Ref. Ares(2023)5422344 - 04/08/2023

European Commission

# Annual Activity Report 2021
# Annexes

## DIRECTORATE-GENERAL FOR HUMAN RESOURCES AND SECURITY

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# ANNEX 1: Statement of the Director(s) in charge of Risk Management and Internal Control

For the Director in charge of risk management and internal control:

*"I declare that in accordance with the Commission's communication on the internal control framework ([1]), I have reported my advice and recommendations on the overall state of internal control in the DG to the Director-General.*

*I hereby certify that the information provided in Section 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete."*

*31 March 2022*

*Signed*

*Christina Vlassis*

*Head of unit Procurement, Internal Control and Financial Reporting*

For the Director taking responsibility for the completeness and reliability of management reporting on results and on the achievement of objectives:

*I declare that in accordance with the Commission's communication on the internal control framework ([1]), I have reported my advice and recommendations on the overall state of internal control in the DG to the Director-General.*

*I hereby certify that the information provided in Section 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.*

*31 March 2022*

*Signed*

*Bertrand Saint Aubin*

*Head of unit Planning and Policy Coordination in 2021*

([1]) C(2017)2373 of 19.04.2017.

# ANNEX 2: Performance tables

**General objective:** A modern, high performing and sustainable European Commission

| Impact indicators | Baseline | Interim mile-stone | Target | Latest known results |
|---|---|---|---|---|
| **Staff engagement index in the Commission**<br><br>Source of the data: European Commission, Staff survey 2018 and 2021 | 69%<br>(2018) | Increase<br>(2022) | Increase<br>(2024) | 72%<br>(2021) |
| **Percentage of female representation in management in the Commission**<br>Source of the data: European Commission | 40.73%<br>(2018) | Increase<br>(2022) | >=50%<br>(2024) | 45%<br>(2021) |
| **Environmental performance in the Commission**<br><br>Source of data: Environmental Statement 2020 results (pg. 17) | | | | |
| Energy consumption of buildings (MWh / person): | -8.8%<br>(2018) | -5.2%<br>(2020) | Achieve greater reduction | -23%*<br>(2020) |
| Water use (m3 / person): | -9.5%<br>(2018) | -5.4%<br>(2020) | Achieve greater reduction | -38%*<br>(2020) |
| Office paper consumption (sheets / person / day): | -32%<br>(2018) | -34%<br>(2020) | Achieve greater reduction | -78%*<br>(2020) |
| CO2 emissions from buildings (tonnes / person): | -24%<br>(2018) | -5.1%<br>(2020) | Achieve greater reduction | -34%*<br>(2020) |
| Waste generation (tonnes / person): | -15%<br>(2018) | -9.7%<br>(200) | Achieve greater reduction | -57%*<br>(2020) |

* COVID pandemic conditions resulted in improved performance figures

**Specific objective 1:** Foster a modern and high-performing organisation

**Result indicator:** Embedding Change & Innovation
**Source of the data:** Staff survey (2018 and 2021)

| Baseline 2018 | Interim Milestone 2021 | Target 2024 | Latest known results 2021 |
|---|---|---|---|
| 52% | 55% | 60% | 55% |

| **Result indicator:** Allocation of staff to priorities<br>**Source of the data:** SYSPER - Atlas module | | | |
|---|---|---|---|
| **Baseline**<br>**2018** | **Interim Milestone**<br>**2021** | **Target**<br>**2024** | **Latest known results**<br>**2021** |
| 55.9% | 59% | 60% | 56.9% |
| **Result indicator:** Level of satisfaction with HR services – Overall satisfaction<br>**Source of data:** HR Customers Satisfaction Survey Full Report | | | |
| **Baseline**<br>**2019** | **Interim Milestone**<br>**2022** | **Target**<br>**2024** | **Latest known results**<br>**2021** |
| 68% | >70% | >75% | 72% |
| **Result indicator:** Level of satisfaction with HR services – Overall level of quality<br>Source of data: HR Customers Satisfaction Survey Full Report | | | |
| **Baseline**<br>**2019** | **Interim Milestone**<br>**2022** | **Target**<br>**2024** | **Latest known results**<br>**2021** |
| 59% | >65% | >75% | 60% |
| **Result indicator:** Level of satisfaction with HR services – Satisfaction of staff<br>Source of data: HR Customers Satisfaction Survey Full Report | | | |
| **Baseline**<br>**2019** | **Interim Milestone**<br>**2022** | **Target**<br>**2024** | **Latest known results**<br>**2021** |
| 69% | >70% | >75% | 71% |
| **Result indicator:** Level of satisfaction with HR services – Satisfaction of managers<br>Source of data: HR Customers Satisfaction Survey Full Report | | | |
| **Baseline**<br>**2019** | **Interim Milestone**<br>**2022** | **Target**<br>**2024** | **Latest known results**<br>**2021** |
| 60% | >70% | >75% | 78% |

| **Main outputs in 2021** | | | |
|---|---|---|---|
| **Output** | **Indicator** | **Target** | **Latest known results (situation on 31/12/2021)** |
| ***Make the organisation agile and fit-for-purpose*** | | | |
| **Ensure the optimal use of resources**<br>Multiannual corporate reallocation planning adopted by the College, following consultations with stakeholders.<br><br>Planning outlines long-term reallocation of resources allowing for better planning of resources. | Adoption by College | Q2 | A new contribution system to support HR allocation was adopted in Q4. Further work to support the Commission needs in HR allocation decisions is ongoing. The HR indicators and the contribution methodology will be revised in 2022. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Review the rules in relation headcount control** (job quotas) and organisation charts.<br>New rules adopted in 2021, implementing the Governance Package of November 2018. | Adoption | Q4 | Postponed to end 2022 – early 2023. To be developed in the context of the new HR strategy. |
| **Integrated workplace service supports staff** moving into collaborative space.<br>Departments which moved into collaborative space received support from an integrated team comprising at least OIB/OIL, HR, DIGIT | | All departments of more than 30 staff received support | Implemented<br>All DGs with staff who moved into dynamic collaborative space were given support from the flexible working team, staffed by OIB/OIL, HR, DIGIT, SCIC, SG & the One-Stop-Shop for Collaboration |
| Overall change management team established, serving the Commission | Team established and its existence publicised | Q4 | Implemented<br>Mandate was adopted for the change management team as part of the DG HR reorganisation, adopted in December 2021 |
| ***Toward Digital Transformation*** | | | |
| **HR Modernisation and Digital Transformation** | | | |
| Selection of the HR IT business platform for adoption by the ITC Board | Adoption by ITC Board | Q4 | Implemented in January 2022 |
| (Pre-)Selection & Recruitment analysis completed | | Q4 | The selection and recruitment analysis has been completed with a focus on capability and high-level processes. |
| Complete 3 use cases of quick wins | | Q4 | 3 use cases completed |
| ***Transform European Commission into a data-driven organisation*** | | | |
| **Deploying Microsoft 365** | Number of active users | 30 000 users | 29 000 users |
| | Number of Microsoft 365 champions with allocated time to fulfil role | 20 to 30 members | 114 members |
| | Phase out of old Yammer and phase in of new Yammer | Q2 | Implemented Q1 2021 |
| | Pilot on SPO for knowledge management and collaboration | Q3 | Implemented Q2 2021 |
| **SYSPER Interinstitutional programme** | Number of new agencies using SYSPER in production | 6 | 9 |
| | Number of training/coaching sessions | 18 | 15 training sessions; approximately 100 coaching sessions |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Business Intelligence**<br>Prepare the transformation of analytics services by planning the migration towards a simplified portfolio of static reports, and an increased focus towards high value analytics | Plan and start execution with the first set of reports/dashboards. | Q4 | Implemented<br>A new management dashboard was launched presenting key insights, trends and benchmarks for managers. Existing set of reports has been rationalised and new key performance indicators for the new HR strategy have been developed. |
| **Staff Contact**<br>StaffContact has replaced all FMBs set up for contact from staff | % of hits on Staff Matters pages which are hits on a page with a link to an FMB by end 2021 | Less than 5% | In the context of DG HR's reorganisation, it was decided in Q1 2021 not to rollout Staff Contact. Improving the way staff contacts HR services is being addressed by the HR Transformation programme. |
| **Modernise SERMED – EC Medical Record**<br>SERMED is the IT solution that supports HR medical activities at the EC and Executive Agencies, EEAS and its delegations. It manages and records the activities around the health of staff such as medical visit, electronic health record and doctors' medical reports. As part of Digital transformation it is proposed to foster efficiencies in the medical services, support preventive medicine, draw trends and medical insights and statistics based on diagnostic. COVID-19 and other pandemics crisis management will be facilitated by a new modern system. | Deployment of an industrial solution in 2021 | Q3 | In 2021 priority was given to support vaccination campaign through SERMED. The analysis is ongoing; a new project charter is expected to be ready early 2022. |
| ***Greening the Commission*** | | | |
| **EMAS Registration**<br>Extension of the EMAS registration scope | EMAS Registration<br>Extension of the EMAS registration scope to 4 executive agencies | Maintained in 2021<br>Successful external verification audit | Implemented<br>EMAS Registration includes the 4 executive agencies |
| **Commission Communication/action plan defining the actions to become climate neutral by 2030** | Communication/action plan Adopted/Published | Q4 | Postponed to Q1 2022 |
| ***Forster collaboration with partners*** | | | |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Harmonisation of HR policies across EU bodies** with HR model decisions to be adopted by agencies. Offer HR services and exchange best practices with other institutions and agencies. | Adoption by EU agencies and other bodies of the IDOC model decision | Q2 | The Commission's decision was adopted on 25 January 2022. The subsequent adoption of the rules by agencies is expected in 2022. |
| | Signature of amendments to all SLAs. | Q4 | All requests received in 2021 for amendments to the SLAs have been treated. Out of 20 amendments planned on the digitalisation of personal files, 10 were signed in 2021, 8 were signed early 2022, 1 is in the process of being signed and 1 agency withdrew from the services. |
| **Delegation of programmes to executive agencies**<br>Support to executive agencies on the delegation of programmes exercise for the period of 2021-2027 | Accompanying measures for staff transfers and other HR aspects of the exercise. Special attention to the transfer of programmes from the executive agency in Luxembourg to Brussels and the setup of the new Health and Digital Executive Agency | Q2 | Implemented |
| **Participation of Commission in the Europe Schools Governance** | Availability of the Evere temporary site<br>New project for the fifth European School in Brussels | Q3 | Implemented<br>The temporary Evere site became available in August 2021.<br>The fifth European School in Brussels is planned to open in 2028 at the latest. |
| | European Baccalaureate equivalence table with national systems | Q4 | Member States established new equivalence tables due to introduction of the new marking system in the European Schools. Commission launched infringement procedures against 2 Member States as it considered that they no longer assured equal treatment of European Baccalaureate holders (breach of Art. 5 of the ES Convention.) These are still ongoing. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| | 100 % of the relevant costs covered by the ECB | Q4 | Delayed<br>Discussions are expected to resume in 2022 with new interlocutors on both sides. |
| Cooperation with national administrations and international organisations | European Public Administration Network (EUPAN) ministerial meeting organised together with the Portuguese Presidency | Q2 | Implemented<br>The ministerial meeting took place in June 2021. |
| Organisation of the elections of Local Staff Committees | 5 elections in 2021 (Brussels, Outside EU, Ispra-Sevilla, Geel, Karlsruhe) | Participation of 2/3 of voters<br>No cancellation, no reclamation | Implemented<br>Elections LSC concluded: Geel in July 2021, Karlsruhe in October 2021, outside the EU in December 2021, Ispra-Seville in December 2021, Brussels first round in December 2021, second round in February 2022. The quorum was attained following extension of the deadline. None of the elections was cancelled and no reclamations were received. |
| Establishment of a modern e-voting system for election of staff representations | Design and implementation of a new e-vote application for the next elections | Q4 | In November 2021, the Information Technology and Cybersecurity Board postponed the discussion on e-vote and finally agreed on it in February 2022. E-vote is planned to be operational for the LSC elections in Luxembourg in November 2022. |

**Specific objective 2:** Foster a secure, ethical and engaging workplace

**Result indicator:** Staff satisfaction index
**Source of data:** Staff survey 2018 and 2021

| Baseline 2018 | Interim Milestone 2021 | Target 2024 | Latest known results 2021 |
|---|---|---|---|
| 66% | 68% | 70% | 68% |

| **Result indicator:** Offer sufficient flexibility in working conditions<br>**Source of data:** Staff survey 2018 and 2021 – "I achieve a good balance between work life and private life" | | | |
|---|---|---|---|
| **Baseline**<br>**2018** | **Interim Milestone**<br>**2021** | **Target**<br>**2024** | **Latest known results**<br>**2021** |
| 56% | 59% | 61% | 54% |

## Main outputs in 2021

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| *Foster a secure workplace* | | | |
| **New common information security rules for EU institutions, agencies and bodies**<br>As part of the EU Security Union Strategy adopted on 24/7/2020, the Commission will propose information security rules for all EU institutions, offices, agencies and bodies. | Risk and impact assessment | Q2 | Implemented<br>The impact assessment was finalised before the summer 2021 |
| | Draft Regulation | Q4 | Implemented<br>The draft proposal for the regulation was completed at the end of 2021 |
| **Secure meeting room**<br>To install a secure meeting room in the Berlaymont allowing discussions to take place up to and including SECRET UE/EU SECRET level.<br>The meeting room will also be capable of operating as a crisis room where necessary. | Commence faradisation works for the new secure meeting room | Q4 | The secure room is an OIB-led project and the completion of the faradisation by DG HR relies on OIB's completion of other phases of the project.<br>In 2021, the project was delayed at OIB's level due to issues with the engineers office working with OIB on the project, which resulted in the replacement of the office mid-course. |
| **Deployment of SECRET UE/EU SECRET mobile phones for the College and other targeted internal Commission users**<br>The Members of the College, Heads of Cabinet and Directors-General dealing with highly sensitive information will be equipped with a SECRET UE/EU SECRET mobile phone, which will enable ultra secure communications during crisis and discussions on classified information. | Site surveys in the offices of secure phone recipients, installation of Telecom line | Q1 | Implemented<br>Site surveys were completed |
| | Delivery and training on the use of the phones | Q2 | Implemented<br>The phones were distributed and their users received training on their use |
| | Crisis management exercise involving the use of the phones | Q3 | The exercise was no longer considered as necessary. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Roll out of the SUE system for Foreign Direct Investment Member States' users**<br>SUE is the SECRET UE/EU SECRET IT System to be deployed for all the Foreign Direct Investment users in Member States. | Deployment of SUE workstations in all Member States | Q3 | The production infrastructure is ready and complies with the legal requirements. The client configuration is close to the final setup. The deployment will start with a slight delay: Q1/2022 internally in the Commission and in the Member States' Permanent Representations.<br>Accreditation is progressing with the objective to have an Initial Authorisation To Operate (IATO) end Q1/2022. |
| **Pilot project for a mobile RUE-X system**<br>Following the COVID-19 crisis and the generalisation of teleworking, several Directorates-General have requested to have remote electronic access to classified information possible.<br>HR.DS will set up a pilot for a mobile RUE-X system. | Demonstration of the pilot system, enrolment of 10 test users | Q2 | Implemted<br>The pilot is operational with 30 test users until April 2022. |
| **Development and deployment of a corporate online scanning tool**<br>Provide a state of the art online tool for Commission staff to scan emails and other data files. The tool looks for patterns and indicators of malware. It adds another layer on top of the Anti-Virus solution by comparing historical attack data. | Access for all Commission staff to the online scanning system | Q4 | Ongoing discussion with DG DIGIT to hand over the project to them. |
| **Unauthorised access – Berlaymont Welcome Center**<br>The Berlaymont Welcome Centre will mitigate the risk of armed intrusion into the Berlaymont building, streamline and accelerate security controls for all visitors and enhance access procedures for VIP visitors. | Opening of the Welcome Center | Q2 | Implemented<br>The Welcome Centre opened in autumn 2021.<br>The inauguration of the Welcome Center was postponed due to the pandemic and the restricted number of visitors. There was also a small delay during the construction, due to the COVID-related restrictions imposed by the host country. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Strengthen perimeter protection of certain buildings**<br>In 2020 the Commission installed a new CCTV management platform.<br>On this basis, HR.DS will develop and implement systems designed to detect unauthorised access and to better protect building perimeters. | New system for detection of unauthorised persons on Berlaymont perimeters to be fully operational | Q2 | The new system for detection of unauthorised persons has been delayed due to COVID restrictions and delays in the supply chain. It is planned for Q2/2022. |
| **Enhance protection from hostile vehicles**<br>To strengthen the protection from hostile vehicles around the Berlaymont and Charlemagne buildings, with a focus on security by design, ensuring that all new systems are well integrated into the urban environment. | Installation of hostile vehicle mitigation systems for better protection of Berlaymont and Charlemagne buildings | Q4 | The installation of the new hostile vehicle mitigation systems for the Berlaymont and Charlemagne buildings has been delayed due to technical issues. It is foreseen for Q4/2022. |
| **Anti-shatter film in Berlaymont and Charlemagne buildings**<br>Assessment of the remaining effective life of the anti-shatter film installed on the windows of the Berlaymont and Charlemagne buildings. | Completion of tests on identified windows and conclusions drawn about remaining life of existing anti-shatter systems | Q4 | Implemented Q2/2021 |
| **Detection of Drones**<br>Review of technical systems designed to detect and, as appropriate, protect from unauthorised aerial vehicles. | Finalise the review and identify appropriate drone detection systems | Q4 | Implemented<br>The risk assessment was completed and the mitigating measures identified in Q4/2021. |
| **Future Security Operations Center**<br>Review of the physical integration of the existing Duty Office, Guards Control Room and Guards Dispatch into a single and integrated Security Operations Center. | Validated concept for the creation of a physical place where these operations services can be located | Q2 | The draft concept was validated internally in Q4/2021 and forms the basis of the terms of reference of the feasibility study, to be launched in Q1/2022. |
| **Development of an HR.DS risk management platform**<br>Development of an integrated concept to connect the activities of HR.DS entities in charge of threat assessments, incidents and mitigating security measures. This will enhance the common understanding and timely exchange of relevant | Validated concept for one risk management approach | Q2 2021 | Implemented<br>HR.DS defined the scope, criteria and expectations for a new security and risk management platform. DG HR also explored the market and identified several such platforms. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| information between the relevant HR.DS entities.<br>Development of a common platform/tool to integrate and automate features, allowing HR.DS to manage the entire security risk management process, quickly disseminate information, delegate responsibilities and stay updated. | Purchase of a supportive IT tool | Q3 | No supportive IT tool was purchased, due to new developments in the area of business continuity at corporate level. The ongoing initiative by the Secretariat-General on the future platform for business continuity offers opportunities for synergies with DG HR. |
| **Modernisation of awareness-raising actions in the area of Counter-Intelligence/Counter-Terrorism-Counter Extremism**<br>Review of current awareness-raising strategy and tools in the area of Counter-Intelligence/Counter-Terrorism-Counter-Extremism, in order to be more effective in conveying messages. This will include the development of specific products. | Evaluation of current awareness activities | Q1 | Implemented<br>The current awareness activities were evaluated, and the conclusions were drawn in Q4/2021. |
| | Introduction of new awareness-raising tools | Q3 | Throughout 2021, existing tools were updated (e.g. General and Thematic Counter-Intelligence briefings) and new awareness-raising tools were introduced (e.g. new Webpage on Third Countries Nationals' screening procedure). |
| **Implementation of the new third country nationals (TCN) screening**<br>Completion of the project initiated in 2020. | Pilot project new TCN screening procedure | Q2 | Delayed, pending approval of the Data Protection Officer. |
| | Implementation of new TCN screening | Q4 | Delayed, pending approval of the Data Protection Officer. |
| ***Foster an ethical workplace*** | | | |
| **Training on ethics**<br>2021 will see an increased emphasis on awareness raising on the rules in place and the potential consequences of breaches of ethical obligations. | Number of staff that attended<br>training courses on ethics, including participation in e-learning courses. | 3 500 staff members | 4 530 participants |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Revision of the Commission policy on harassment prevention** | Resumption of the social dialogue on a revised Commission decision on harassment prevention | Q2 | Resumption of the social dialogue is postponed to 2022 and will be preceded by an inter-service consultation on a new draft decision on prevention of and fight against harassment. In 2021, to underpin the revision of the policy on harassment prevention, DG HR carried out a staff survey on respect at workplace, delivered a benchmarking study on harassment prevention practices in other EU institutions and international organisations and consulted several actors on planned actions. |
| ***Foster an engaging and caring workplace*** | | | |
| **fit@work strategy and action plan:** The fit@work health and wellbeing action plan 2021-2025 identifies three pillars to focus on (physical wellbeing, mental wellbeing and wellbeing at the workplace) and outlines a number of actions and initiatives to fulfil the Commission's duty of care. | Strategy and action plan documents | Q1 | Prepared. To be launched in the context of the new HR strategy |
| **Managing the COVID-19 crisis**<br>Medical Service Brussels organised a large campaign for vaccination against COVID-19 in Brussels for European Commission staff as well as executive agencies, joint undertakings, Committee of Regions, European Economic and Social Committee, EEAS, EDPS, European Schools.<br><br>In specific circumstances, Medical Service Brussels also administered COVID-19 tests.<br>. | Number of vaccinated staff;<br><br>Number of COVID-19 tests performed | Q1/2/3/4 | 20 000 staff were vaccinated; in total 48 000 shots and 8 847 Covid-19 tests performed |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **New working time regime on Close Protection Officer**<br>A special working time regime derogating from the standard flexitime regime should be formally set up for the operational staff of the Protection Sector. A special regime would ensure continuity of the service, regularise the practice currently in place, and provide the staff with legal certainty as to their rights and obligations.<br>The Security Directorate should adopt internal guidelines detailing the requirements to staff on standby and the modalities of allocating standby duty among staff, including the creation of a clear rotation system among staff to avoid all operational staff from being on standby duty all the time.<br>In order to ensure that the minimum health and safety requirements are respected, systematic use of overtime needs to be scaled back significantly. | Decision adopted by the Director D of DG HR, after consulting the Staff Committee | Q1 | Implemented<br>A special regime was adopted by a decision by the Director D of DG HR on 5 October 2021 |
| **New Commission decision on sick leave**<br>The decision will bring clarifications on medical absence management and contribute to a successful return to work after a long medical leave | Adoption by College | Q2 | The adoption of the new decision was suspended due to prioritisation of the management of the COVID-19 pandemic. Adoption is expected Q4 2022. |
| **Teleworking and working time decisions**<br>The larger use of telework and the possibility of hybrid working give rise to the need for revision of the telework and working time Decisions. The revised decisions shall accompany the organisation in its move away from time management towards performance-based management. It shall also ensure that staff have the possibility to disconnect in order to avoid digital overload or burnout. | Commission decisions adopted | Q1 | Mid-2021 an inter-service consultation was launched for a proposal of a new decision covering both working time and hybrid working. Following this consultation, DG HR started a social dialogue with the trade unions and staff associations. In December, a political concertation between Commissioner Hahn and the trade unions and staff associations took place. Adoption is expected in Q1 of 2022. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Improve work-life balance for specific situations through specific arrangements**<br>The Commission offers many options in order for staff to have a work-life balance (flexitime, part-time, time credits, special leaves…). For some specific situations, more help could be needed.<br>Direct staff to the available options and where necessary, provide adequate arrangements on a case by case basis for a work-life balance for specific/exceptional situations.<br>Reasonable accommodation is offered to staff with a disability. | Reasonable accommodation and specific arrangements | Q4 | Ad-hoc committee for reasonable accommodation established and meeting on a regular basis<br>(ongoing).<br>95% part-time without salary reduction is in place and being used mostly by parents of disabled child(ren). |
| **Provide adequate ergonomic and IT equipment for working at home:**<br>The Commission is offering to help staff equip home offices as part of a general move towards a new way of working where working from home will play a bigger part in our work life. This will also reduce the risk of medical ailments related to poor ergonomics. | Strategy and guidelines for providing ergonomic and IT equipment at home | Q2 | Implemented<br>A series of ergonomics@home and ergonomics@the office recorded webinars and Q&A sessions are available on the fit@home page. In 2021, 3 news instructional videos were uploaded covering: the use of collaborative spaces, helping staff integrate new ways of using the office spaces with an emphasis on The One and how to assemble an ergonomic office chair. |
| **Revised rules on home leave**<br>Taking into account further analysis of the particularities of postings in remote third countries, it appears appropriate to increase the number of home leave days granted to staff members posted where the geographical distance between the place of employment and the place of origin is 2001 kilometres or more. | Adoption by College | Q2 | Social dialogue on the draft decision took place during large parts of 2021. The final decision is in the process of adoption in March 2022. |
| **Amendments to Appointing Authority powers decision**<br>In line with the new HR Delivery Model, the rules for exercising the powers of the Appointing Authority will be harmonised across the Commission. | Adoption by College | Q1 | Adopted in December 2021 |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Reports to the Budget Authority on the functioning of the Staff Regulations**<br>The following reports will be adopted:<br>Commission report on rules implementing the Staff Regulations (Article 110)<br>Commission report on the functioning of the Staff Regulations (Article 113) | Adoption by College | Q1<br><br>Q2 | The Commission report on the rules implementing the Staff Regulations (Article 110) was adopted on 28 May 2021.<br>The Commission report on the functioning of the Staff Regulations (Article 113) was adopted on 4 August 2021. |
| **Set up a task force on the "new ways of working"**<br>An integrated support will be offered to departments moving into the new working spaces. | Support process for DGs moving to 'The One' building (L107) | Q1 | The flexible working team providing support to DGs moving to 'The One' building was set up in Q1 2021. |
| **Revision of the policy for the accommodation of Commission services in Brussels and Luxembourg**<br>The objective is to update the current buildings' policy COM(2007) 501 in the light of recent developments and the vision for the future. | Adoption | Q4 | Postponed to 2022 |
| **Revision of the methodology to be followed by the services of the Commission for prospecting and negotiating for buildings**<br>The aim of the revision of the current real estate procedure C(2008) 2299 is to make the proceedings smoother and more flexible, limited to the strict application of the Financial Regulation. | Adoption | Q2 | Postponed to 2022 |
| **Health and safety audit on the management of first intervention teams in Brussels and Luxembourg**<br>The audit aims at identifying any non-conformances with legal requirements and offering opportunities for improving the safety of staff in the event of an emergency. | Final audit report | Q4 | The final audit report addressed to DG HR was finalised on 17 December 2021. |
| **Adoption internal communication strategy** as a key component of staff engagement | Adoption by College | Q2 | Ongoing<br>The internal communication strategy is under preparation, several rounds of consultations took place. It was decided to finalise it after the adoption of the new HR strategy in order to be aligned to it. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **New normal survey and staff survey 2021**<br>The staff survey not only measures staff engagement, but is also a staff engagement exercise in itself, as it is the biggest listening exercise in the Commission; the new normal survey will focus specifically on new ways of working | New normal survey<br>staff survey | Q2 | The staff survey took place in November 2021. The new normal survey was transformed into pulse surveys in April 2021 |
| **Roadmap for future intranet**<br>The intranet informs and engages staff, creating a sense of belonging to the organisation and buy-in from staff | Pilot and assess SharePoint Online for new intranet | Q3 | Ongoing<br>The project initiation request was submitted to IT governance. |

**Specific objective 3:** Attract diverse and high quality talents to build the workforce of the future

**Result indicator:** Average length of the recruiting process
**Source of data:** DG HR Directorate B and D
When a medical visit is not needed

| Baseline 2019 | Interim Milestone 2022 | Target 2024 | Latest known results (2021) |
|---|---|---|---|
| 80% finalised within 30 calendar days | 85% finalised within 21 calendar days | 90% finalised within 14 calendar days | 84.1% finalised within 30 calendar days; 73.7% within 21 calendar days |

When medical visit is needed

| Baseline 2019 | Interim Milestone 2022 | Target 2024 | Latest known results 2021 |
|---|---|---|---|
| 80% finalised within 60 calendar days | 80% finalised within 30 calendar days | 80% finalised within 25 calendar days | 83.1% finalised within 60 calendar days; 29.8% within 30 calendar days |

**Result indicator:** Number of nationalities significantly under-represented in the AD5-AD8 grade bracket (non linguistic functions)
**Source of data**: Datawarehouse - staff composition by nationality

| Baseline 2019 | Interim Milestone 2021 | Target 2024 | Latest known results December 2021 |
|---|---|---|---|
| 12 | 10 | 6 | 13 |

| Main outputs in 2021 | | | |
|---|---|---|---|
| **Output** | **Indicator** | **Target** | **Latest known results (situation on 31/12/2021)** |
| **Implement the revamp of the EPSO competition model adopted by the EPSO Management Board** in order to ensure a greater diversity of candidates, corresponding to DG needs, reduce current imbalances, the time needed for the organisation of competitions and be more connected to the labour market through an improved testing method | Launch of new external competitions according to the new model | Q4 | Implemented<br>Two specialist competitions were launched for the Commission: a pilot for a fast-track competition model (OLAF) and a 24-language competition model (MARE).<br>The use of single measurement to assess the general competencies of candidates was introduced in 5 open specialist competitions launched for the Commission in 2021. |
| Organise internal competitions in all function groups (AD/AST/AST-SC), some of them open to the Junior Professionals and to contract agents, providing for the Commission's need to retain highly qualified talents relying on a planning of regular internal competitions. | Launch of new internal competitions according to the planning | Q4 | Partly implemented<br>One internal AD 5 generalist competition and one specialised competition were launched in 2021.<br>The planning of future competitions and the publication of notices covering all function groups is pending adoption of the new HR strategy. |
| **Adopt a new Commission decision on the employment and use of temporary agents**<br>In particular through better selection procedures, the possibility of offering longer contracts and through the extension of the range of grades offered, the new decision is expected to contribute to attracting high quality talents | Finalisation of the inter-services consultation and conclusion of the social dialogue phase | Q4 | Ongoing - finalisation is pending adoption of the new HR strategy. |
| **Analysis of the recruitment procedures with a view to making them simpler, faster and more equitable**.<br>This will be part of the HR Transformation project, which has a wider and longer-term scope. | Identifying and implementing a number of small-scale projects, with short implementation time, to simplify existing procedures | Q4 | Implemented<br>The successful pilot has been fully rolled out with the reorganisation of DG HR. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Commission decision on the future Junior professionals programme**<br>Based on the positive evaluation of the programme, this decision will aim at giving a permanent framework to the programme. | Preparation, concertation and adoption of the Commission decision. | Q4 | The Corporate Management Board endorsed the proposed adjustment of the programme in December 2021.<br>The draft decision is being prepared for inter-service consultation. |
| **Organise two sessions of Junior professionals (JP) under the renewed pilot phase**<br>These two sessions will select up to 50 talented junior professionals from the Commission internal talent pool via a highly competitive process. | Starting date of the sixth (JP6) selections of JPs | Q2 | Implemented<br>The sixth selection of JPs has been successfully organised despite the pandemic. |
| | Starting date of the sixth seventh (JP7) selections of JPs | Q4 | Implemented<br>The seventh selection of JPs has been successfully organised despite the pandemic. |
| **Carry out a diversity and inclusion survey**<br>Based on the survey's findings, a range of actions will be developed to address any imbalances. | Launch of survey | Q1 | Implemented<br>The diversity and inclusion survey was conducted in March 2021. |

**Specific objective 4:** Better know, develop and deploy people

**Result indicator:** Staff motivation index
**Source of data**: Staff survey (2018 and 2021)

| Baseline 2018 | Interim Milestone 2022 | Target 2024 | Latest known results 2021 |
|---|---|---|---|
| 60% | 62% | 65% | 62% |

**Result indicator:** Staff informed about career management
**Source of data**: Staff survey (2018 and 2021)

| Baseline 2018 | Interim Milestone 2021 | Target 2024 | Latest known results 2021 |
|---|---|---|---|
| 37% | 45% | 55% | 51% |

| **Result indicator:** The reach of the Career Guidance (CG) service and satisfaction with the service<br>**Source of data:** SYSPER - Career guidance module, Career guidance satisfaction survey | | | |
|---|---|---|---|
| **Baseline**<br>**2019** | **Interim Milestone**<br>**2021** | **Target**<br>**2024** | **Latest known results**<br>**2021** |
| 7.7% of Commission staff (officials, temporary agents and contract agents) having a CG session in the year | 8.5% of the Commission staff | 10% of the Commission staff | 10.85% of staff have been reached through career guidance sessions and/or workshops and webinars. Some staff have participated in both sessions and workshops/webinars. This figure is therefore not fully comparable with the baseline. |
| Career guidance service rated excellent or good by 86% of staff | >85% | >85% | 90.2% |

| **Result indicator:** Learning packages on digital skills<br>**Source of data**: EU Learn | | | |
|---|---|---|---|
| **Baseline**<br>**2019** | **Interim Milestone**<br>**2021** | **Target**<br>**2024** | **Latest known results**<br>**2021** |
| 10% of all staff profiles | 50% of all staff profiles | 95% of all staff profiles | Implemented.<br>Digital skills learning material, covering more than half of the staff profiles, has been made available online. Main achievements relate to training in Microsoft 365 and TEAMS, which are the main tools for internal collaboration. |

| **Main outputs in 2021** | | | |
|---|---|---|---|
| **Output** | **Indicator** | **Target** | **Latest known results (situation on 31/12/2021)** |
| **Better target the learning offer per job profile** to support staff development in their career or mobility to a new job.<br>Design flexible and blended modules to complete or design from scratch learning packages and paths for the following jobs:<br>- Extended offer for communication professionals<br>- Extended negotiation learning path through master classes and community of practice<br>Learning path for learning and development professionals | Available extended learning package/path in communication and negotiation | Q4 | Implemented<br>DG HR reviewed & extended the content of the learning package for communication professionals, and the negotiation learning path through master classes and community of practice. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| *Enhance remote Learning and Development activities* | | | |
| **Further enhance the online learning and development offer** with stand-alone online modules and resources, online activities as part of the course programme and virtual classes, to facilitate access of staff to the training courses as and when they need them. | Available online induction programme<br>Available seminars on sectoral policies<br>Available online learning offer for digital skills | Q3 | Implemented<br>The EC induction programme was redesigned into an appropriate online format with an adapted pedagogical structure.<br>In 2021, 16 sessions of the Spotlight on DGs series were delivered online. These conferences cover the central policy projects of DGs, their priorities and how they have an impact on European citizens.<br>All digital skills courses organised in 2021 were delivered online. |
| **Conceptualisation of language courses of the future at the Commission in a new digital workplace,** taking on board the experience of 100% virtual courses organised in 2020 | Available virtual language courses | Q4 | Implemented<br>The language learning offer is 100% online |
| **Provide access to the extensive, high quality course offer of LinkedIn Learning**, to help staff find the courses as and when they needed them. | Active LinkedIn Learning licences for 50% of Commission' staff | Q4 | Implemented<br>LinkedIn Learning licences are available to all staff since October 2021. |
| *Mapping of career, learning as well as internal and external mobility paths* | | | |
| **Analysis of the level of jobs held by contract agents** and, if justified, launch of targeted exercises to change function groups<br>This analysis will allow a comprehensive mapping of the careers of contract agents, and make them more internally consistent and equitable. | Number of changes of function group. | Analysis and – if justified - implementation of the exercise for the OIB, OIL and PMO | Implemented<br>One exercise for the change of function groups covering 19 profiles was organised for PMO. |
| **Internal guidelines on the correspondence of the Function Group with the nature and level of tasks** in order to determine the right level of recruitment of temporary and contract agents. | Blue print on the correspondence of the function group with the nature and level of tasks | Q4 | Postsponed until the adoption of the HR strategy |
| **Learning and Career days 2021**<br>This major event will contribute to better information for staff on career opportunities at the Commission. Depending on prevailing conditions, it may take the form of a hybrid event. | Organisation of Career Days 2021. | Q4 | Implemented<br>The Career Days 2021 took place in November 2021. It was a five-day event, which included 128 online sessions for approximately 14 000 participants. |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Launch a 4-year career talk exercise for AD officials**<br>This exercise organised in 2021-2022 will allow to proactively reach out to AD officials being for four years or more on their current job for an individual career guidance check-up. | Launch of the 4-year career talk with at least 10 DGs in 2021 | Q4 | Implemented |
| **Enhanced training programme for Career guidance officers**<br>This programme will reinforce the current continuous training programme with additional elements on evolution of practices in career guidance in other organisations, HR rules and procedures and knowledge of DGs business context and priorities. | Enhanced training programme in place | Q2 | Implemented |

**Specific objective 5:** Develop and support inspiring, inclusive and people-centric and gender balanced managers

**Result indicator:** Management index
**Source of data**: Staff survey (2018 and 2021)

| Baseline 2018 | Interim Milestone 2022 | Target 2024 | Latest known results 2021 |
|---|---|---|---|
| 58% | 59% | 60% | 63.5% |

**Main outputs in 2021**

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| ***Senior Managers*** | | | |
| **360° Feedback for Senior Managers**<br>Confidential report and coaching sessions to support Senior Managers in the key development areas emerging from the anonymous survey of their managers, peers and staff | Senior managers having participated in 360° Feedback | 30 | 30 |
| **Senior Management Development Programme**<br>Development plan and development sessions for senior managers to address the development needs identified via an independent assessment | Senior managers newly enrolled in the programme | 15 | 15 |
| ***Middle Managers*** | | | |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Effective managers** | Satisfaction of staff towards their middle managers (middle management index - staff survey results) | Increase middle management index (64% in 2018) | 70% management index for middle managers |
| **Definition of a structured approach to management development** for both newly appointed and established middle managers<br>DG HR, together with the AMCs, HR BCs and the European School of Administration (EUSA), defines the management development offer in a coherent way to address needs identified by both DGs and middle managers. | Structured approach defined and endorsed | Q3 | This action has been postponed until after the reorganisation in February 2022 |
| **Roll-out of the 360° feedback survey mechanism** survey, debriefing sessions, follow-up with Career Guidance Officers and corporate follow-up with volunteering DGs | Comprehensive offer made to DGs | Q2 | Rolled out in Q1/Q2 2021 to 11 DGs and 92 middle managers |
| **Networking activities among middle managers,** via online dedicated sessions and the managers-only coMMunity platform | Satisfaction of established middle managers with corporate support (feedback survey mechanism, structured approach to management development, networking support) | Establish baseline with dedicated survey | 8 Meetings of the middle management network took place in 2021 at which over 300 middle managers participated. The online platform coMMunity for middle managers remained active.<br>The dedicated survey to establish the baseline was not carried out in 2021. |
| **Mobile managers** | Extent to which middle managers move across the Commission's services<br>number of inter-DG transfers (baseline in Sept 2020: 17 inter-DG transfers) | More than 17 | 34 inter-DG transfers during 2021 |
| **Definition and implementation of an inter-DG mobility framework for middle managers** | Set of measures designed to promote interDG mobility defined and put in place | Q2 | This action has been postponed until after the reorganisation in February 2022 |
| **Setting-out of import targets for the transfers of MM across the Commission's services** | Import targets defined and assigned to all DGs and services | Q2 | This action has been postponed until after the reorganisation in February 2022 |
| ***Diversity specific actions*** | | | |

| Output | Indicator | Target | Latest known results (situation on 31/12/2021) |
|---|---|---|---|
| **Talent Development Programme for Middle Managers who aspire to become Senior Managers**<br>A comprehensive talent development package helps prepare primarily female middle managers for the challenges of higher responsibility. | Middle managers newly enrolled in the programme | 50 | 104 |
| **Monitoring of the DG specific target for first female appointments at middle management level,** including organisation of dedicated meetings with HR BCs and AMCs in various DGs | Degree of attainment towards DG specific target for first female appointments | There is no annual target defined. | 34 DGs and Services have met their gender targets of which 22 have even exceeded their assigned targets.<br>46% of middle managers are women (compared to 43% on 31 December 2020). |
| **Completion of the third edition of the Female Talent Development Programme** | Extent to which FTDP participants are appointed to MM functions<br>(baseline in October 2020: 27%) | Increase | 34% |

# ANNEX 3: Draft annual accounts and financial reports

**Annex 3 Financial Reports - DG HR - Financial Year 2021**

**Table 1 : Commitments**

**Table 2 : Payments**

**Table 3 : Commitments to be settled**

**Table 4 : Balance Sheet**

**Table 5 : Statement of Financial Performance**

**Table 5 Bis: Off Balance Sheet**

**Table 6 : Average Payment Times**

**Table 7 : Income**

**Table 8 : Recovery of undue Payments**

**Table 9 : Ageing Balance of Recovery Orders**

**Table 10 : Waivers of Recovery Orders**

**Table 11 : Negotiated Procedures**

**Table 12 : Summary of Procedures**

**Table 13 : Building Contracts**

**Table 14 : Contracts declared Secret**

**Table 15 : FPA duration exceeds 4 years**

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

## Additional comments

*Tables 4 "Balance sheet" and 5 "P&L"*

*The accounting situation presented in the Balance Sheet and Statement of Financial Performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.*

*Tables 2 "Payments" and 6 "Payment Times"*

*Following technical errors in ABAC:*

*- a payment amounting to 3.050 KEUR has been reported under the Annual Activity Report (AAR) of DG COMM whereas it should have been included in the AAR of DG HR.*
*- two payments amounting to 505 KEUR have been reported under the Annual Activity Report (AAR) of DG HR whereas it should have been included in the AAR of INTPA.*

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

| TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2021 (in Mio €) for DG HR | | | | | |
|---|---|---|---|---|---|
| | | | Commitment appropriations authorised | Commitments made | % |
| | | | 1 | 2 | 3=2/1 |
| **Title 01 Research and Innovation** | | | | | |
| 01 | 01 01 | Support administrative expenditure of the "Research and Innovation" Cluster | 6.65 | 6.64 | 99.93 % |
| **Total Title 01** | | | **6.65** | **6.64** | **99.93 %** |
| **Title 05 Regional Development and Cohesion** | | | | | |
| 05 | 05 01 | Support administrative expenditure of the `Regional Development and Cohesion ¿ cluster | 0.02 | 0.53 | 3554.27 % |
| **Total Title 05** | | | **0.02** | **0.53** | **3554.27 %** |
| **Title 07 Investing in People, Social Cohesion and Values** | | | | | |
| 07 | 07 01 | Support administrative expenditure of the "Investing in People, Social Cohesion and Values" cluster | 0.26 | 0.26 | 100.00 % |
| | 07 10 | Decentralised agencies and European Public Prosecutor¿s Office (EPPO) | 0.00 | 0.00 | 0.00 % |
| **Total Title 07** | | | **0.26** | **0.26** | **100.00 %** |
| **Title 08 Agriculture and Maritime Policy** | | | | | |
| 08 | 08 01 | Support administrative expenditure of the "Agriculture and Maritime Policy" cluster | 0.03 | 0.08 | 300.00 % |
| **Total Title 08** | | | **0.03** | **0.08** | **300.00 %** |
| **Title 13 Defence** | | | | | |
| 13 | 13 01 | Support administrative expenditure of the "Security and Defence" cluster | 0.03 | 0.03 | 100.00 % |
| **Total Title 13** | | | **0.03** | **0.03** | **100.00 %** |
| **Title 14 External Action** | | | | | |
| 14 | 14 01 | Support administrative expenditure of the `External Action¿ cluster | 0.72 | 0.72 | 100.26 % |
| **Total Title 14** | | | **0.72** | **0.72** | **100.26 %** |
| **Title 15 Pre-accession Assistance** | | | | | |
| 15 | 15 01 | Support administrative expenditure of the "Pre-accession Assistance" cluster | 0.12 | 0.11 | 95.46 % |
| **Total Title 15** | | | **0.12** | **0.11** | **95.46 %** |
| **Title 16 Expenditure outside the annual ceilings set out in the Multiannual Financial Framework** | | | | | |
| 16 | 16 01 | Support administrative expenditure outside the annual ceilings set out in the Multiannual Financial Framework | 0.25 | 0.30 | 120.04 % |
| **Total Title 16** | | | **0.25** | **0.30** | **120.04 %** |
| **Title 20 Administrative expenditure of the European Commission** | | | | | |
| 20 | 20 01 | Members, officials and temporary staff | 16.07 | 14.87 | 92.54 % |
| | 20 02 | Other staff and expenditure relating to persons | 26.79 | 24.64 | 91.99 % |
| | 20 03 | Administrative Operating expenditure | 62.32 | 58.25 | 93.47 % |
| | 20 04 | Information and communication technology related expenditure | 8.72 | 8.12 | 93.13 % |
| **Total Title 20** | | | **113.90** | **105.89** | **92.97 %** |

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

| TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2021 (in Mio €) for DG HR | | | | | |
|---|---|---|---|---|---|
| | | | Commitment appropriations authorised | Commitments made | % |
| | | | 1 | 2 | 3=2/1 |
| **Title 21 European Schools and Pensions** | | | | | |
| 21 | 21 02 | European Schools | 216.16 | 211.51 | 97.85 % |
| **Total Title 21** | | | **216.16** | **211.51** | **97.85 %** |
| **Total Excluding NGEU** | | | **338.13** | **326.08** | **96.44 %** |

| | | | | | |
|---|---|---|---|---|---|
| **Title 01 Research and Innovation** | | | | | |
| 01 | 01 01 | Support administrative expenditure of the "Research and Innovation" cluster | 3.42 | 3.42 | 100.00 % |
| **Total Title 01** | | | **3.42** | **3.42** | **100.00 %** |
| **Total NGEU Only** | | | **3.42** | **3.42** | **100.00 %** |

| | | | |
|---|---|---|---|
| **Total DG HR** | **341.55** | **329.51** | **96.47 %** |

** Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).*

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

| TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2021 (in Mio €) for DG HR | | | | | |
|---|---|---|---|---|---|
| | | | Payment appropriations authorised * | Payments made | % |
| | | | 1 | 2 | 3=2/1 |
| **Title 01 Research and Innovation** | | | | | |
| 01 | 01 01 | Support administrative expenditure of the "Research and Innovation" Cluster | 8.71 | 5.96 | 68.38 % |
| **Total Title 01** | | | **8.71** | **5.96** | **68.38%** |
| **Title 05 Regional Development and Cohesion** | | | | | |
| 05 | 05 01 | Support administrative expenditure of the `Regional Development and Cohesion¿ cluster | 0.16 | 0.36 | 223.85 % |
| **Total Title 05** | | | **0.16** | **0.36** | **223.85%** |
| **Title 07 Investing in People, Social Cohesion and Values** | | | | | |
| 07 | 07 01 | Support administrative expenditure of the "Investing in People, Social Cohesion and Values" cluster | 0.36 | 0.27 | 75.00 % |
| | 07 10 | Decentralised agencies and European Public Prosecutor¿s Office (EPPO) | 0.00 | 0.00 | 0.00 % |
| **Total Title 07** | | | **0.36** | **0.27** | **75.00%** |
| **Title 08 Agriculture and Maritime Policy** | | | | | |
| 08 | 08 01 | Support administrative expenditure of the "Agriculture and Maritime Policy" cluster | 0.04 | 0.05 | 145.60 % |
| **Total Title 08** | | | **0.04** | **0.05** | **145.60%** |
| **Title 13 Defence** | | | | | |
| 13 | 13 01 | Support administrative expenditure of the "Security and Defence" cluster | 0.03 | 0.01 | 27.10 % |
| **Total Title 13** | | | **0.03** | **0.01** | **27.10%** |
| **Title 14 External Action** | | | | | |
| 14 | 14 01 | Support administrative expenditure of the `External Action ¿ cluster | 0.81 | 1.01 | 125.27 % |
| **Total Title 14** | | | **0.81** | **1.01** | **125.27%** |
| **Title 15 Pre-accession Assistance** | | | | | |
| 15 | 15 01 | Support administrative expenditure of the "Pre-accession Assistance" cluster | 0.17 | 0.03 | 18.77 % |
| **Total Title 15** | | | **0.17** | **0.03** | **18.77%** |
| **Title 16 Expenditure outside the annual ceilings set out in the Multiannual Financial Framework** | | | | | |
| 16 | 16 01 | Support administrative expenditure outside the annual ceilings set out in the Multiannual Financial Framework | 0.34 | 0.25 | 74.73 % |
| **Total Title 16** | | | **0.34** | **0.25** | **74.73%** |
| **Title 20 Administrative expenditure of the European Commission** | | | | | |
| 20 | 20 01 | Members, officials and temporary staff | 21.07 | 12.93 | 61.36 % |
| | 20 02 | Other staff and expenditure relating to persons | 38.19 | 22.09 | 57.84 % |
| | 20 03 | Administrative Operating expenditure | 84.64 | 48.17 | 56.91 % |
| | 20 04 | Information and communication technology related expenditure | 11.68 | 5.92 | 50.68 % |
| **Total Title 20** | | | **155.58** | **89.10** | **57.27%** |
| **Title 21 European Schools and Pensions** | | | | | |

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

| TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2021 (in Mio €) for DG HR | | | | | |
|---|---|---|---|---|---|
| | | | Payment appropriations authorised * | Payments made | % |
| | | | 1 | 2 | 3=2/1 |
| 21 | 21 02 | European Schools | 217.06 | 210.45 | 96.95 % |
| **Total Title 21** | | | **217.06** | **210.45** | **96.95%** |
| **Total Excluding NGEU** | | | **383.26** | **307.50** | **80.23%** |

| | | | | | |
|---|---|---|---|---|---|
| **Title 01 Research and Innovation** | | | | | |
| 01 | 01 01 | Support administrative expenditure of the "Research and Innovation" cluster | 0.00 | 0.00 | 0.00 % |
| **Total Title 01** | | | **0.00** | **0.00** | **0.00%** |
| **Total NGEU Only** | | | **0.00** | **0.00** | **0.00%** |

| | | | |
|---|---|---|---|
| **Total DG HR** | **383.2** | **307.5** | **80.23** |

** Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).*

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 01 | 01 01 | Support administrative expenditure of the "Research and Innovation" Cluster | 6.64 | 4.61 | 2.03 | 30.53% | 0.00 | 2.03 | 2.06 |
| **Total Title 01** | | | **6.64** | **4.61** | **2.03** | **30.53%** | **0.00** | **2.03** | **2.06** |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 05 | 05 01 | Support administrative expenditure of the `Regional Development and Cohesion ¿ cluster | 0.53 | 0.29 | 0.24 | 44.83% | 0.00 | 0.24 | 0.15 |
| **Total Title 05** | | | **0.53** | **0.29** | **0.24** | **44.83%** | **0.00** | **0.24** | **0.15** |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 07 | 07 01 | Support administrative expenditure of the "Investing in People, Social Cohesion and Values" cluster | 0.26 | 0.21 | 0.05 | 18.47% | 0.00 | 0.05 | 0.10 |
| | 07 10 | Decentralised agencies and European Public Prosecutor¿s Office (EPPO) | 0.00 | | 0.00 | 0.00% | 0.00 | 0.00 | 0.00 |
| **Total Title 07** | | | **0.26** | **0.21** | **0.05** | **18.47%** | **0.00** | **0.05** | **0.10** |

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 08 | 08 01 | Support administrative expenditure of the "Agriculture and Maritime Policy" cluster | 0.08 | 0.05 | 0.03 | 35.60% | 0.00 | 0.03 | 0.01 |
| **Total Title 08** | | | **0.08** | **0.05** | **0.03** | **35.60%** | **0.00** | **0.03** | **0.01** |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 13 | 13 01 | Support administrative expenditure of the "Security and Defence" cluster | 0.03 | 0.01 | 0.02 | 72.90% | 0.00 | 0.02 | 0.00 |
| **Total Title 13** | | | **0.03** | **0.01** | **0.02** | **72.90%** | **0.00** | **0.02** | **0.00** |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 14 | 14 01 | Support administrative expenditure of the `External Action¿ cluster | 0.72 | 0.52 | 0.20 | 27.60% | 0.00 | 0.20 | 0.12 |
| **Total Title 14** | | | **0.72** | **0.52** | **0.20** | **27.60%** | **0.00** | **0.20** | **0.12** |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 15 | 15 01 | Support administrative expenditure of the "Pre-accession Assistance" cluster | 0.11 | 0.03 | 0.08 | 70.92% | 0.06 | 0.14 | 0.06 |
| **Total Title 15** | | | **0.11** | **0.03** | **0.08** | **70.92%** | **0.06** | **0.14** | **0.06** |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 16 | 16 01 | Support administrative expenditure outside the annual ceilings set out in the Multiannual Financial Framework | 0.30 | 0.24 | 0.05 | 18.32% | 0.08 | 0.14 | 0.22 |
| **Total Title 16** | | | **0.30** | **0.24** | **0.05** | **18.32%** | **0.08** | **0.14** | **0.22** |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 20 | 20 01 | Members, officials and temporary staff | 14.87 | 9.65 | 5.23 | 35.14% | 0.00 | 5.23 | 5.00 |
| | 20 02 | Other staff and expenditure relating to persons | 24.64 | 13.33 | 11.32 | 45.93% | 0.00 | 11.32 | 11.41 |
| | 20 03 | Administrative Operating expenditure | 58.25 | 29.30 | 28.96 | 49.71% | 0.00 | 28.96 | 22.32 |
| | 20 04 | Information and communication technology related expenditure | 8.12 | 2.97 | 5.15 | 63.40% | 0.00 | 5.15 | 2.96 |
| **Total Title 20** | | | **105.89** | **55.24** | **50.65** | **47.83%** | **0.00** | **50.65** | **41.69** |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 21 | 21 02 | European Schools | 211.51 | 209.55 | 1.97 | 0.93% | 0.00 | 1.97 | 0.91 |
| **Total Title 21** | | | **211.51** | **209.55** | **1.97** | **0.93%** | **0.00** | **1.97** | **0.91** |
| **Total Excluding NGEU** | | | **326.08** | **270.76** | **55.31** | **16.96%** | **0.14** | **55.46** | **45.31** |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG HR | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chapter | | | Commitments to be settled | | | | Commitments to be settled from financial years previous to 2020 | Total of commitments to be settled at end of financial year 2021 | Total of commitments to be settled at end of financial year 2020 |
| | | | Commitments | Payments | RAL | % to be settled | | | |
| | | | 1 | 2 | 3=1-2 | 4=1-2/1 | 5 | 6=3+5 | 7 |
| 01 | 01 01 | Support administrative expenditure of the "Research and Innovation" cluster | 3.42 | | 3.42 | 100.00% | 0.00 | 3.42 | 0.00 |
| **Total Title 01** | | | **3.42** | | **3.42** | **100.00%** | **0.00** | **3.42** | **0.00** |
| **Total NGEU Only** | | | **3.42** | | **3.42** | **100.00%** | **0.00** | **3.42** | **0.00** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Total for DG HR** | **329.5** | **270.76** | **58.74** | **17.83 %** | **0.14** | **58.88** | **45.31** |

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

**TABLE 4 : BALANCE SHEET for DG HR**

| BALANCE SHEET | 2021 | 2020 |
|---|---|---|
| A.I. NON CURRENT ASSETS | 187,354.27 | 391,740.76 |
| A.I.1. Intangible Assets | 187,354.27 | 391,740.76 |
| A.II. CURRENT ASSETS | 1,139,045.91 | 101,120,718.17 |
| A.II.2. Current Pre-Financing | 0.00 | 0.00 |
| A.II.3. Curr Exch Receiv &Non-Ex Recoverables | 1,139,045.91 | 101,120,718.17 |
| A.II.6. Cash and Cash Equivalents | 0.00 | 0.00 |
| **ASSETS** | **1,326,400.18** | **101,512,458.93** |
| P.II. CURRENT LIABILITIES | -564,608.79 | -99,186,279.34 |
| P.II.4. Current Payables | -564,608.79 | -99,186,279.34 |
| P.II.5. Current Accrued Charges &Defrd Income | 0.00 | 0.00 |
| **LIABILITIES** | **-564,608.79** | **-99,186,279.34** |
| | | |
| **NET ASSETS (ASSETS less LIABILITIES)** | **761,791.39** | **2,326,179.59** |

| | | |
|---|---|---|
| P.III.2. Accumulated Surplus/Deficit | 1,960,211,940.49 | 1,793,585,720.78 |

| | | |
|---|---|---|
| Non-allocated central (surplus)/deficit* | -1,960,973,731.88 | -1,795,911,900.37 |

| | | |
|---|---|---|
| **TOTAL DG HR** | **0.00** | **0.00** |

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

**TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG HR**

| STATEMENT OF FINANCIAL PERFORMANCE | 2021 | 2020 |
|---|---|---|
| II.1 REVENUES | -36,173,673.62 | -33,730,780.83 |
| II.1.2. EXCHANGE REVENUES | -36,173,673.62 | -33,730,780.83 |
| II.1.2.2. OTHER EXCHANGE REVENUE | -36,173,673.62 | -33,730,780.83 |
| II.2. EXPENSES | 311,261,016.76 | 200,357,000.54 |
| II.2. EXPENSES | 311,261,016.76 | 200,357,000.54 |
| II.2.10.OTHER EXPENSES | 303,160,403.69 | 191,955,438.05 |
| II.2.6. STAFF AND PENSION COSTS | 8,100,613.07 | 8,401,101.34 |
| II.2.8. FINANCE COSTS | | 461.15 |
| **STATEMENT OF FINANCIAL PERFORMANCE** | **275,087,343.14** | **166,626,219.71** |

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

**TABLE 5bis : OFF BALANCE SHEET for DG HR**

| OFF BALANCE | 2021 | 2020 |
|---|---|---|
| OB.1. Contingent Assets | 583,046.35 | 583,046.35 |
| GR for performance | 583,046.35 | 583,046.35 |
| OB.3. Other Significant Disclosures | -1,195,421.89 | -1,416,093.37 |
| OB.3.3.7.Other contractual commitments | -1,195,421.89 | -1,416,093.37 |
| OB.4. Balancing Accounts | 612,375.54 | 833,047.02 |
| OB.4. Balancing Accounts | 612,375.54 | 833,047.02 |
| **OFF BALANCE** | **0.00** | **0.00** |

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

| Legal Times | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Maximum Payment Time (Days) | Total Nbr of Payments | Nbr of Payments within Time Limit | Percentage | Average Payment Times (Days) | Nbr of Late Payments | Percentage | Average Payment Times (Days) | Late Payments Amount | Percentage |
| 16 | 1 | 1 | 100.00 % | 7 | | | | 0 | 0 % |
| 18 | 1 | 1 | 100.00 % | 9 | | | | 0 | 0 % |
| 19 | 14 | 14 | 100.00 % | 15 | | | | 0 | 0 % |
| 24 | 28 | 28 | 100.00 % | 14 | | | | 0 | 0 % |
| 30 | 10093 | 10048 | 99.55 % | 11.05 | 45 | 0.45 % | 75.78 | 342,298.19 | 1 % |
| 35 | 2 | 2 | 100.00 % | 9.5 | | | | 0 | 0 % |
| 38 | 4 | 3 | 75.00 % | 9.33 | 1 | 25.00 % | 39 | 60,480 | 12 % |
| 42 | 4 | 3 | 75.00 % | 10 | 1 | 25.00 % | 46 | 102,000 | 5 % |
| 44 | 1 | 1 | 100.00 % | 7 | | | | 0 | 0 % |
| 45 | 21 | 20 | 95.24 % | 12 | 1 | 4.76 % | 62 | 36,279.31 | 61 % |
| 60 | 133 | 133 | 100.00 % | 12.11 | | | | 0 | 0 % |
| 90 | 44 | 44 | 100.00 % | 8.36 | | | | 0 | 0 % |
| 120 | 1706 | 1706 | 100.00 % | 16.12 | | | | 0 | 0 % |
| 128 | 2 | 2 | 100.00 % | 3 | | | | 0 | 0 % |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Total Number of Payments** | **12054** | **12006** | **99.60 %** | | **48** | **0.40 %** | | **541,057.5** | **0 %** |
| **Average Net Payment Time** | **12.03** | | | **11.78** | | | **74.1** | | |
| **Average Gross Payment Time** | **13.11** | | | **12.82** | | | **84.1** | | |

| Suspensions | | | | | | | |
|---|---|---|---|---|---|---|---|
| Average Report Approval Suspension Days | Average Payment Suspension Days | Number of Suspended Payments | % of Total Number | Total Number of Payments | Amount of Suspended Payments | % of Total Amount | Total Paid Amount |
| 0 | 42 | 310 | 2.57 % | 12054 | 30,153,022.98 | 9.85 % | 305,980,258.93 |

| | | | |
|---|---|---|---|
| DG | GL Account | Description | Amount (Eur) |
| | | | |
| | | | |

**NB: Table 6 only contains payments relevant for the time statistics. Please consult its exact scope in the AAR Annex3 BO User Guide ( https://myintracomm.ec.europa.eu/budgweb/EN/abac/dwh/Pages/its-030-10-20_documentation.aspx ).**

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

| TABLE 7 : SITUATION ON REVENUE AND INCOME in 2021 for DG HR | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Chapter | | Revenue and income recognized | | | Revenue and income cashed from | | | Outstanding balance |
| | | Current year RO | Carried over RO | Total | Current Year RO | Carried over RO | Total | |
| | | 1 | 2 | 3=1+2 | 4 | 5 | 6=4+5 | 7=3-6 |
| 32 | Revenue from the supply of goods, services and work - assigned revenue | 20,062,170.30 | 223,562.38 | 20,285,732.68 | 19,967,870.30 | 223,562.38 | 20,191,432.68 | 94,300.00 |
| 33 | Other administrative revenue | 16,665,081.77 | 535,343.40 | 17,200,425.17 | 16,591,192.85 | 243,839.65 | 16,835,032.50 | 365,392.67 |
| **Total DG HR** | | **36,727,252.07** | **758,905.78** | **37,486,157.85** | **36,559,063.15** | **467,402.03** | **37,026,465.18** | **459,692.67** |

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

# TABLE 8 : RECOVERY OF PAYMENTS in 2021 for DG HR

| INCOME BUDGET RECOVERY ORDERS ISSUED IN 2021<br>Year of Origin (commitment) | Irregularity | | Total undue payments recovered | | Total transactions in recovery context (incl. non-qualified) | | % Qualified/Total RC | |
|---|---|---|---|---|---|---|---|---|
| | Nbr | RO Amount | Nbr | RO Amount | Nbr | RO Amount | Nbr | RO Amount |
| **2017** | | | | | 1 | 1,215.38 | | |
| **2019** | 1 | 8,463.89 | **1** | **8,463.89** | 1 | 8,463.89 | 100.00% | 100.00% |
| **2020** | 2 | 649.35 | **2** | **649.35** | 2 | 649.35 | 100.00% | 100.00% |
| **2021** | 3 | 1,709 | **3** | **1,709** | 4 | 5,152.73 | 75.00% | 33.17% |
| **No Link**[2] | 2 | 1,150.48 | **2** | **1,150.48** | 80 | 16,365,866.46 | 2.50% | 0.01% |
| **Sub-Total** | **8** | **11,972.72** | **8** | **11,972.72** | **88** | **16,381,347.81** | **9.09%** | **0.07%** |

| EXPENSES BUDGET | Irregularity | | OLAF Notified | | Total undue payments recovered | | Total transactions in recovery context (incl. non-qualified) | | % Qualified/Total RC | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Amount | | Nbr | Amount | Nbr | Amount | Nbr | Amount | Nbr | Amount |
| INCOME LINES IN INVOICES | | | | | | | | | | |
| NON ELIGIBLE IN COST CLAIMS | | | | | | | | | | |
| CREDIT NOTES | 523,639.97 | | | | **159** | **523,639.97** | 276 | 1,170,821.28 | 57.61% | 44.72% |
| **Sub-Total** | **523,639.97** | | | | **159** | **523,639.97** | **276** | **1,170,821.28** | **57.61%** | **44.72%** |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **GRAND TOTAL** | **167** | **535,612.69** | | | **167** | **535,612.69** | **364** | **17,552,169.09** | **45.88%** | **3.05%** |

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 24/02/2022

[2] Unlinked recoveries mostly relate to SLA chargeback orperations.

**TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 12/31/2021 for DG HR**

| | Number at 1/1/2021 1 | Number at 12/31/2021 | Evolution | Open Amount (Eur) at 1/1/2021 1 | Open Amount (Eur) at 12/31/2021 | Evolution |
|---|---|---|---|---|---|---|
| 2010 | 1 | 1 | 0.00 % | 3,782.09 | 3,782.09 | 0.00 % |
| 2015 | 3 | 3 | 0.00 % | 267,081.44 | 267,081.44 | 0.00 % |
| 2017 | 2 | 1 | -50.00 % | 12,440.06 | 4,706.68 | -62.17 % |
| 2018 | 2 | | -100.00 % | 19,455.68 | | -100.00 % |
| 2019 | 3 | 1 | -66.67 % | 7,501.39 | 328.22 | -95.62 % |
| 2020 | 24 | 2 | -91.67 % | 448,645.12 | 15,605.32 | -96.52 % |
| 2021 | | 13 | | | 168,188.92 | |
| | **35** | **21** | **-40.00 %** | **758,905.78** | **459,692.67** | **-39.43 %** |

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

**TABLE 10 :Recovery Order Waivers >= 60 000 € in 2021 for DG HR**

| | Waiver Central Key | Linked RO Central Key | RO Accepted Amount (Eur) | LE Account Group | Commission Decision | Comments |
|---|---|---|---|---|---|---|

| | |
|---|---|
| **Total DG HR** | |

| | |
|---|---|
| **Number of RO waivers** | |

## There are 1 waivers below 60 000 € for a total amount of -11,900

**TABLE 11 : Negotiated Procedures in 2021 for DG HR**

## Internal Procedures > € 60,000

| Negotiated Procedure Legal base | Number of Procedures | Amount (€) |
|---|---|---|
| Annex 1 - 11.1 ( c ) - Extreme urgency caused by unforeseeable events not attributable to the contracting authority | 1 | 269,116.00 |
| **Total** | **1** | **269,116.00** |

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

**TABLE 12 : Summary of Procedures in 2021 for DG HR**

**Internal Procedures > € 60,000**

| Procedure Legal base | Number of Procedures | Amount (€) |
|---|---|---|
| Negotiated procedure middle value contract (Annex 1 - 14.2) | 6 | 650,535.53 |
| Negotiated procedure without prior publication (Annex 1 - 11.1) | 1 | 269,116.00 |
| Open procedure (FR 164 (1)(a)) | 10 | 58,183,903.50 |
| **Total** | **17** | **59,103,555.03** |

**Additional Comments:**

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

## TABLE 13 : BUILDING CONTRACTS in 2021 for DG HR

| Legal Base | Procedure subject | Contract Number | Contractor Name | Contract Subject | Contracted Amount (€) |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

## TABLE 14 : CONTRACTS DECLARED SECRET in 2021 for DG HR

| Legal Base | LC Date | Contract Number | Contract Subject | Contracted Amount (€) |
|---|---|---|---|---|
| | | | | |
| | | | | |

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

**TABLE 15 : FPA duration exceeds 4 years - DG HR**

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

*Refresh date : 24/02/2022*

## TABLE 16 : Commitments co-delegation type 3 in 2021 for DG HR

| ANNEX 3: HR COMMITMENTS MADE IN 2020 WITH RESPECT TO THE CO-DELEGATIONS TYPE III | |
|---|---|
| | **Commitments made** |
| **Total** | **329,505,087.96** |
| **Of which Co-deleg Type III per giving DG** | **4,663,221.9** |
| *AGRI* | 26,500 |
| *CNECT* | 135,000 |
| *DEFIS* | 130,400 |
| *ECHO* | 649,039.73 |
| *EMPL* | 260,000 |
| *ENER* | 154,261 |
| *GROW* | 244,416 |
| *HOME* | 89,000 |
| *INTPA* | 116,718.11 |
| *JRC* | 390,000 |
| *MARE* | 99,810 |
| *MOVE* | 203,790 |
| *NEAR* | 367,256.06 |
| *OLAF* | 608,000 |
| *REGIO* | 518,141 |
| *RTD* | 670,890 |
| *SANTE* | 0 |

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors *Refresh date : 24/02/2022*

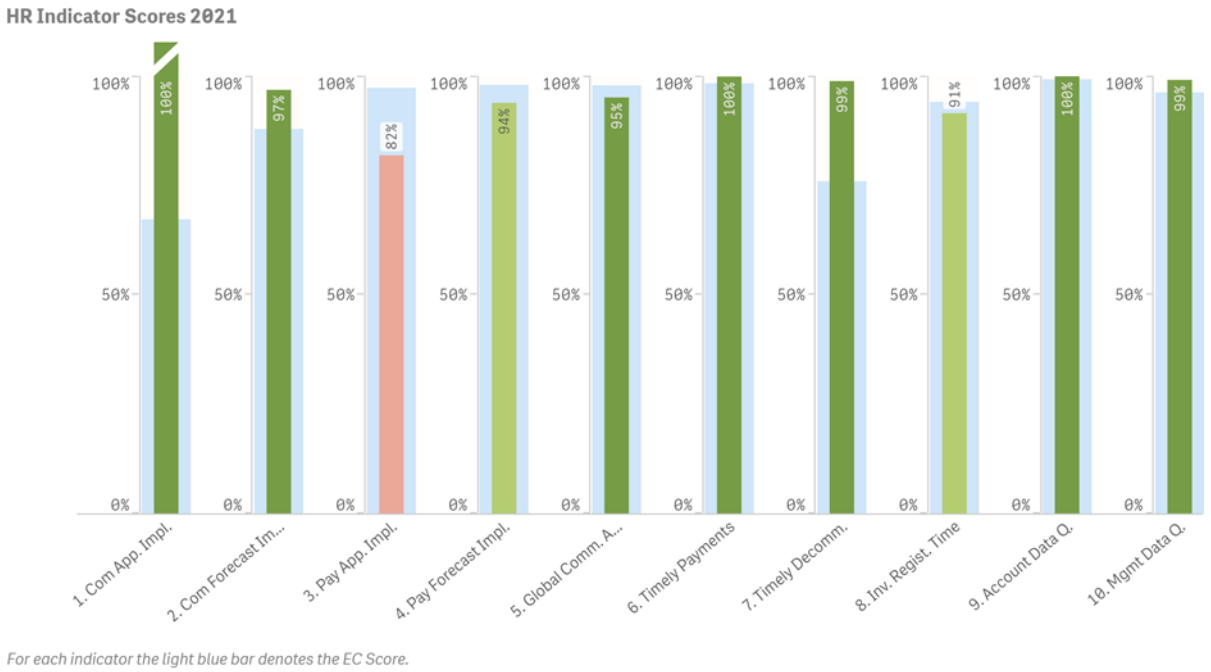
# ANNEX 4: Financial Scorecard

The Annex 4 of each Commission service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2021, 10 standard financial indicators are presented below, each with its objective and result for the Commission service and for the EC as a whole (for benchmarking purposes)[1]:

| | |
|---|---|
| - **Commitment Appropriations (CA) Implementation**<br>- **CA Forecast Implementation**<br>- **Payment Appropriations (PA) Implementation**<br>- **PA Forecast Implementation**<br>- **Global Commitment Absorption** | - **Timely Payments**<br>- **Timely Decommitments**<br>- **Invoice Registration Time**<br>- **Accounting Data Quality**<br>- **Management Data Quality** |

For each indicator, its value (in %) for the Commission service is compared to the common target (in %). The difference between the indicator's value and the target is colour coded as follows:

- 100 – >95% of the target: dark green
- 95 – >90% of the target: light green
- 90 – >85% of the target: yellow
- 85 – >80% of the target: light red
- 80 – 0% of the target: dark red




*For each indicator the light blue bar denotes the EC Score.*

| Indicator | Objective | Comment[3] | HR Score | EC Score |
|---|---|---|---|---|
| 1. Commitment Appropriations Implementation | Ensure efficient use of commitment appropriations expiring at the end of Financial Year | *CA Implementation higher than 100% is a result of DG HR consuming commitment appropriations of a different DG under a co-delegation, which were not transferred to DG HR. | 100% | 67% |
| 2. Commitment Forecast Implementation | Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year | | 97% | 88% |
| 3. Payment Appropriations Implementation | Ensure efficient use of payment appropriations expiring at the end of Financial Year | The reason was a long delay of the invoicing by the contractor, who only invoiced in 2022, and a cheaper price for remote competition testing (COVID, no travel costs). | 82% | 97% |
| 4. Payment Forecast Implementation | Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year | | 94% | 98% |
| 5. Global Commitment Absorption[4] | Ensure efficient use of already earmarked commitment appropriations (at L1 level) | | 95% | 98% |
| 6. Timely Payments | Ensure efficient processing of payments within the legal deadlines | | 100% | 98% |
| 7. Timely Decommitments | Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle | | 99% | 76% |
| 8. Invoice Registration Time | Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC | | 91% | 94% |

[3] An explanation behind the indicator result can be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is equal or below the target of 80%.

[4] Due to technical limitation, the indicator does not take into account the Com L1 Consumption between the FDC ILC date and the FA FDI allowed as an exception in the external actions for Com L1 of type GF, i.e. with Financing Agreement, under the FR2018 Article 114.2. As a result, the actual Indicator score may be slightly higher than the one reported for DGs using the GF commitments.

| | | | | |
|---|---|---|---|---|
| 9. Accounting Data Quality | Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts | | 100% | 99% |
| 10. Management Data Quality | Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions | | 99% | 96% |

The COVID-19 driven measures have allowed DG HR to make important steps towards implementing paperless workflows, resulting in efficiency gains in all aspects of financial management and procurement. The push for paperless workflows, has accelerated a move towards greater efficiency (and economy of paper and human resources). The impact of these exceptional measures has also proven to be beneficial to the quality of work and to our endeavours to eliminate unnecessary bureaucracy.

# ANNEX 5: Materiality criteria

This annex provides detailed explanation on how the AOD defined the materiality threshold as a basis for determining significant weaknesses that should be subject to a formal reservation to his/her declaration.

In the analysis leading to the decision on whether to issue reservations or not, DG HR used the following criteria:

For financial transactions, the general control objective is to ensure that the level of errors, which remain undetected and uncorrected, does not exceed 2%;

For other cases, the fact whether a serious breach had occurred vis-à-vis an internal control standard;

And more generally, whether the Commission's reputation was at stake;

Critical issues outlined by the European Court of Auditors or the Internal Audit Service.

“Since 2019, a 'de minimis' threshold for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a DG’s total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed."

# Annex 6: Relevant Control System(s) for budget implementation (RCSs)

A) ICT for Procurement under Direct Management.

Stage 1 – Procurement

**A - Planning**

**Main control objectives**: Ensuring that the decision to tender is optimal

| **Main risks**<br>**It may happen (again) that…** | **Mitigating controls** | **Coverage, frequency and depth of controls** | **Cost-Effectiveness indicators (three E's)** |
|---|---|---|---|
| The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate<br><br>Discontinuation of the services provided due to a late contracting | Publication of intended procurements / Work program<br><br>Note to AO(S)D on justification (economic , operation) for launching a procurement process Orientation note<br><br>Point discussed during management meeting | Coverage:<br><br>Procurement >60.000 €<br><br>Depth: Level 2 | Total contract value / cost of control on procurement.<br><br>Cost of control on procurement / number of procedures closed during the year<br><br>Exceptions & NCE / total number of commitments<br><br>Costs: FTE linked to operational unit + central unit<br><br>Benefits (qualitative): No litigation, compliance |

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

*Depth: (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents, reference to underlying documents.

2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.

3. Control with reference to fully independent corroborative information (e.g. a database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)

4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

**B - Needs assessment & definition of needs**

| Main risks<br>It may happen (again) that… | Mitigating controls | Coverage, frequency and depth of controls | Cost-Effectiveness indicators (three E's) |
|---|---|---|---|
| The best offer/s are not submitted due to the poor definition of the specifications | Financial circuit : AOS approval and supervision of specifications<br><br>Additional unit supervision above a financial threshold : procurement >60.000 €<br><br>Or use of a consultative/advisory committee GAMA | Coverage: 100%<br><br>Depth: Level 3<br><br>Coverage: Those replying to criteria: procedure >60.000€<br><br>Depth: Level 4 | Total contract value / cost of control on procurement<br><br>Cost of control on procurement / number of procedures closed during the year<br><br>Exceptions & NCE / total number of commitments<br><br>Costs: FTE linked to operational unit + central unit<br><br>Benefits (qualitative): No litigation, compliance |

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected
Depth: (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.

2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.

3. Control with reference to fully independent corroborative information (e.g. a database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)

4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS.

## C – Selection of the offer & evaluation

**Main control objectives**: Ensuring that the selection of the contractor is optimal

| Main risks<br>It may happen (again) that… | Mitigating controls | Coverage, frequency and depth of controls | Cost-Effectiveness indicators (three E's) |
|---|---|---|---|
| The most promising offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process | Opening committee and Evaluation committee<br><br>Consultative committee CCAM/PPAG<br><br>Conflict of interests<br><br>Exclusion criteria documented<br><br>Standstill period | Coverage: 100%<br><br>Depth: Level 4<br><br>Coverage: Risk based sampling<br><br>Depth: Level 4<br><br>Coverage: 100%<br><br>Depth: Level 4<br><br>Coverage: 100%<br><br>Depth: Level 4<br><br>Coverage: 100%<br><br>Depth: N/A | Total contract value / cost of control on procurement<br><br>Cost of control on procurement / number of procedures closed during the year<br><br>Exceptions & NCE / total number of commitments<br><br>Costs: FTE linked to operational unit + central unit<br><br>Benefits (qualitative): No litigation, compliance |

NB: for all controls, information in particular financial information related to inputs/outputs and follow-up should be collected

*Depth: (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.

2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.

3. Control with reference to fully independent corroborative information (e.g. a database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.).

4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS.

Stage 2: Financial transactions

**Main control objectives**: Ensuring that the implementation of the contract is in compliance with the signed contract

| **Main risks**<br>**It may happen (again) that…** | **Mitigating controls** | **Coverage, frequency and depth of controls** | **Cost-Effectiveness indicators (three E's)** |
|---|---|---|---|
| Contractor does not comply with the contractual provisions<br><br>Amount paid is disconnected from the quality and the timing of the deliverables<br><br>Business discontinues.<br>Contractor unable to deliver. | Monitoring respect of contractual provisions.<br><br>Financial circuit: all steps financial and operational<br><br>Signature at higher hierarchical level for higher amounts<br><br>Sensitive functions | Coverage: 100%<br><br>Depth: Level 4<br><br>Coverage: 100%<br><br>Depth: Level 4<br><br>Coverage: Those replying to criteria<br><br>Depth: Level 2<br><br>Coverage: AOSDs mainly<br><br>Depth: N/A | Cost of control on the financial circuit/number of financial transactions done during the year<br><br>Cost of control on the financial circuit/value of payment executed during the year<br><br>Exceptions & NCE / total number of payments<br><br>Costs: FTE linked to actors acting on financial circuits<br><br>Benefits (qualitative and quanttative):Detect error before payment, sound financial management and respect of contractual provisions |

NB: for all controls, information in particular financial information related to inputs/outputs and follow-up should be collected

*Depth: (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.

2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.

3. Control with reference to fully independent corroborative information (e.g. a database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.).

4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS.

Stage 3: Supervisory measures

**Main control objectives:** Ensuring that any weakness in the procedures (tender and financial transactions) is corrected.

| **Main risks It may happen (again) that…** | **Mitigating controls** | **Coverage, frequency and depth of controls** | **Cost-Effectiveness indicators (three E's)** |
|---|---|---|---|
| An error or non-compliance with specifications or a fraud is not detected<br><br>Management of the procurement is not improved in general | Ex-post controls on procedures / contractors<br><br>Whistleblowing (notably after yearly reporting of awarded contractors)<br><br>Review of ex-post results | Coverage: Risk based percentage or financial controllers check each other's work once a year<br><br>Depth: Level 4<br><br>Coverage: potentially 100%<br><br>Depth: N/A<br><br>Coverage: Whole process but limited number of tenders<br><br>Depth: Level 2<br><br>Coverage: Whole process but limited number of tenders<br><br>Depth: Level 2 | Ex-post control result/error found<br><br>Total value checked by Control ex-post/costs ex-post controls<br><br>Cost ex-post controls/total number of transactions checked by Control ex-post<br><br>Costs: FTE mainly linked to Control ex-post |

| | | | |
|---|---|---|---|
| | Review of exception reporting<br><br>Review of the process after each procedure | Coverage: Procedure >60.000€<br><br>Depth: Level 2 | Benefits Issues are followed and addressed, improvement of processes and procedures |

**B) ICT for Financial Contribution to the European Schools**

Governance

The European School System is regulated by an intergovernmental convention. The governance of the European School System is ensured by the Board of Governors at which the European Commission is represented (Commission 1 vote, Member States 1 vote each, EPO and parents have a voting right for certain issues). The Draft Budget of the European Schools is voted by the Board of Governors in April, it includes the potential EU financial contribution. Based on this a request for funding is formulated by the Board of Governors, DG HR is responsible for inserting a provision in the Commission's budget to cover the part of the Schools budget assigned to the Commission. Once the EU budget procedure is finalised, DG HR is responsible for accurately paying the contributions to each of the schools. Each type I school is paid in four instalments. There is no room for discretion in the treatment of the payments by DG HR. The first three instalments are fixed in proportion to the total amount payable and the final balance is paid on the basis of an update of budgetary situation provided by each school.

European Schools are responsible for the execution of their budget in compliance with their own Financial Regulation. Audits are carried out by the IAS and by the European Court of Auditors and discharged by the Board of Governors.

For European Schools type II, in April 2009, the reform of the European school system provided for the establishment of European schools of type II, national schools with sections for the European Baccalaureate. These schools receive accreditation from the Board of Governors of the European Schools, which allows, under certain conditions, the granting of a financial contribution. The Commission adopted the measures for the payment of this contribution (in proportion to the number of pupils, children of staff of the Institutions, Agencies/EU bodies, etc.) and, for the first time in the 2011 Commission Budget, appropriations have been earmarked to finance the EU contribution. In August 2013, the Commission adopted a new legal basis, which entered into force in 2014.

Stage 1 – Planning / Budget preparation

**Main control objectives:** Ensuring that the Commission's request for the EU contribution to the European Schools (ES) proposed in its Draft Budget is optimal

| Main risks<br>It may happen (again) that… | Mitigating controls | How to determine coverage, frequency and depth | Cost-Effectiveness indicators (three E's) |
|---|---|---|---|
| Budget needs are not well defined which may lead to a budget shortage or budget surplus<br><br>Budget includes expenses that are not compliant with the rules | DG HR sends a note to the Secretary General (SG) of the ES giving orientations for the preparation of their Draft Budget.<br><br>The forecasts of expenses and revenues prepared by the schools are reviewed in the framework of their Administrative Boards, in which the Commission, through DG HR, has one vote out of 8.<br><br>The SG of the ES prepares an Advanced Draft Budget which is reviewed in the framework of the Budgetary Committee and then in the Governing Board, which adopts the overall draft budget of the European Schools, including the potential EU financial contribution. The Commission (DG HR) has one vote out of 30 in these two | Coverage: 100%<br><br>Depth: Level 2<br><br>Coverage: 100%<br><br>Depth: Level 2<br><br>Coverage: 100%<br><br>Depth: Level 2 | Cost of control/Commission contribution included in the Commission budget<br><br>Costs: FTE linked to operational unit and financial unit<br><br>Benefits (cannot be quantified):<br><br>ES budget taking into account the needs of the schools, the orientations of the Commission and excluding expenses which are not compliant with the rules. |

| | | | |
|---|---|---|---|
| | instances.<br><br>Based on the request formulated by the Board of Governors of the ES, DG HR is responsible for the Commission's request for the EU contribution proposed in its Draft Budget.<br><br>Finally, the Commission budget, including the contribution to the European Schools will be adopted by the Budget Authority. | Coverage: 100%<br><br>Depth: Level 2 | |

Stage 2 – Financial transactions

**Main control objectives**:Paying the four instalments of the contribution to each school in compliance with the financial regulation of the schools

A. First three Instalments

| **Main risks**<br>**It may happen (again) that…** | **Mitigating controls** | **How to determine coverage, frequency and depth** | **Cost-Effectiveness indicators (three E's)** |
|---|---|---|---|
| Payments do not comply with the financial regulation of the schools | The first three payments are calculated as a share of the total amount (6/12, 4/12, 2/12) | Coverage: 100% | The first three payments are calculated as a share of the total amount (6/12, 4/12, 2/12)<br><br>Payments do not comply with the financial regulation of the schools |

B. Last instalment

| Main risks It may happen (again) that… | Mitigating controls | How to determine coverage, frequency and depth | Cost-Effectiveness indicators (three E's) |
|---|---|---|---|
| Payments do not comply with the financial regulation of the schools | The final balancing payment is based on an updated budgetary situation provided by each school.<br><br>In case of an increase of the Commission contribution requested by a school, an amended budget has to be adopted by the Board of Governors.<br><br>The process described for stage 1 applies.<br><br>Furthermore, the Commission, in cooperation with the SG, ensures that budget increases in some schools are at least compensated by economies in other schools.<br><br>The surplus shown in the annual accounts of the schools are carried forward to the next year budget. | Coverage: 100%<br><br>Depth: Level 2 | Cost of control/Commission contribution included in the Commission budget<br><br>Costs: FTE linked to operational unit + financial unit<br><br>Benefits (qualitative): Compliance |

Stage 3 – Supervisory measures

**Main control objectives**: Ensuring compliance with the financial regulation

A. Supervisory measures by the Commission

| **Main risks**<br>**It may happen (again) that…** | **Mitigating controls** | **How to determine coverage, frequency and depth** | **Cost-Effectiveness indicators (three E's)** |
|---|---|---|---|
| Payments of the financial contribution of the schools do not comply with the financial regulation | Ex-post controls on a selection of payments | Coverage: Sample<br><br>Depth: Level 2 | See above<br><br>Costs: FTE linked to operational unit<br><br>Benefits (qualitative): Compliance |
| The budget of the schools is not spent according to their financial regulation | European Schools are responsible for the execution of their budget in compliance with their own financial regulation.<br><br>A financial control function exists within the SG of the schools<br><br>Audits are carried out by the IAS and by the | The legal framework does not enable the Commission to perform any control on the schools' expenditure. | |

| | | | |
|---|---|---|---|
| | European Court of Auditors<br><br>Discharge is given by the Board of Governors in which the Commission, represented by DG HR, has one vote out of 30. | | |

# ANNEX 7: Specific annexes related to "Financial Management"

In this section, you will find details from the AAR Section on control results (exception reporting and ex-post control) and the audit findings and recommendations.

## 1. DG HR Budget

### European Schools' Income

EUR 16.3 million of funding emanates from third parties to contribute to the European Schools' budget. This amount corresponds to financial contributions from Agencies and Institutions that operate in the cities where a European school is present. The funds received by DG HR are transferred in their entirety to the schools and thus this income does not fund DG HR's operations.

### Budgets of Other DG's and Services Managed by DG HR

DG HR has been entrusted with activities to carry out on behalf of other DGs and services of the Commission. Access to funding for such activities is generally provided through the transfer of authorising powers from one Delegated Authorising Officer to another. The sub co-delegation arrangements are described in the Budget's Internal Rules each year. All such arrangements are described in more detail in SLAs or other Administrative Arrangements.

The additional financial responsibilities amount to just over EUR 18.9 million. The credits delegated to DG HR cover mainly:

- Recruitment services (interim agency staff) for ~EUR 10 million.
- HR AMC Support Services, notably for specialist learning and development and recruitment for EUR 4 million.
- Security services for informatics (DIGIT) and infrastructure (OIB) EUR 2.9 million.
- Financial support services related to the IAS running costs < EUR 0.5 million.
- Specialist Services for Nuclear Medicine for the Joint Research Centre for a total amount of EUR 0.7 million.

### Budget of DG HR managed by Other DG's and Services

DG HR entrusted ~4% of its 2021 budget to other DGs of the European Commission for them to carry out certain tasks on its behalf. Most of the amount concerned was entrusted to DIGIT for IT support services and to the PMO to pay for various aspects of staff expenditure e.g., mission and medical costs, fellowships, and study visits. SG & DG BUDG, manage DG HR funds for Learning & Development activities and EPSO manages funds for the ERASMUS Traineeship programme for national civil servants.

The part of the budget entrusted to others has been managed under the same Commission rules and control framework. Through the existing reporting mechanisms DG HR is not aware of any issues or weaknesses which may have a significant impact on the assurance

and thus concludes that there are no control weaknesses affecting the assurance statement the DG.

## 2. The Internal Control Context and Financial Control Risks in DG HR

*The European Schools: A distinct and separate mandate*

The European Schools, governed by an intergovernmental convention, have a distinct and separate mandate which is defined in terms of providing a multilingual and multicultural education for children. The fulfilment of the schools' mandate cannot thus be construed as 'executing a part of DG HR's mission'. For this reason, the European Schools are not considered as an entrusted entity which indirectly executes DG HR's budget.

The governance of the European School System is ensured by the Board of Governors, made up mainly of Member State representatives, in which the European Commission is represented with 1 vote.

*Financial Risks: The Type of Financial Operations Managed by DG HR*

Effective and Efficient Financial Control

- Riskier transactions are subjected to more stringent & centralised scrutiny than low risk ones.
- More senior and highly qualified staff process the riskier transactions.

Workflows are designed to automate & approve low risk payments “en masse”.

To complete the financial risk profile of DG HR, the number of transactions, their complexity and size should be taken into consideration.

In 2021 DG HR dealt with 15,600 transactions and payments worth EUR 307.5 million. Many of these payments are routine in nature and around a third of them are associated with interim staffing services which are subject to a highly automated approval workflow. To make payment processing more efficient, such payment claims are dealt with “en masse”. Thus, the need for costly manual intervention is minimised. The average amount associated with DG HR's payments, at EUR 7,039, shows a 2.4% increase compared to 2020.

The high value transactions are associated with the European Schools. The average amount paid to the Schools was EUR 3.6 million and 3.4% higher than last year. These payments are highly regulated, and the authorisation workflow involves a dual verification step. The risks of paying the wrong amount or the wrong beneficiary are extremely limited and indeed no such errors have been detected in the ex-post controls.

Important risks in financial management are associated with DG HR's procurement activities and therefore the tendering procedures for all high value contract awards are subjected to strong and highly centralised controls. Staff from a central Procurement and

Internal Control Unit, oversees and supports their operational colleagues throughout the tendering process. In reality, procurement risks are not only financial because errors or procedural weaknesses but could also result in important legal challenges and reputational damage.

Moreover, it would be incorrect to consider DG HR's annual budget as a basis for assessing the financial risks associated with procurement work because the amounts associated with contract awards relate to multiannual and often inter-institutional contracts. In 2021, the procurement services of DG HR supervised 47 procedures associated with EUR 554 million, some of these procedures were ongoing at the end of 2021. The number of procedures supervised increased in 2021, compared to 2020. The average value of the contracts awarded was similar to that of 2020. Although the number of contracts awarded in 2021 was lower, their relative value was higher, and there were as in 2020 some large structural framework contracts in the area of learning and development. The number of negotiated procedures has remained in line with the previous year, which is justified for the majority of the cases by their value (middle value procedures).

10 high value tendering procedures were concluded in 2021, under the supervision of DG HR. Subsequently, DG HR awarded contracts worth EUR 59.1 million. It should be noted that to make efficiency gains and to avoid the dispersion of staff competencies within the Commission, DG HR extends procurement control and support services to EPSO/EUSA which awarded 2 contracts worth EUR 48.7 million.

*Effectiveness = the control results and benefits*

To be considered effective, controls must meet the internal control objectives (to be detailed hereafter) and their associated benefits. The elements identified by management that support the assurance on the achievement of the internal control objectives are described in this section.

**Building Assurance**

This section reports and assesses the elements identified by management that support the assurance on the achievement of the internal control objectives.

Assurance is an objective examination of evidence for the purpose of governance processes. This examination is carried out by management, who monitor the functioning of the internal control systems on a continuous basis, and by internal and external auditors. Its results are explicitly documented and reported to the Director-General.

The reports produced are:

- Assurance reports and exceptions registered by the Sub Delegated Authorising officers as well as reports from Authorising Officers in other DGs who manage budget appropriations in cross-delegation. Results of the ex-post controls.
- Results of controls on high-value Procurement Contracts (GAMA).
- Observations and recommendations reported by the Internal Auditors and the European Court of Auditors (ECA).

- Contribution of the Internal Control Coordinator, including the results of internal control reviews and risk assessments at the DG level.

**Assurance Reports**

All authorising officers report regularly to the Director General on the implementation of operations they were entrusted with. In DG HR this reporting is done twice a year and all the empowered officers are required to provide their line managers with a comprehensive report covering their **key internal control and financial management responsibilities**. The Directors' overview reports did not highlight any problems or weaknesses that had not already been identified and addressed through exception reports and internal control reviews.

DG HR's register of exceptions and non-compliance events highlights 39 issues related to the non-respect of standing rules and procedures. The amount associated with the 11 exceptions is estimated at EUR 449 thousand. There were 28 non-compliance events account for EUR 107 thousand. 5 Covid-induced events (1 Non-compliance event, 4 Exception Reports) represent EUR 110 thousand or 20% of the total amount of non-compliance events and exceptions recorded in the 2021 register, compared to EUR 904 thousand in 2020. The total number of permanent derogations increased with one new case to 5, with only three representing 99.7% of the EUR 860 thousand total. Further details of the 2021 exception register are reported below under heading 3.

Key figures - exception register

| Category | Number | Amount (KEUR) |
|---|---|---|
| Exceptions | 11 | 449 |
| Non-compliance events | 28 | 110 |
| Derogations | 5 | 860 |

To be prudent, DG HR subjects all deviations from standard procedure to a thorough assessment of the amount at risk. The amount at risk should not be confused with 'amounts misspent' or 'financial losses'. The amount at risk is theoretical. It is defined in terms of the part of the budget that *could* be affected by a material error *if* the error had been repeated in similar transactions. Where these exceptions/non-compliance events led to quantifiable errors, these have been taken into account for the determination of the error rate and the amount at risk.
The analysis of errors shows however that even though procedures may not have been correctly applied, the associated payments were generally accurate i.e., the right amount was duly paid to the right beneficiary.

There can be large fluctuations in overall amount at risk from one year to the next. In 2021, EUR 38,000 was estimated to be the amount at risk compared to EUR 62,000 in 2020.

**Coverage of the Internal Control Objectives: Ex-Post Controls**

DG HR has set up internal control processes aimed at ensuring the appropriate management of the risks relating to the legality and regularity of the underlying transactions, considering the nature of the DG's activities as well as the nature of the payments concerned. The financial control objective is to ensure that the DG has reasonable assurance that the total amount of any financial operation authorised during the reporting year, which would not be in conformity with the applicable contractual or regulatory provisions, does not exceed 2% of the total expenditure.

Given the very low error rates found in former ex-post control exercises, the same sample size as in previous years was selected. The ex-post control campaign covered 181 transactions worth EUR 121 million representing 43% of the budget. The sampling method used was random and stratified taking into consideration the expenditure in two main sub populations: European Schools and procured goods and services. The sampling was designed to give rise to a meaningful result. 98.3% of the transactions checked in the ex-post controls were acceptable though some had minor shortcomings such as missing justification documents. The remainder, which contained more substantial errors, were generally associated with low value transactions. Indeed, the amounts associated with the errors were negligible with respect to the value of the controlled amount.

The nature of the errors would result in additional risks to the organisation as opposed to financial losses. The key issues identified concern the respect of procurement procedures for low or very low value contracts, the respect of contractual provisions and rules on handling late payments, as well as some posteriori commitments and the inappropriate application of the financial circuits.

Details of the checks carried out, on the two main strands of activity, i.e. procured goods and services and the European Schools, are reported below under heading 4.

**Other ex-post controls or ad hoc tasks**

The very low error rate in financial transactions, a trend confirmed in recent years, led to the decision to diversify the nature of ex-post controls. The processes subjected to ex-post controls are not necessarily financial. They are selected considering the relative risks and assessing where DG HR operations could benefit from an external or an impartial review to build assurance.

Access to Information Systems

A verification of access to key information systems had been carried out in 2020, following a potential weakness identified in previous years. The purpose of the verification was to check the adequacy of controls over access to information systems. The findings pointed to

a need for improved documentation of procedures to grant/modify/revoke access and the controls carried out on access, on the one hand. On the other hand, controls carried out on access also needed improved documentation. The recommendations drafted were clear, accepted and are being implemented in 2022. DG HR has joined the **c-LISO service by DIGIT** in February 2022.

**Control on the Legality and Regularity of Procurement**

DG HR's own public procurement activities present the organisation with important opportunities and strategic challenges. To this end, the **Procurement Board** established this year enables senior management team to define DG HR's procurement strategy outside the context (and the constraints) of specific tendering procedures; review and approve orientation documents that prepare the launch of new procurement procedures; and assess and discuss award reports.

In its first year of activity, the Board achieved significant results in terms of administrative efficiency, economy of procedures and sound financial management. E.g., the agreement on a new, systematic approach concerning the use of on-line training services for language learning under an existing corporate Framework Contract.

DG HR participates in the independent group of procurement experts together with 4 other DGs/Services, the **GAMA** (Groupe d'Analyse des Marchés Administratifs"), which checks the high-value procurement procedures launched by these DGs/Services, prior to awarding the associated contracts. The group issues opinions on the legality and regularity of the procurement files. Should a procurement procedure prove to have weaknesses or risk being deemed irregular, the authorising officer can thus take the necessary remedial measures prior to the award of the contract.

In 2021, the GAMA examined 4 out of 13 eligible files, of which 12 were submitted to the GAMA by DG HR for scrutiny and verified 86% of the total value of the associated awarded contracts. 1 file had not been submitted due to a situation of extreme urgency. This has been documented in an exception file (see the part on assurance reports in the section on control results). The group issued positive opinions for all 4 verified files.

Risk-based ex-ante checks by GAMA:

| Transaction type | DG HR Procurements submitted to the GAMA | | |
|---|---|---|---|
| | Total in 2021 | Checked Ex Ante by GAMA | Proportion With errors (%) |
| N° procurement procedures | 12 | 4 | 0% |
| Value associated with high-value procurement procedures | MEUR 62.6 | MEUR 53.9 | 0% |

## 3. Detailed analysis of the exception register

Where the number of **covid-related incidents** has remained stable, the nature of these show that Covid-19 no longer is as predominant in the register as last year. Two main exceptions for a total of EUR 96 thousand represent 88% of the total. The exceptions appeared at the start of the year; 4 of the 5 entries in the register date from the first half of 2021.

**11 exceptions** were granted to deal with very specific circumstances. In all cases the risks were fully assessed prior to an exceptional procedure being adopted. The follow-up of the causes leading to the exceptions are being closely monitored by the internal control coordinator. The total amount of EUR 449 thousand is for 81% composed of two Covid-19 related exception reports and one EUR 269 thousand tender procedure that was not submitted to the GAMA for reasons of extreme urgency:

- A EUR 269 thousand procurement procedure for extreme urgency had to be launched in 2021. All aspects of the procedure were respected, with exception of the submission of the file to the 'Groupe d'Analyse des Marchés Administratifs', given the extreme urgency,
- COVID-19: 2 exceptions are covid-19 related. Where no money was wrongfully disbursed, it is important to document these cases to ensure transparency:
    - A negotiated procedure to find a legal solution to acquire EUR 80 thousand of medical supplies as the ceiling of the existing framework contract had been reached due to the increased Covid-19 demand and the procedure to obtain a new framework contract had not yet been concluded,
    - A procurement procedure, for a contract value of 16 thousand EUR, for influenza vaccines was carried out without ex-ante publicity and written invitation to tender. The absence of any supply on the market (due to Covid) resulted in the Medical Service urgently needing to accept when receiving an offer for a limited number of vaccines.

**28 non-compliance events or errors**, this year, were associated with issues that may result in extra risks for the organisation. Corrective measures were taken, and the underlying causes of the errors have been or are being addressed. A stark reduction compared to last year, showing a 33% reduction in number of cases and a 78% reduction in total value, can be noted. The main family of incidents, accounting for EUR 61 thousand or 57% of the total, all regards instances where issues were noted with the legal or budgetary commitment.

3 of the **5 permanent Derogations**, were applied to address situations in which the specific but non-standard, inherent nature of the listed activities concerned, makes it difficult to reconcile them with standard procedures.

**4. Detailed results of the 2021 ex-post exercise on the two main strands of activity:**

- Procured goods and services,
- European Schools

Control Coverage associated with Transactions

| Type of transaction | Number Ex-post controls | Value associated with the sample (MEUR[1]) | % of total Approved Budget covered by the sample |
|---|---|---|---|
| Payments | 151 | 117.1 | 41.5 % |
| Recovery orders | 30 | 4.2 | 1.5 % |
| **Total** | **181** | **121.3** | **43.0 %** |

[1] MEUR = millions of euro, KEUR = thousands of euro

**Results for the Procured Goods & Services Sub Population**

There is a substantial number of low value transactions in this sub population and the amounts associated with the checks correspond to 11.5% of the budget dedicated to procured goods and services. The scope for error is higher due to complexities associated with procurement and contract management. The results reveal an error rate of 0.11%.

Control Coverage for the Budget associated with Procured Goods & Services:

| Transaction type | Number Ex-post controls | Value associated with the sample (MEUR) |
|---|---|---|
| Payments | 125 | 7.3 |
| Recovery orders | 26 | 2.5 |
| **Total** | **151** | 9.8<br>**(11.5% Procured Budget)** |

**Results for the European Schools Sub Population**

The amounts associated with the checks on transactions with the European Schools correspond to 57% of the total 2021 budget dedicated to the Schools.

There are relatively few transactions and limited scope for error.

The results of the controls were, as in previous years, positive and the error rate associated with the European schools' budget is 0%.

This positive result has been regularly confirmed by the Court of Auditors in their controls in recent years.

Control Coverage for the Budget associated with the European Schools:

| Transaction type | Number Ex-post controls | Value associated with the sample (MEUR) |
|---|---|---|
| Payments | 25 | 109.9 |
| Recovery orders | 5 | 1.6 |
| **Total** | **30** | **111.5**<br>**(57% Schools Budget)** |

**Estimated Error Rate using a Weighted Average**

Considering that 70% of DG HR's budget, associated with the European schools, is not affected by error, the estimated error rate using a weighted average for the entire budget of DG HR is estimated at 0.01%.

| Type of expenditure | Estimated Error rate | % Total Budget |
|---|---|---|
| Procurement and Other expenses | 0.11% | 30% |
| Contribution to the European Schools | 0.00% | 70% |
| **Total** | **0.01%** | **100%** |

5. List of 'very important' IAS recommendations accepted and not reported as implemented by management[5].

***Accepted recommendations reported as not yet implemented by management***

Audit on IT security management in the HR family (2021)

[5] Based on the latest reporting made by the Directorate-General/Executive Agency in TeamCentral (cut-off date 31 January 2022).

- Recommendation No 1: IT security governance related issues

Original due date: 31/03/2023

The IAS concluded that DG HR has not yet finalised the IT security plan for any of the systems examined as part of the sample reviewed for this audit. In addition, the IAS found that DG HR does not have an effective process of continual improvement in place and that a number of known IT security issues (e.g. systems inventory, IT security plans, clarification of roles and responsibilities) have remained unaddressed for a number of years. Also, insufficient priority has been given to setting up and ensuring that the Local Informatics Security Officer function has an effective role in following up on IT security weaknesses identified. DG HR has yet to take sufficient actions to improve the situation and to ensure that it has a more complete overview of the overall state of play as regards IT security.

In the absence of updated IT security plans, clearly determined and accepted roles and responsibilities as well as a strong Local Informatics Security Officer function, DG HR may not be able to manage IT security in a structured and effective manner. This may lead to IT security gaps staying undetected and/or unaddressed resulting in potential data breaches.

The IAS recommended DG HR to:

- improve its IT security management by keeping an up-to-date system inventory and endorsing IT security plans as a key tool for steering IT security;

- strengthen its process for ensuring a continuous improvement of its IT security arrangements, including roles and responsibilities related to IT security.

- Recommendation No 2: logical system-related controls

Original due date: 31/12/2023

The IAS concluded that gaps exist in basic IT security-related processes such as logging and monitoring, user account management or manual interventions. Fundamental rules on the use of production data, the separation of production environment from non-production environments, as well as protection of data in motion[6] have not been followed in practice.

Unless DG HR ensures the effective application of basic IT security-related processes and that fundamental rules are complied with as regards the use of production data, there is a risk to the confidentiality and integrity of sensitive data.

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6 Data in motion (distribution) is data actively moving from one location to another such as across the internet or through a private network.

The IAS recommended DG HR to:

- define and implement basic security processes, including user account management, logging and monitoring, vulnerability management as well as reviewing system interfaces.

- strengthen oversight on manual interventions in Sysper, assess the feasibility to improve protection of data in motion and reduce the use of production data in non-production environments to a minimum.

- Recommendation No 3: IT service provider management

Original due date: 31/12/2023

The IAS concluded that the Service Level Agreement with the Directorate-General for Informatics (DG DIGIT) that originates from 2008 and was concluded by DG ADMIN (the predecessor of DG HR) is no longer in line with the corporate IT security framework, in particular as regards roles and responsibilities. DG HR does not yet have a complete overview of the security controls for Sysper, COMREF and HR Data warehouse (HR DWH), especially as regards the controls established by DG DIGIT. Although plans for the preparation of a new Service Level Agreement began in early 2019, this has not yet been finalised.

In the absence of a clear definition of roles and responsibilities between the customer (DG HR) and the IT service provider (DG DIGIT), DG HR may not have a complete overview of the control system in place for its applications. This may lead to weaknesses remaining undetected and/or unaddressed.

The IAS recommended DG HR to:

- assess whether the secure hosting solution offered by the Directorate-General for Informatics would be feasible or, as a minimum, some individual controls from this solution could be applied in the current basic hosting solution to strengthen the security level.

- complete (in cooperation with the other HR family members) a Service Level Agreement with the Directorate-General for Informatics and clearly identify roles and responsibilities as regards the implementation, monitoring and reporting of IT security controls.

## 1) Compulsory for all DGs: Table Y on the estimated “cost of controls” at Commission level

**Table Y - Overview of DG's/EA's estimated cost of controls <u>at Commission (EC) level</u>:**

| Title of the Relevant Control System (RCS) | Ex ante controls | | | Ex post controls | | | Total | |
|---|---|---|---|---|---|---|---|---|
| | (a) | (b) | (c) | (d) | (e) | (f) | (g) | (h) |
| | EC total costs | *related* funds managed/concerned* | Ratio (%) *(a)/(b)* | EC total costs | total value verified and/or audited | Ratio (%) *(d)/(e)* | EC total estimated cost of controls *(a)+(d)* | Ratio (%) *(g)/(b)* |
| Procurement under direct management | 9,774,975 | 651,038,938[7] | 1.50% | 509,011 | 9,834,519 | 5.18 % | 10,283,986 | 1.58% |
| Contribution to the European Schools | 167,286 | 210,453,317 | 0.08% | 79,949 | 111,475,739 | 0.07 % | 247,235 | 0..12% |
| **OVERALL total estimated cost of control at EC level** | **9,942,261** | **861,492,255** | **1.15%** | **588,960** | **121,310,258** | **0.49%** | **10,531,221** | **1.22%** |

[7] This includes the control over the procurement procedures carried out by DG HR, for a total of 1,166,580 EUR of a total fund managed equal to MEUR 554.

## 2) Compulsory for shared management:

A. Explanation (with visuals) of the control cycle and its implementation during the reporting year

N/A

B. Detailed control results for all Operational Programmes / Paying Agencies

N/A

C. Financial corrections and recoveries, suspensions and interruptions of payments carried out during the reporting year per Member State, programming period and fund

N/A

## ANNEX 8: Specific annexes related to "Assessment of the effectiveness of the internal control systems"

# ANNEX 9: Specific annexes related to "Control results" and “Assurance: Reservations”

## 1) Annex related to "Control results" - Table X: Estimated risk at payment and at closure

**Table X : Estimated risk at payment and at closure**

| **DG HR**<br>*-1* | 'payments made' (2021;MEUR)<br>*-2* | minus new prefinancing [plus retentions made] (in 2021;MEUR)<br>*-3* | plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2021;MEUR)<br>*-4* | 'relevant expenditure' (for 2021;MEUR)<br>*-5* | Detected error rate or equivalent estimates<br>*-6* | estimated risk at payment (2021;MEUR)<br>*-7* | Adjusted Average Recoveries and Corrections (*adjusted* ARC; %)<br>*-8* | estimated future corrections [and deductions] (for 2021;MEUR)<br>*-9* | estimated risk at Closure (2021;MEUR)<br>*-10* |
|---|---|---|---|---|---|---|---|---|---|
| Procured goods and services | 97 | 0 | 0 | 97 | 0,04% | 0,04 | 0% | 0 | 0,04 |
| European Schools | 210,5 | 0 | 0 | 210,5 | 0,00% | 0,00 | 0% | 0 | 0,00 |
| **DG total** | **307,5** | **0** | **0** | **307,5** | | **0,04** | **0%** | **0** | **307,5** |
| | | | | | **Overall risk at payment in %** | **0,01%**<br>*(7) / (5)* | | **Overall risk at closure in %** | **0,01%**<br>*(10) / (5)* |

## Notes to the table X

(1) Relevant Control Systems [if possible] differentiated per relevant portfolio segments and at a level which is lower than the DG total

(2) Payments made or equivalent, e.g. expenditure registered in the Commission's accounting system, accepted expenditure or cleared pre-financing. In any case, this means after the preventive (ex-ante) control measures have already been implemented earlier in the cycle.

In all cases of Co-Delegations (Internal Rules Article 3), "payments made" are reported by the Delegated DGs. For Cross-SubDelegations (Internal Rules Article 12), the reporting remains with the Delegating DGs.

(3) Not relevant for DG HR, as the activities do not involve grants and pre-financing.

(4) Not relevant for DG HR, as the activities do not involve grants and pre-financing.

(5) For the purpose of equivalence with the ECA's scope of the EC funds with potential exposure to legality & regularity errors (see the ECA's Annual Report methodological Annex 1.1), our concept of "relevant expenditure" includes the payments made, subtracts the new pre-financing paid out [& adds the retentions made], and adds the pre-financing actually cleared [& subtracts the retentions released; and any deductions of expenditure made by MS] during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In this column, we disclose the detected error rates or equivalent estimates. For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (*e.g. administrative expenditure,* operating contributions to agencies), the rate is based on the amount at risk established by DG HR.

(8) DG HR applies conservatively a 0% rate for the estimated risk at closure. This is based on the experience of the past years, where the recovery rate was 0%.

(9) For some programmes with no set closure point (e.g. EAGF) and for some multiannual programmes for which corrections are still possible afterwards (e.g. EAFRD and ESIF), all corrections that remain possible are considered for this estimate.

## 2) Reservations

### A. Reservation fiche

N/A

### B. Operational Programmes / Paying Agencies under reservation and targeted actions

N/A

### C. Reservations issued for Operational Programme or Paying Agency in last year's AAR and lifted in 2021

N/A

# ANNEX 10: Reporting – Human resources, digital transformation and information management and sound environmental management

## Human resource management

| **Objective: DG HR employs a competent and engaged workforce and contributes to gender equality at all levels of management to deliver effectively on the Commission's priorities and core business** | | |
|---|---|---|
| **Indicator:** Number and percentage of first female appointments to middle management positions<br>**Source of data:** DG HR | | |
| **Baseline**<br>1 December 2019 | **Target**<br>2022 | **Latest known result**<br>31 December 2021 |
| 44% female representation in DG HR's middle management (15 of 34) | 3 first female appointments to Head of Unit positions | 2 first female appointments to Head of Unit positions in 2021, 3 in total since target set |
| **Indicator:** Staff engagement index<br>**Source of data:** Staff survey 2021 | | |
| **Baseline**<br>2018 | **Target**<br>2024 | **Latest known result**<br>2021 |
| 70% | 71% | 75% |

## Digital transformation and information management

| **Objective: DG HR is using innovative, trusted digital solutions for better policy-shaping, informaation management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission** | | |
|---|---|---|
| **Indicator:** Degree if implementation of the digital solutions modernisation plan<br>**Source of data:** DG HR | | |
| **Baseline**<br>2018 | **Milestone and target**<br>2022 and 2024 | Latest known result<br>**2021** |
| 0% | 25 and 40% | 10% |
| **Indicator:** Percentage of DG HR's key data assets for which corporate principles for data governance have been implemented<br>**Source of data:** DG HR | | |
| **Baseline**<br>**2020** | **Milestone and target**<br>2022 and 2024 | **Latest known result**<br>2021 |
| 37% | 50% and 80% | 48% |

| **Indicator:** Percentage of staff attending awareness raising activities on data protection compliance<br>**Source of data:** DG HR | | |
|---|---|---|
| **Baseline**<br>2018 | **Target**<br>2022 and 2024 | **Latest known result**<br>2021 |
| 2% | 50% and 100% of staff | 33% |
| **Indicator:** Mandated investigations: technical support for evidence analysis. Provide user-friendly analysis tools for investigators in the context of mandated investigations<br>**Source of data:** DG HR | | |
| **Baseline**<br>- | **Target**<br>Q1 2021 | **Latest known result**<br>2021 |
| - | Revised table used by investigators | The template table of technical investigation techniques was revised in cooperation with OLAF and DIGIT in Q2 2021 |

## Sound environmental management

| **Objective: To contribute to the common Commission objective and further improve the environmental performance of the institution** | | |
|---|---|---|
| **Indicator 1:** Percentage of events/conferences in accordance with EC Guidelines for sustainable meetings and events<br>**Source of data:** DG HR | | |
| **Target**<br>2021 | **Milestone and target**<br>2022 and 2024 | **Latest known result**<br>2021 |
| Establish a baseline and start monitoring the process | 50% and 100% of events/conferences | 100% virtual/hybrid DG HR events in 2021, thus, the action will be implemented in 2022. |
| **Indicator 2:** Percentage of green items in DG HR-specific office supplies catalogue<br>**Source of data:** OIB (Local Proximity Teams) | | |
| **Target**<br>2021 | **Milestone and target**<br>2022 and 2024 | **Latest known result**<br>2021 |
| Establish a baseline and start monitoring the process | 60% and 80% of total items | Very limited use of offices supplies in 2021 (since DG HR staff was mainly teleworking), thus, the action will be implemented in 2022. |
| **Indicator 3:** Percentage of DG HR contracts above 60 000 EUR including green criteria<br>**Source of data:** DG HR | | |
| **Target**<br>2021 | **Targets**<br>2022 and 2024 | **Latest known result**<br>2021 |

| **Target**<br>2021 | **Targets**<br>2022 and 2024 | **Latest known result**<br>2021 |
|---|---|---|
| Establish a baseline and start monitoring the process | 60% and 80% of total items | Due to resources' constraints in the EMAS coordination team, the action will be implemented in 2022. |

## Main outputs

| Description | Indicator | Target | Latest known results |
|---|---|---|---|
| Design and organise the EMAS corporate communication campaigns and set up respective local EMAS actions for DG HR staff (1 per corporate campaign) | No. communication campaigns<br>No. of local events | 2<br>2 | 2<br>2 |
| Continue to promote paperless working methods at DG level and introduce a new paperless action for DG HR staff | No. new actions introduced | 1 | 1* |
| Use VeloMai high profile event to promote sustainable commuting | % increase of HR staff participating in VeloWalk | + 3% | + 71%** |
| Analyse DG HR's missions trends /patterns, and optimise and gradually reduce CO2 emissions | Analysis and definition of HR actions | Report/document | N/A |
| Implement the EC Guidelines for sustainable meetings and events | Internal events with more than 50 persons using the Guidelines. | 100% | N/A |

*Setting up of the EMAS Taskforce for the One, as a collaboration of the EMAS teams of DG HR, DG SCIC, DIGIT and EPSO.

**In 2021, the VeloMai was combined with the Walking Challenge initiative, named "VeloWalk". Whilst there was a 58% decrease in DG HR participants in VeloMai due to Covid19, there was an overall 71% increase in the total number of participants in VeloWalk.

N/A: these actions were postponed to 2022 due to the pandemic restrictions. Regarding CO2 emissions from missions, HR provided technical support to PMO to develop a simpler and more transparent method for calculating and monitoring these emissions in the future, as required in the forthcoming communication on greening the commission.

## ANNEX 11: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission

## Not applicable

## ANNEX 12: EAMR of the Union Delegations

## Not applicable

## ANNEX 13: Decentralised agencies and/or EU Trust Funds

**Not applicable**

# ANNEX 14: Reporting on the Recovery and Resilience Facility

## Not applicable