through the Internal Market Information System	Closure or, where justified, adoption of reasoned opinions	Q2 2022
Follow-up of infringements for non-communication of national measures transposing Directive 2018/957 on Posting of workers in the framework of the provision of services	Closure of the proceeding or referral to the European Court of Justice	Q1 2022

Other important outputs

Output	Indicator	Target
Completing the implementation of EESSI by participating countries	Participating countries in production	All 32 participating countries in production

General objective 3: An economy that works for the people**Specific objective 3.7: More jobs created and sustained in micro- and social enterprises***Related to spending programme: ESF+ and InvestEU Social Window***Main outputs in 2022:****External communication actions**

Output	Indicator	Target
Social media campaign on the Action Plan for the Social Economy	Number of people reached	2 million
Promotion of the Action Plan for the Social Economy via (third party and Commission) workshops, events and online info sessions	Number of events, workshops and online info sessions	8

Other important outputs

Output	Indicator	Target
Youth entrepreneurship policy academy	Launch	Q4 2022
Grant support scheme	Launch of the call for proposals	Q2 2022
Social economy 'Gateway'	Preparatory work for the launch of the 'Gateway' in 2023	Q4 2022

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 programme: ESF, ESF+, NextGenerationEU (RRF and REACT-EU), Erasmus+ and InvestEU

Main outputs in 2022:

Evaluations and fitness checks

Output	Indicator	Target
Study supporting the evaluation of the Council Recommendation on the European Qualifications Framework (PLAN/2021/15432)	Launch	Q2 2022
Study supporting the evaluation of the Council Recommendation on upskilling pathways (PLAN/2021/9049)	Completion	Q4 2022
Study supporting the ex post evaluation of Europass (PLAN/2021/15534)	Launch	Q2 2022

Public consultations

Output	Indicator	Target
Public consultation as part of the evaluation of the European Qualifications Framework	Completion	Q4 2022
Public consultation as part of the evaluation of the Council Recommendation on upskilling pathways	Completion	Q1 2022

External communication actions		
Output	Indicator	Target
European Validation Festival	Event held	Q4 2022
	Number of participants	500
Other important outputs		
Output	Indicator	Target
Rollout of the Pact for Skills	Establishment of support services – external contractor (conclusion of an open call for tenders)	Q1 2022
Continuation of the Blueprint for Sectoral Skills initiative (Erasmus+)	Call published	Q2 2022
Study on accountancy for skills	Launch of tender	Q4 2022

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 2022:

External communication actions		
Output	Indicator	Target
European Vocational Skills Week	Outreach through week-associated events/activities (in person, online and hybrid)	2.5 million
	Social media impressions	25 million
	Website visits	36 000
Other important outputs		
Output	Indicator	Target
Centres of Vocational Excellence	Number of projects to be financed in the Erasmus+ 2022 call	12
Green skills in the VET sector	Number of projects under the Erasmus+ call expected to have started by end of 2022	6
Manual EQAVET peer reviews	Publication	Q2 2022

General objective 6: A new push for European democracy

Specific objective 6.1: Equality

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

Main outputs in 2022:

Enforcement actions

Output	Indicator	Target
Monitoring the transposition of the European Accessibility Act	Establishment of support services – conclusion of contract	Q2 2022

External communication actions

Output	Indicator	Target
Communication campaign – Strategy for the rights of persons with disabilities	Social media impressions	40 million
	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	Q4 2022
Disability Employment Package	Launch	Q4 2022
Study on social protection and services for persons with disabilities	Launch	Q2 2022
Study or impact assessment (to be decided) on future European Disability Card proposal	Launch	Q3 2022

Indicators supporting Part 2 of the 2022 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 2022:

Output	Indicator	Target
Female talent development	First female appointments to middle management positions	2 [target set by SG for 2020-2022 (SEC(2020)146) – already achieved]
	Number of individual coaching packages offered	At least 3 packages
Staff engagement	Staff engagement index	At least 3% above the Commission average in the next staff survey
Local HR strategy	Adoption in DG EMPL	Q4 2022

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 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains <2% of relevant expenditure
	Estimated risk at closure	Remains <2% of relevant expenditure
Effective controls: Safeguarded assets ⁽⁴⁵⁾	Absolute return of the portfolio	Benchmark
Efficient controls	Budget execution	Remains >95% of payment appropriations
Economical controls	Overall estimated cost of controls	Remains ≤0.2% of funds managed
Reliance on the management and control systems	Percentage of all programmes assessed as functioning well or functioning with only some improvements needed	80%

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

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy ⁽⁴⁶⁾ aimed at the prevention, detection and correction ⁽⁴⁷⁾ of fraud.

Main outputs in 2022:

Output	Indicator	Target
Support capacity building and dissemination of information to Member States on fraud prevention and detection	Number of plenary presentations and training sessions given	2 plenary
	Number of plenary presentations and training sessions offered	27 (one per Member State)
Financial corrections implemented as a follow-up of financial recommendations in final reports from the Commission Anti-Fraud Office	% of financial corrections implemented	75%
Increase the systematic use of ARACHNE or alternative data mining tools available at national level	Number of active users	2 000
	% of all programmes using Arachne	60%
Improve anti-fraud knowledge and cooperation with counterparts from selection, policy and investigative units in the Commission Anti-Fraud Office	Number of meetings per year	At least 5 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 2022:

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	Interim milestone by 2022: 50%
Applying first review action to Nomcom electronic files with Administrative Retention Period expired (until 2019)	Percentage of files treated, including paper component	100% of files with expired Administrative Retention Period treated

⁽⁴⁶⁾ Communication from the Commission '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'.

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

Output	Indicator	Target
File of DG EMPL's registered documents	Percentage of non-filed documents since the beginning of ARES	0.5%
Protection of Sensitive Personal Data (SPD)	Use of SPD flag in ARES (excluding ARES records registered using Hermes Repository Services and Areslook) (Baseline percentage of documents: Yes or No flag 16%; Unknown flag 84%)	Less than 50% 'unknown' by end of 2022
Staff trained and informed on rules and regulations relating to personal data protection in the Commission	Percentage of staff trained by the end of 2022	80% of all staff by end 2022 (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 2022:

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

Output	Indicator	Target (2019 as baseline)
Participation in the end of the year energy saving action by closing down DG EMPL's buildings during the Christmas and New Year holiday period	Percentage of buildings participating	50%
Energy saving by reducing the temperature in buildings	Norm NBN EN 15251	Reduction to min 20 degrees instead of 21 degrees in the offices
Paperless working methods at DG level, such as e-signatories, financial circuits, collaborative working tools, and staff awareness actions to reduce office paper use, as part of EMAS Commission-wide campaigns	Percentage of staff informed	All staff informed via Human Resources Corporate; general shift to digital solutions for all workflows possible
	Reduce paper consumption/ individual printers in the buildings	Individual printers no longer in offices

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Raise staff awareness on sustainable commuting in collaboration with the Office for Infrastructure and Logistics (e.g. the reduction of staff's use of parking spaces)	Percentage of reduction of parking places in DG EMPL's main building (J 27)	60%
Gradual increased use (and number of) video-conferencing meeting rooms for meetings with stakeholders (avoiding business trips) in the DG	Number of video-conferencing meeting rooms	Maintenance of eight hybrid meeting rooms in DG EMPL buildings
Analysis of DG's missions trends /patterns (based on corporate Commission-staff's professional trips), optimising and gradually reducing CO ₂ emissions (e.g. by optimising the number of participants in the same mission and promoting more sustainable travelling options)	Optimisation of missions	DG EMPL maintains the low level of number of missions since the pandemic (initial cut of 40%) Use of train for shorter distances Where possible, maximum two people per mission if physical presence needed Where possible, hybrid meetings

III. Reducing and management of waste

Output	Indicator	Target (2019 as baseline)
Staff awareness actions about waste reduction and sorting as part of EMAS Commission-wide campaigns	Staff information via corporate email/websites	DG EMPL staff informed of Commission-wide actions by the Directorate-General for Human Resources

IV. Promoting green public procurement

Output	Indicator	Target (2019 as baseline)
Gradual introduction of green public procurement criteria in contracts and starting to monitor the process	Public procurement relevant contracts with green criteria (<i>relevant value in EUR</i>)	Increase in the number of half-day virtual events with stakeholders in framework contracts in order to diminish physical meetings