



European Committee
of the Regions



ANNUAL REPORT **HUMAN RESOURCES** **2022**
EUROPEAN COMMITTEE OF THE REGIONS

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FOREWORD

Dear colleagues, dear readers,

Each organisation is created to have impact and we all strive for success. Our members expect that we help them to make this institution a model leading the way. My "Going for impact!" plan is all about this. There are many ways to success and I believe there are some ingredients which make it happen.



Petr Blížkovský, Secretary-General

As a basic rule, any successful organisation must commit to an open, inclusive, collegial and cooperative way of working across the services. Each part of an organisation needs to see and use the added value of any other part. Indeed, as Charles Darwin said "It is the long history of humankind (and animal kind, too) that those who learned to collaborate and improvise most effectively have prevailed". The value of justice and the rule of law are indispensable for collective success.

Wherever humans work together, great things are done and bad things happen. We are all able of extraordinary achievements and we all share the condition of "Errare humanum est". Our duty is to ensure collectively that we create and sustain a work environment where each of us can use and develop the best of her- or himself for the good of all and for the noble cause we are working for. Each of us should be cherished, if she or he succeeds, and should be supported in case of failure or error. Goodwill and clemency are ingredients for collective success.

No real success comes without hard work and excellence. An organisation needs to cherish and reward both. Very naturally resources go where the biggest commitment and impact is. Let us support an innovative work environment where excellence and ambition are seen positively. Only if we get things done, we will be recognized. Only if we come up with innovative solutions, we will be admired and followed. Only if we are ambitious and hard-working, we will be successful. Being a doer, having ambition and remaining innovative are ingredients for success and growth.

If we want a stronger European Committee of the Regions (CoR), we need to embrace and live all these values. In the past year we saw achievements proving that we do so. Let me list some

- Many of our proposals made in the Commission's "Task Force on Subsidiarity and Proportionality" are implemented, be it our RegHub network, the CoR subsidiarity grid or a stronger focus on multi-level governance.
- The Conference on the Future of Europe recognized the role and achievements of the CoR. Key CoR projects like the EU Local and Regional Councillors Network have been hailed as innovative ways for outreach.
- The last European Parliament discharge procedures on the CoR have been the most successful in the Committee's history. They prove and certify that the CoR has a clean, effective and state-of-the-art administration.
- The recent decision of the Council to grant the CoR access to Trilogue documents opens important doors and will pave the way for a stronger institutional role of our Committee.
- Our innovative job-shadowing exercise has convinced all other EU institutions and has become a model for modern talent management - not only inhouse but across institutions.

All of this and more shows that success is possible when we move forward together living the values set out above. I encourage us to keep on this path of collective ambition. I invite you to join me in this with the words of eight-time Olympic gold medallist and eleven-time world champion Usain Bolt: "Train hard, turn up, run your best and success will take care of itself. The difference between the impossible and the possible lies only in determination." Together with the CoR management I will always be at your side to develop your talents and ideas and with them the many opportunities which still lay ahead of the CoR.

Petr Blížkovský
Secretary-General

INTRODUCTION

The main mission of the secretariat-general of the European Committee of the Regions (CoR) is to provide its members with all the necessary assistance to enable the institution to function properly as an assembly of local and regional representatives and thus to achieve its political mission and objectives.

Management of human resources (HR) is the key responsibility of all managers, although the Directorate for Human Resources and Finance plays a leading role in this respect. The mission of the Directorate for Human Resources and Finance is to allocate available human and budgetary resources to allow the institution to achieve its political and administrative objectives and ensure compliance with all applicable provisions when implementing the Staff Regulations, the Financial Regulation and internal control standards, while providing an appropriate working environment and sufficient opportunities for staff to learn, develop and grow.

In 2022, the Secretary-General further implemented the *Going for Impact!* plan launched in 2020, with the aim of modernising the administration. This plan for 2020-2024 includes a comprehensive set of measures to make the administration's support to the CoR's political mission more strategic, to use the CoR's resources in a more efficient way and to boost the impact and outreach of the institution. The plan also refocuses management on boosting the CoR's impact and performance through the following administrative priorities:

- Focused policy support
- Increased outreach
- Smart & modern administration
- Lessons learnt from the COVID-19 pandemic

In the light of these administrative priorities, and as a complementary document to the annual activity report, the aim of this report is twofold: (1) to present the impact and main achievements of the CoR's activities in terms of human resources policy in 2022 and (2) to address the challenges ahead.

HIGHLIGHTS 2022

Implementation of the cooperation agreement with the EESC

Following the signature of the cooperation agreement with the EESC, a new Directorate for Innovation and Information Technology has been created and staffed to strengthen the CoR's modernisation and digitalisation process. Under the implementation of the new cooperation agreement, the Printshop, the Security & Safety services and financial management have been reorganised.

Staff pooling for excellence


In 2022, the CoR and the EESC continued to look for efficiency gains in the joint services, centralising all public procurement procedures and financial management or by further merging translation units.

Support to Ukraine

With the war in Ukraine rapidly becoming a primary political priority of the institution in the course of 2022, the CoR administration had to adapt its priorities accordingly. Additional resources were allocated to the legislative directorates and recruitment of Ukrainian nationals was facilitated. Office space was made available to Ukrainian cities and regions to facilitate their work in Brussels. The CoR also organised a call for study visits for Ukrainian nationals. Several colleagues also took part in initiatives to support the people of Ukraine, both in Belgium and abroad.

Pilot project on working time

Starting from April 2022, the CoR ran a six-month pilot project on the working regime of staff. Hybrid working environment and flexibility were the key words of the project, which aimed at finding the best working conditions



framework for CoR staff and management while articulating the lessons learnt from covid in the interest of the service.

Internal and interinstitutional job-shadowing

In 2022, the CoR went back to in-person job shadowing for the first time since the pandemic and two years of online job shadowing.

Three years after the launch of the project and building on the positive in-house experience, the CoR run the first interinstitutional job shadowing pilot. Based on the agreement the Secretary General negotiated with all other Secretary Generals of the EU institutions and bodies, the mobility service organised with the EUSA, sponsor of the pilot project, a larger edition in 2023 which includes all EU institutions and bodies.

Simplification and digitalisation

The CoR administration has continued its efforts to simplify procedures and digitise processes. An own Task Force on Simplification tabled hundreds of proposals. New online collaboration platforms have been created, as well as new e-forms guaranteeing a completely digital workflow. Particular attention has been paid to the accessibility of documents and compliance with data protection rules and cyber security. Following the experience imposed by the pandemic, management of all recruitment-related files became fully paperless and interviews are held remotely as a general rule.

Towards re-branded traineeship offerings and comprehensive traineeship rules

2022 marked a very important year for the traineeships at the CoR with several major achievements providing great visibility to the traineeships on offer at our institution.

Onboarding procedure fully implemented

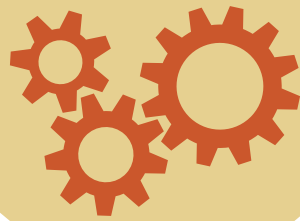
A new induction programme, established in collaboration with the L&D service, for newcomers has been introduced to improve the newcomers' experience and help them take their first steps in the institution.

New five-year D&I Strategy and action plan for 2022-2026

The new Diversity and Inclusion Strategy and action plan 2022-2026 for the secretariat of the European Committee of the Regions was adapted on 7 July 2022. This new and broad strategy aims to put diversity and inclusion at the centre of action, in line with European institutions and international organisations, to make the CoR a more inclusive and open institution.

Return to work policy

Different actions were set up in the framework of the absenteeism policy such as individual support during illnesses or specific accommodations, coaching and guidance after long-term illnesses to sustain the return to work. Particular attention was also paid to long-term illness resulting in invalidity.



COR RESOURCES AND WORKFORCE PLANNING



HR activities are carried out in accordance with the Staff Regulations, the Conditions of Employment of Other Servants of the European Union (CEOS), the Financial Regulation, the General Data Protection Regulation, the CoR Rules of Procedure and the implementing provisions for these legal acts adopted by the CoR.

As a member of the relevant interinstitutional working groups and committees, the CoR interprets and applies the Staff Regulations and the CEOS in compliance with the interinstitutional-level approach. Furthermore, the relevant case law and recommendations of the Court of Auditors and the EU Ombudsman are also taken into account.

ALLOCATION OF RESOURCES AND WORKFORCE PLANNING

New cooperation agreement with the EESC

In October 2021, the CoR signed a new cooperation agreement with the Economic and Social Committee (EESC) to cover all aspects of the shared resources of both institutions. One of the major new points was the creation of a new Directorate for Innovation and Information Technology. With this new directorate, both Committees aim to continue and strengthen the modernisation, simplification and digitalisation processes, building on the progress made during the COVID-19 pandemic.

Following staff consultations and a social dialogue with staff representatives and trade unions, the new directorate was established in October 2022. Three new units were created, in charge of Digital Transformation, Digital Solutions and Digital Platforms respectively. The directorate will be led by a CoR Director and an EESC Deputy Director, whose recruitment will be completed in 2023. Most of the resources for the new directorate came from the IT unit previously assigned to the Directorate for Logistics; both Committees provided additional resources to ensure a smooth transition and successful implementation of the directorate's mission statement.

Under the new cooperation agreement, the Printshop and Distribution Unit was reorganised, the Security & Safety Service became a fully-fledged unit under CoR leadership and additional services were centralised.

Staff pooling for excellence

The new cooperation agreement also led to the creation of a new unit under the direct authority of both Secretaries-General aiming to create a pool of excellence in the joint services, centralising all public procurements and financial services. The centralisation is accompanied by continuous monitoring and analysis on the effectivity of the change.

In 2022, the CoR and the EESC also continued to look for efficiency gains in the Directorate for Translation through the merging of additional linguistic units. Specifically, the Hungarian unit merged with the Croatian unit and the Portuguese unit joined the Spanish and Romanian unit.

Reallocation of CoR resources

In 2022, the CoR continued to optimise its resource allocation in response to the evolving political and administrative priorities by redeploying resources between directorates and units according to the services' needs. Furthermore, the CoR occasionally requests the conversion of posts (mainly from AST to AD or to AST/SC) to better match the function group with the changing job contents of certain posts.

The drive to reorganise and reallocate resources has had a positive impact on the overall share of operational jobs in the past few years¹. The share of operational jobs has steadily increased from 46% in 2013 to 55.9% in 2022.

Following the COVID-19 pandemic, the effects of which were still being felt in the beginning of 2022, the EU faced the Russian invasion of Ukraine. With the war rapidly becoming a primary political matter for the institution in the course of the year, the CoR administration had to adapt its priorities accordingly. Additional resources in the form of contract staff were allocated to the legislative directorates and a programme to recruit Ukrainian trainees

¹ The CoR distinguishes between three categories of jobs: operational (directly linked to the institution's political and communication activities), overhead (administrative support, including HR and logistics) and neutral (linguistic jobs).

was initiated. The CoR also organised a call for study visits for Ukrainian nationals and hopes to expand on these programmes in the future. Several colleagues also took part in initiatives to support the people of Ukraine, both in Belgium and abroad.

Establishment plan posts

The establishment plan refers to permanent and temporary posts available in the CoR by the budgetary authority for each calendar year.

The budgetary authority granted the CoR two new posts in 2022. This finally allowed the consolidation of the Irish Translation sector in the Directorate for Translation, permitting it to provide the same level of service to members as all the other non-pivot translation sectors.

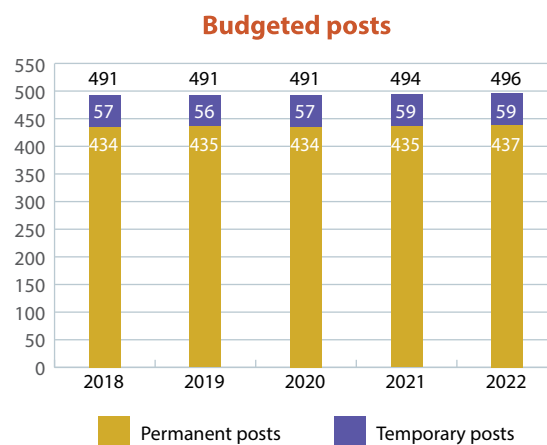


Chart 1 CoR trend in posts 2018-2022

Establishment plan posts per EU Institution*

	2019	2020	2021	2022	2023
European Commission	23613	23578	23566	23469	23394
European Parliament	6633	6722	6720	6773	6825
Council of the European Union	3033	3029	3029	3030	3029
Court of Justice of the European Union	2068	2073	2097	2110	2110
European External Action Service	1634	1699	1742	1750	1753
European Court of Auditors	853	853	853	895	873
European Economic and Social Committee	668	668	669	669	669
European Committee of the Regions	491	491	494	496	496
European Ombudsman	66	69	73	73	73
European Data Protection Supervisor	71	84	84	84	84
	39130	39266	39327	39349	39306

Table 1 Establishment plan posts per EU Institution

* source: Resource allocation on 1 January of each year

<https://eur-lex.europa.eu/budget/www/index-en.htm>

WORKFORCE

CoR workforce in 2022

The CoR's active workforce on 31 December 2022 comprised 597 people, of whom 534 were statutory staff and 63 non-statutory staff (seconded national experts, trainees, interim staff, external service providers, etc.). Detailed figures and charts for the CoR workforce in 2022 can be consulted in appendix IV.

Staff type of contract in 2022

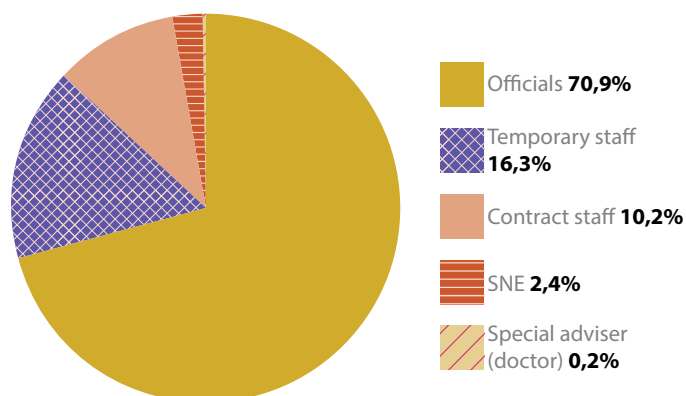


Chart 2 CoR staff "breakdown by type of contract" situation 31/12/2022

The demographic structure of CoR staff members remained relatively stable (see age pyramid in appendix IV – chart III), despite progressive replacement of colleagues departing from the institution (retirements, transfers to the other institutions, early resignation from contracts, etc.). The average age of CoR staff members in 2022 was 47.4, with the average female population being slightly younger (at 47.1) compared to men (see chart IV in appendix IV).

As regards gender, the ratio between male and female members of staff has almost reached parity although the gender balance at management level still needs to be improved (see Chapter Diversity & Inclusion and table II in appendix IV). The good practices aiming to encourage female staff members to apply for management posts need to continue.

Officials

The workforce is spread over three different function groups: AD, AST and AST/SC.

CoR officials on 31 December 2022

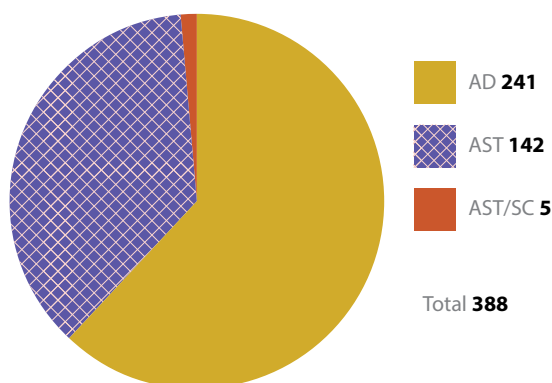


Chart 3 CoR officials by function group, situation 31/12/2022

62.1% of officials are administrators while 37.9% are assistants (AST and AST/SC). AST/SCs represent 3.4% of all assistants

The situation varies between the directorates depending on their core business (staff members in the Directorate for Translation mainly belong to the AD function group, while the majority of AST staff members are in support-providing directorates such as Human Resources and Finance). Due to the limited size of the workforce and the necessary optimisation of human resources in the context of the above-mentioned staff cuts and efficiency measures, staff members are required to become more versatile by combining both content-oriented and administrative tasks. The margin for additional conversions of AST posts into AST/SC is therefore rather limited.

Versatility is indeed gaining importance for all institutions. Over the years, EPSO has also reduced the number of options and profiles published in the annual cycle of open competitions for generalists and most of the institutions have been looking for general profiles in order to ensure future vocational development and offer further career/mobility opportunities for their staff.

Temporary staff

The CoR employs three categories of temporary staff : temporary staff occupying temporary posts (2a), including the Secretary-General, temporary staff on permanent posts (2b) recruited when the publication of a vacancy notice is unsuccessful and/or when a post has no permanent vocation and temporary staff in the political groups and the president's private office (2c).

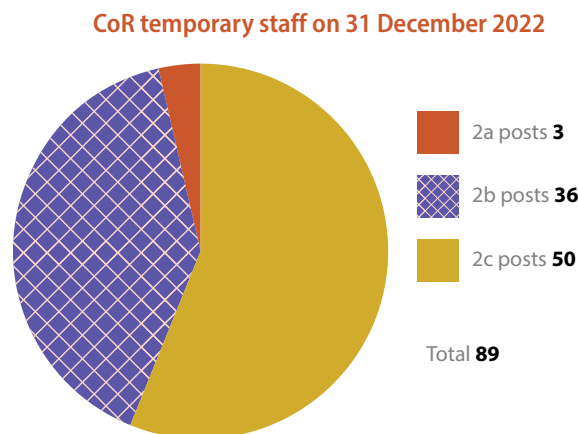


Chart 4 CoR temporary staff by type of contract, situation 31/12/2022

The increased number of temporary staff on permanent posts reflects the situation of EPSO reserve lists and the increased rivalry among Brussels-based institutions: competitions for several profiles have not been organised or have been delayed due to Court judgments and the effect of the pandemic. This mainly concerns financial profiles, AST/SCs and some other specialised functions, including some linguistic profiles. In addition, the larger institutions sometimes offer more attractive working conditions (longer contracts, easier access to potential internal competitions) which makes smaller institutions such as the CoR less attractive.

Contract staff

Contract staff members cover both permanent needs (category 3a, function group I – ushers, drivers, manual workers, etc. on open-ended contracts after two initial fixed-term contracts) and temporary needs in order to deliver specific projects and/or provide support over a limited period of time in the event of absences, high workload, etc. (category 3b, function groups II, III and IV).

On 31 December 2022, the CoR employed 56 contract staff members, including 21 on an open-ended basis.

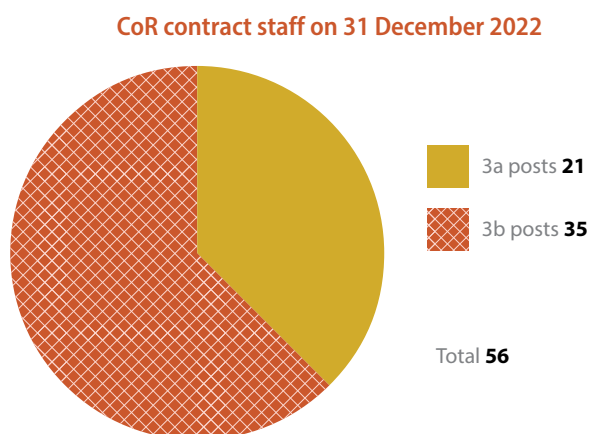


Chart 5 CoR contract staff by type of contract, situation 31/12/2022

Special advisor

The CoR employs one special advisor (medical officer) on a daily basis, recruited under the provisions of Article 123 of the CEOS.

Interim staff

In the event of temporary needs, the CoR can also turn to interim agencies, mainly to fill temporary needs for secretaries/assistants, conference technicians, nurses etc. for very short-term missions. In 2022, 24 people performed interim missions for the CoR. They completed a total of 64 interim assignments, which is back in line with the historical average, following a peak in 2021.

Seconded national experts

In order to benefit from their specific competencies, regional expertise and networks, the CoR also encourages the exchange of best practices by welcoming experts from national, regional and local public bodies into its core business services.

In the beginning of 2022, a promotion campaign was organised to encourage public authorities at all levels of the European Union to consider seconding their staff to the CoR, to contribute to the EU-decision-making process and to encourage cross-fertilisation and exchanges of best practises. This resulted in the recruitment of nine new national experts in 2022. In total, there were 13 seconded national experts in active service at the CoR on 31 December 2022, for a total annual budget of EUR 606 534. Particular attention was paid to the recruitment of so-called cost-free national experts who are entirely financed by their public authority.

External service providers

Due to the specific nature of some functions and profiles, expertise is provided by external service providers placed at the disposal of the institution by means of framework contracts (IT helpdesk, security, communication services, etc.).

TALENT SELECTION AND RECRUITMENT

Officials

The CoR publishes nearly all its vacancy notices on its internet website, thus opening them up and bringing them to the attention of EPSO laureates. The Committee's recruitment policy complies with Article 27 of the Staff Regulations. The selection panel does not receive the candidates' personal information (age, nationality or contact details) to ensure that it analyses the applications solely on the basis of the professional profile of the candidate and their compatibility with the criteria laid down in the vacancy notice.

Table 2 shows how 2021 saw a slump in the number of published vacancy notices, with only 25 publications. In 2022, however, 60 notices were published, a record number for the CoR. This also comprised 10 recruitment procedures for middle managers, including three for deputy directors. The CoR also published a senior management post for the newly created Directorate for Innovation and Information Technology, which will lead to a recruitment in 2023.

Interinstitutional moves of staff almost stopped during the pandemic, due to a clear need for stability during these challenging times. As of 2022, interinstitutional staff mobility went back to pre-covid level with an increase of 133% with respect to 2021. Secondly, CoR staff is gradually ageing, leading to more retirements and vacancies per year and a consequent increase in the number of vacancies. Lastly, the aforementioned new Directorate IIT and the reorganisation of the Joint Services required the recruitment of new specialised officials.

	2020	2021	2022	Variation between 2021 and 2022
Vacancy notices	33	25	60	+140%
Newly recruited officials	10	6	3	- 50%
Transfers in	5	8	8	=
Transfers out	12	6	14	+133%
Internal reassignments	5	8	33	+725%

Table 2 Permanent staff changes in 2020-2022

These recruitment procedures led to the recruitment of three officials in 2022, continuing a descending trend seen in previous years. 12 publications did not attract any candidates and were either republished or led to opening a selection procedure for temporary staff. The average number of applications per procedure also tended to decline and, due to this, fewer interviews were organised in 2022. This can largely be explained by the continued delays at EPSO level in delivering new reserve lists for officials, but can also be linked to an overall decline in attractiveness of the EU institutions as employers, which need to compete with the private sector and other international organisations to attract highly qualified candidates. The CoR used this particular HR environment for a major internal mobility exercise which opened many colleagues new perspectives and helped to increase cross-service cohesion by offering services new views and experience from other departments. Eight officials were recruited from other institutions.

In this context, the CoR actively participates in several task forces organised by EPSO to improve cooperation at interinstitutional level, to increase the diversity of the candidate pool and to improve the speed, efficiency and effectiveness of EPSO selection boards. The CoR is also actively involved in interinstitutional open competitions and contributes to the development of the new EPSO competition model via its presence on the EPSO Management Board, the EPSO Working Group, selection boards and several topical task forces (CAST permanent, the working in partnership group, etc.).

Other staff

With the decline in the recruitment of officials and the need to quickly adapt to changing political and administrative priorities, the recruitment of non-permanent staff members is still important as a means of providing flexible and

temporary support. As for officials, there is an overall increase, in 2022, in the number of procedures and movements of non-permanent staff compared to 2021

Political groups and presidency (temporary staff 2c)

The presidency of the CoR changed on 29 June 2022 in the middle of the five-year mandate of the CoR. Three officials were seconded from the general secretariat to the cabinet of President Vasco Alves Cordeiro for the duration of his mandate; in addition, seven temporary staff members and two contract staff members were also recruited to support the cabinet during this mandate.

Four new colleagues were recruited for the political groups, either for open-ended assignments or for a contract linked to the mandate of the President.

Other non-permanent staff (contract staff 3a and 3b and temporary staff 2a and 2b)

In 2022, 36 new contract and temporary staff members were recruited (this includes recruitments for procedures initiated in 2021). Furthermore, 30 non-permanent staff members were also granted extensions to their existing contracts. In parallel, 18 non-permanent staff members resigned from the institution in 2022, including seven members of the cabinet of President Tzitzikostas.

The relative increase in temporary staff 2b) recruited on permanent posts mainly comes from the increasing difficulties to attract officials or EPSO laureates, largely due to the absence of reserve lists produced by EPSO. No competitions for permanent linguistic staff have been organised in recent years. The institutions do not have a sufficient pool of available candidates to appoint new officials in the translation services, thus requiring the recruitment of temporary staff to ensure business continuity. Several other specialised profiles are lacking (finance, public procurement, communication, IT, etc.), also resulting in an increased number of temporary staff recruited on permanent posts.

	2020	2021	2022	variation
Newly recruited non-permanent staff members	37	43	36	- 16%
Extensions of existing contracts	21	20	30	+50%
Resignations	15	13	18	+38%

Table 3 Changes regarding temporary and contract staff in 2020-2022

RE-BRANDED TRAINEESHIP OFFERINGS

2022 marked a very important year for the traineeships at the CoR, with several major achievements providing great visibility to the traineeships on offer at our institution.

For instance, new traineeship rules and schemes were developed, as well as a brand-new IT platform for applicants, improving the candidate experience significantly. A new Alumni- programme for Cicero trainees has been launched.

Towards re-branded traineeships and comprehensive traineeship rules

Former traineeship rules have been completely reviewed and simplified as it was necessary to harmonise practices on various topics such as working conditions, diversity and inclusion as well as ethics and integrity.

Moreover, in an effort to make CoR traineeships more appealing to candidates, they have also been reviewed and the traineeships' names re-branded.

Therefore, as of the end of 2022, the CoR offered:

- Cicero traineeships (previously called "standard traineeships"), hosting 48 Cicero trainees throughout the year;

- Study visits (previously called "short-term study visits"): with the outbreak of the war in Ukraine and with the aim of offering Ukrainian nationals support and learning opportunities within the CoR, and to cooperate on the Support Ukraine initiative, in 2022 the institution welcomed two Ukrainian trainees for six months under the study visit scheme. More traditionally, the CoR also hosted 10 other study visitors under this scheme.

In conclusion, a total of 60 young people were hosted at the CoR as part of the traineeship programmes in 2022. The evolution of the number of trainees at the CoR in the last 10 years is shown in chart XII in appendix IV.

Newly designed IT system to improve candidate experience during application and streamline selection by the CoR

As a highly critical tool for managing the selection process for traineeships, the consolidated HR eForms platform was deployed for the first time in 2022. Besides serving as a showcase to attract potential traineeship candidates, the purpose for developing this tool was to consolidate various HR forms in a flexible platform providing common features for authentication, personal profile management, data management, emailing and workflow management. The tool has shown to significantly improve the management of the selection process and features will continue to be fine-tuned in 2023.

Successful roll-out of two editions of the Y-Factor project and cooperation with EPRS

Initially launched in 2017, the [Youth] Factor project is the result of a biannual voluntary research project managed by trainees, under the supervision of the senior advisor in the Communication Directorate.

During each traineeship, the trainees have the opportunity to develop a project from a youth perspective according to their political interests and preferences. It seeks to connect the CoR with young people in the regions and to encourage trainees to work collaboratively and acquire new skills.

In 2022 the trainees worked on two different and impactful projects.

The CoR trainees of spring 2022 developed a 30-minute documentary and a report called Holding Hands, which presented the local and regional perspectives of young Ukrainian and European citizens on democracy, identity, security, economy and humanitarian aid. Holding Hands was distributed on the social media platforms and screened on the CoR premises.

The autumn group in 2022 worked on a project called From GenerationCrises to GenerationConfidence which analysed difficulties young people experience in the areas of energy, agriculture, climate and migration. The project consisted of a double exhibition of 10 posters, eight short video interviews with Young Elected Politicians (YEPs) and other stakeholders as well as a report. They were shown simultaneously in the EP and the CoR during the CoR plenary, which also gave the CoR a wider visibility.

Y-factor makes the CoR traineeship programme more visible and desirable, and has even created an alumni network. As a unique creative project in the EU institutions, it is very rewarding for the trainees and it gives a strong added value to their traineeship at the CoR: it is therefore worth pursuing it in spite of the challenges.

At the initiative of the Secretary General and in view of the European elections 2024, CoR trainees embarked on the second edition of cooperation with the European Parliamentary Research Service. They participated in updating the "What Europe does for me" website highlighting how Europe is present in towns, cities and regions.

CoR traineeship alumni- programme

LinkedIn group "CoR Trainee Alumni Network" has been created in April 2022.

The CoR Trainee Alumni Network offers the opportunity to former CoR trainees to (re)connect and keep up to date with other upcoming events.

"Get-together (former) trainees" meeting has been organized at the CoR in November 2022 in order to bring former trainees working at the CoR together with the current group of trainees. Two special guests - Ms Anna Mitelman and Mr Boris Essender - shared their personal experiences as trainees with those present.



A successful virtual lunch time conference "Alumni Network Event" took place in December 2022.

The event included a panel discussion on environmental challenges and innovative solutions and was followed by a lively exchange on career paths and tips for the professional life. High-profile speakers such as Arnold de Boer, Policy Officer at the Secretariat General of the European Commission and a Member of the Cabinet of the Austrian Minister of Finance were hosted. At the end the participants had the opportunity to expand their network in a speed-networking session.

CHALLENGES AHEAD

New EPSO competition model

The past few years, the EPSO competition model has come under increased pressure due to several external and internal factors. Several Member States have successfully contested linguistic and other legal aspects of the competitions, resulting in cancelled competitions and increased complexity of the selection processes, thus delayed reserve lists. In-person testing in testing centres and assessment centres also became impossible during the COVID-19 pandemic, resulting in substantial delays in the delivery of new reserve lists for officials organised fully remotely. As a result, EPSO intends to implement a new competition model, where they will only test cognitive abilities, EU knowledge and written communication skills for generalists through remotely proctored tests. For specialists, a field-specific test can also be included. This should reduce the overall duration of competitions, while also creating a larger pool of candidates on reserve lists. However, this also means that each institution will have to individually test all the competencies that were previously tested in the oral assessment centre. Therefore, once the new model is fully implemented, the CoR will have to ensure that each candidate for a post of an official meets its requirements in terms of general competencies during the recruitment procedure. Such an approach raises a series of legal questions regarding equal treatment of all candidates, comparability of the tests among institutions etc.



SUPPORTING CAREER DEVELOPMENT AND
INTEGRATED TALENT MANAGEMENT STRATEGY

Talent management is not a one-time effort to recruit skilled and talented people, but a long-term process involving all phases of the employee's journey within the institution.

For this reason, human resources services act in harmony to maximise the impact on each of the recruitment, onboarding, development, retention and departure stages.

ONBOARDING

New procedure for welcoming newcomers and creation of a newcomers' network

The deployment of the Welcome Newcomers procedure, introduced in September 2021, was assessed. Following the suggestions received, the procedure was updated and improved. In parallel, an MS TEAMS group was created to put people in contact and let the newcomers' community interact. A new kind of meeting dedicated to newcomers ("entry talk") took place for the first time in May 2022. In parallel, breakfasts for newcomers are held at regular intervals allowing newly recruited staff members to meet with other colleagues and learn.

Newcomers' induction programme

The newcomers' induction programme was fully implemented (except the mentor network which will be put in place at a later stage) in 2022:

Newcomers induction programme

Information sessions	Communication channels / Training courses	Useful documents	Other induction tools
<p>EC Morning Session: (outside COVID time)</p> <ul style="list-style-type: none"> • <i>Introduction by Dir. DG HR & HoU, to give a sense of belonging to EU institution (EC perspective)</i> • <i>General info on insurance, pension scheme, etc.</i> <p>CoR Welcome (1st day of the month, in the afternoon):</p> <ul style="list-style-type: none"> • <i>Intro by an experienced manager from HR: sense of belonging to CoR</i> • <i>Explanation of CoR rules</i> • <i>Signature of documents</i> <p>"HR is all ears"</p> <ul style="list-style-type: none"> • <i>Introduction by L&D and welcome by HR Director</i> • <i>CoR ethical framework; diversity & inclusion policy (Unit E3)</i> • <i>Overview on individual rights in 'end of service' (Unit E3)</i> 	<p>L&D info news</p> <p>HR Update</p> <p>L&D info package:</p> <ul style="list-style-type: none"> • <i>Onboarding e-learning</i> • <i>"Run, hide and tell" video, to learn what to do in case of a terrorist attack or other kinds of violent situations</i> • <i>Information about compulsory training</i> • <i>Training regulation</i> • <i>Invitation to participate in 'Lifecycle of an opinion'</i> <p><u>Onboarding e-Learning training</u></p>	<p>Newcomers Guide</p> <p><u>Training for newcomers page</u></p> <p><u>Welcome office page</u></p> <p><u>Information for newcomers page</u></p>	<p>"Entry talk" (follow-up after 6 months): meeting with Internal Mobility service and other newcomers (with the aim to create and consolidate the newcomers network)</p> <p>Mentorship programme (from 2023 TBC)</p>

Information sessions	Communication channels / Training courses	Useful documents	Other induction tools
<ul style="list-style-type: none"> • <i>Medical and social service: an introduction (Unit E3)</i> • <i>Working conditions: illness, leaves, working time, teleworking (Unit E3)</i> • <i>Introduction to Safety and Security in CoR premises (Secu)</i> • <i>Career development & certification (Unit E2)</i> • <i>Learnig & development (Unit E3)</i> • <i>CoR Competency Framework (for all staff); Career guidance & Internal mobility (for officials), Unit E3</i> <p>"Newcomers welcome tour": 2 specific events</p> <ul style="list-style-type: none"> • <i>"Meet our SG" (twice a year)</i> • <i>"Intro to the CoR's tasks and structure" by visitors service</i> 	<p><u>Run, Hide and Tell</u></p> <p><u>Lifecycle of an opinion</u></p>		

Figure 1 Newcomer's induction programme – 2022 version

To complement the training offer and the meetings dedicated to them, a network was created in MS TEAMS and cross-unit cooperation is put in place to solve logistical problems and help the services to welcome them in an appropriate way.

LEARNING & DEVELOPMENT OFFER

Building competencies is the first pillar of the Integrated Talent Management Strategy. Learning & Development (L&D) is part of this pillar.

In 2022, the learning model 70:20:10² remained the inspiration for the learning and development offer:

- **job shadowing opportunities** (internal and, for the first time under the impetus of the CoR, interinstitutional)
- **cross-directorate working groups**, putting together highly specialised knowledge and different working experiences in order to build up new tailored courses for specific categories of staff (newcomers, staff working with amendments, communicators, financial actors, etc.)
- reinforcement and enlargement of the **internal trainers' network** (in line with the CoR Digital Strategy, action 15 "Peer to peer training" and also budgetary restrictions)

2 70:20:10 learning and development model by Charles Jennings.



Source: Charles Jennings, former CLO of Reuters

- a wide range of internal and interinstitutional training (online, in-person or hybrid format) on a variety of topics
- access to the **LinkedIn Learning** platform, which was integrated in EU Learn in 2022

Particular attention was paid to the newcomers' needs, management development and building the capacities of future managers (especially for women aspiring to become managers).

Aiming to reinforce the legal bases to achieve this goal, the L&D sector updated the list of compulsory and recommended training (to include new skills linked to new IT tools for example) and the policy on team building and away days. The detailed training offer from the L&D sector can be found in appendix IV.

The EUSA's existing **learning paths for all levels of management** were revised and the pilot of the new courses were tested by L&D specialists, including the CoR L&D service.

The requests for the **leadership walks** organised by the EUSA increased considerably.

A step forward in CoR leadership development was taken with the writing of the first group report following the **360° feedback**. This report shows that CoR management is in step 3 (of 4) of the performance curve. The follow-up actions to this report aim to shift management from an independent culture ("I am a high performer") to an interdependent culture ("We are truly successful together"). Follow-up actions to assist this transition will be implemented in 2023.

After two years of online training, in-person classes gradually resumed, together with the new hybrid sessions. The training rooms in BvS have been gradually equipped for hybrid training in order to facilitate larger training sessions with the staff teleworking.

ENHANCE INTERNAL MOBILITY POLICY AND CAREER GUIDANCE

Internal mobility and career guidance action is strictly linked to the retention stage.

Supporting professional development and encouraging mobility is the second pillar of the Integrated Talent Management Strategy. Staff members have their own responsibility in this context and take full ownership of their professional development, including evaluating their professional situation from time to time, looking out for new possibilities, identifying and following training which may lead to new professional challenges, monitoring upcoming internal moves, etc.

In this context, the Internal Mobility Service plays a key role by offering career guidance sessions, organising job shadowing (internal and interinstitutional), offering staff tools for career reflection, etc.

In 2022, the main events were organising the **first interinstitutional job shadowing**, the introduction of the new PerformanSe tests "ECHO2" (for all staff) and Manage-R (for managers and aspiring managers) and the possibility to take part in a development assessment organised by PWC (especially for women aspiring to be managers).

CAREER DEVELOPMENT

Annual appraisal

The annual appraisal exercise for the 2021 reference period, launched in February 2022, was closed within the deadlines and 471 staff reports for officials, contract and temporary staff were drawn up.

The number of mini-appeals and formal appeals decreased compared to the previous exercise (from 35 to 23 and from 17 to 11 respectively) reflecting better compliance of the assessors/coordinators with the instructions related to the best practices in terms of writing annual assessment reports. EVA CoR was updated with two new modules: *Mini-appeal* (now included in the workflow and generating automatic notifications) and *Points* (allowing staff to consult their average and accumulated points).

The CoR's assessment regulatory framework (following the new cooperation agreement with the EESC) will be revised in 2023.

Promotion

During the 2022 promotion round, 114 officials (68 ADs, 43 ASTs and 3 AST/SCs) were promoted out of a total of 401 officials in active employment on 1 January 2022. The overall promotion rate was 28.4% (compared with 24.8% in 2021). In addition, two contract staff members were reclassified in a higher grade and 12 temporary staff members were assigned to a post with a higher grade.

Certification

Two CoR officials were selected and participated in the certification training programme in 2022 and one official was successfully certified. Two certified officials were appointed to an AD post (one in the CoR and the other after transfer to the European Parliament). The overall appointment rate for certified officials since the introduction of this programme (2005) in the CoR reached 75%.

Other activities of the career sector

The career sector also manages personal files for the whole institution, files concerning ability to work in a third language before the first promotion and leave on personal grounds. The management of individual files became totally paperless in 2022.

FUNCTIONAL MANAGEMENT

Deputy heads of unit, heads of sector and team leaders were officially recognised as a new functional management level in 2017. The majority of colleagues appointed to functional management functions are women. This opens up prospects for future appointments to management positions and further improvement of the gender balance in middle management.

SENSITIVE POSTS POLICY

A sensitive posts policy was approved on 17 December 2021 and came into effect on 1 January 2022 as part of an integrated talent management strategy. The first sensitive posts exercise took place in 2022, including a risk assessment of the posts, the controls in place and residual risk. Where the risk is still found to be above the tolerable level and it is not possible to mitigate it further, mandatory mobility will be considered after five years in the post.

CHALLENGES AHEAD

New competency framework

Following a change in the competency framework of EPSO, the CoR has also decided to adapt its own competency framework to better align it with the requirements of a modern, dynamic and evolving public administration. There is an increased emphasis on digital skills, which have especially gained in importance following the COVID-19 pandemic, when remote and fully digitalised work became the norm. The framework also highlights the value of learning as a skill, adaptability and sense of initiative (intrapreneurship), while also pointing out the importance of effective communication and working together in a diverse and inclusive environment towards the common goals of the institution. The CoR will coordinate rationalisation efforts with the EESC in order to harmonise their respective competency frameworks and generate synergies, especially with regard to the Joint Services.



Internal mobility and career guidance

Challenges can be a source of improvement and inspiration but can also undermine the success of the actions put in place if the necessary resources are not allocated to the services in need. A long-term strategy should be sustainable and cannot count on people's never-ending resilience or luck.

This is precisely the case for the internal mobility sector, which is in charge of putting in place a lot of strategic actions without having the necessary budget and human resources.


Concerning the very successful cross-cutting activities and projects already put in place, it is necessary not to forget that once the activities or networks are created, the challenge is to keep them alive, with regular activities, meetings or any other input to "feed" them and let them grow. The serious lack of resources (human and financial) in the mobility service can compromise some of them.

Professionalisation of HR functions – targeted training in selection and recruitment

With the aim of enhancing the expertise of HR functions, the Recruitment and Career unit committed to deploy a series of targeted training courses for managers, HR community and selection panel members in 2023. This will enable potential selection board members to better understand the selection process, their roles and responsibilities in order to improve their skills for future recruitment within their teams. The overall purpose is to further professionalise the HR functions and tasks and ensure a smooth implementation of selection and recruitment processes in order to speed them up and make the CoR a more competitive and attractive employer.



THE COR AS A SMART & MODERN ADMINISTRATION



The CoR is modernising its working conditions with such things as a new flexible working environment that allows staff to work both in the office and at home. This flexibility is particularly important for an attractive working environment at an institution such as the CoR, which brings together employees from different nationalities, cultures and perspectives. Furthermore, the CoR continues to improve the simplification of its processes and its digital transition by offering a paperless working environment and investing in shared working platforms. It pays particular attention to people with disabilities by offering more accessible and user-friendly digital forms.

HYBRID WORKING ENVIRONMENT: PILOT PROJECT ON WORKING REGIME

In a bid to find the best working conditions framework for CoR staff and management in the post-covid period, and to draw on the lessons learnt from covid in the interest of the service, the CoR has developed a pilot project on the working regime which entered into force in April 2022.

In this new hybrid work setting, **flexibility** is the keyword, red tape and old-fashioned to-the-minute working-time calculation are avoided and a lot is left to dialogue and agreement between staff members and managers. Work may be done in the office as well as remotely, provided a minimal presence in the office is ensured, between two and three days a week depending on the directorate. On a day in the office, work can be started or finished remotely. The decision also provides the possibility to have up to 15 days of telework abroad per year. The calendar can be modified at any moment and the teleworking days can be adapted by agreement between the staff members and their manager in order to take into account several situations (either a need to telework more in certain particular situations, or a need to be more present in the office when the interest of the service requires). Finally, some provisions are in place to guarantee special arrangements upon medical advice.

The communication of the pilot project emphasised forward planning so that managers can have a better overview – a win-win situation.

The pilot project has also put the focus on core principles such as the interest of the service and the right to disconnect. Moreover, the decision has led to administrative simplification, considering that all provisions on working time have been merged in a single decision, which provides a better overview (working time, telework, overtime and special leave for exceptional work).

Experiences with the pilot project show that staff and managers understood the project well, appreciated it and were satisfied with it (see point challenges ahead - Evaluation of the pilot project on working regime). Feedback shows that the CoR has been able to find the right balance for a harmonious post-covid working environment which combines flexible working conditions with the interest of the service.

SIMPLIFICATION AND DIGITALISATION

Sysper and assistance to staff

The HR tool Sysper and its integration into the CoR's broader IT landscape ensure that all staff members, old and new, can perform almost all HR-related tasks in a completely paperless manner. The Sysper Helpdesk ensures that this vital function is available for all staff members. In 2022, 550 requests for assistance, or about 46 requests per month, were handled. A new way of registering presences in the office and telework days was also introduced in the framework of the pilot project regarding time management.

HR-related statistics

Increased digitalisation of HR processes and information also allows the CoR to use more reliable and immediately available HR data to ensure proper management of the institution and its resources while responding quickly to the regular requests for information from Permanent Representations and various internal and external stakeholders. In 2022, the CoR received 48 internal requests for staff data to assist management in directing HR policy, as well as about 15 external requests for information. The HR statistician manages the establishment plan, updates the

operational organisation chart once a month and implements any changes in the organisation, assists all internal services with their requests for HR-related statistics and contributes to all HR reporting (annual HR report, summary HR leaflets, CoR budget booklets in the framework of the annual budgetary procedure, etc.).

Consolidated HR eForms platform

IT Coordination facilitated the project of the Directorate for Human Resources and Finance to develop electronic application forms for short-term study visits and traineeships for government officials. Even though standard traineeship applications were already handled electronically, this special type of traineeship received up to 100 applications a year which were still processed manually. The new electronic forms, made available in June 2022, are not only less resource intensive but also add a cybersecurity layer to ensure that candidate data is safe. This security layer has been further expanded to cover all already existing electronic HR forms.

CHALLENGES AHEAD

Evaluation of the pilot project on working regime

An evaluation of this pilot project was carried out after six months, on the one hand through the work of an evaluation committee composed both of administration and staff representatives (Staff Committee and staff unions), and on the other hand through consultations done by the Directorate for Human Resources and Finance with managers. A staff survey launched by the evaluation committee triggered a fairly high number of responses. Both the staff survey and the consultations with managers showed a very high rate of satisfaction with the pilot project. Negotiations with staff representatives will continue in 2023 in order to reach a final decision.

Revamp of all HR e-forms

The smaller scope project for standard traineeship applications was the basis for a larger upgrade and revamp of all HR e-forms to make them future proof, more robust and secure and to improve the back-end management of applications as well as the front-end user interface and experience.

HR e-forms will be designed for spontaneous applications from non-permanent staff and Seconded National Experts in 2023. This will make it possible to manage the entire recruitment process via an integrated paperless workflow, draw up the relevant statistics and generate time savings and increased efficiency for HR services. It will also ensure that our e-platforms are accessible to people with disabilities. The Recruitment sector is also working with IT experts on a new database allowing for fully digital management of all aspects of selection and recruitment processes of permanent officials. The pilot version is expected to be tested in early 2024.





MAKING THE COR MORE ATTRACTIVE
FOR BETTER OUTREACH

The CoR is working on becoming more attractive as an employer to recruit and retain the best talents across all EU Member States, while being considered a modern administration reflecting the diversity of European citizens. This priority focuses on enhancing the attractiveness of the workplace by creating an inclusive, respectful, sustainable, flexible and family-friendly work environment as well as fostering staff well-being. Furthermore, the CoR is stepping up its communication through various channels, making greater use of social media.

DIVERSITY & INCLUSION

Five-year Diversity and Inclusion Strategy and action plan for 2022-2026

In 2022, the key achievement has been the adoption on 7 July, by the Secretary-General, of the new Diversity and Inclusion Strategy and action plan 2022-2026 for the secretariat of the European Committee of the Regions.

This new strategy aims to put diversity and inclusion at the centre of action, in line with European institutions and international organisations, and make the CoR a more inclusive and open institution. To launch this new strategy, a series of lectures and workshops took place at the end of 2022 hosted by Claudia de Castro Caldeirinha, senior leadership advisor, with more than 20 years of experience. The objective was to make staff aware of the importance of D&I in an organisation's culture and the benefits and the challenges of making a more inclusive institution.

One of the workshops was dedicated to how to achieve gender balance at the CoR, as this remains the top priority for the institution. The workshop was organised for the senior management to tackle the gender imbalance in the CoR management team and focused on the key role of the management team in reaching the target set in 2020 of 40% female managers by the end of 2024.

The administration actively supported the mission and mentoring activities of the Network for Gender Balance in Management, which complemented the actions undertaken in this respect by the administrations and the Joint Committee for Equal Opportunities (COPEC).

Gender balance at the CoR - overall and management posts (situation 31/12/2022)

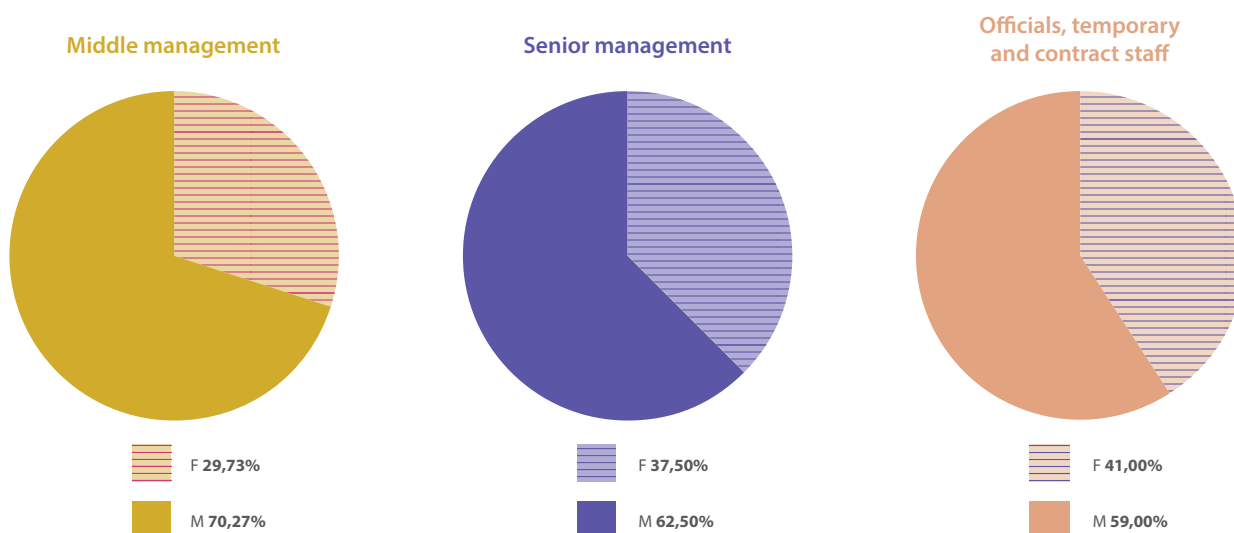


Chart 6 Gender balance at the CoR - overall and management posts (situation 31/12/2022)

Gender balance senior-middle and functional management - 2022

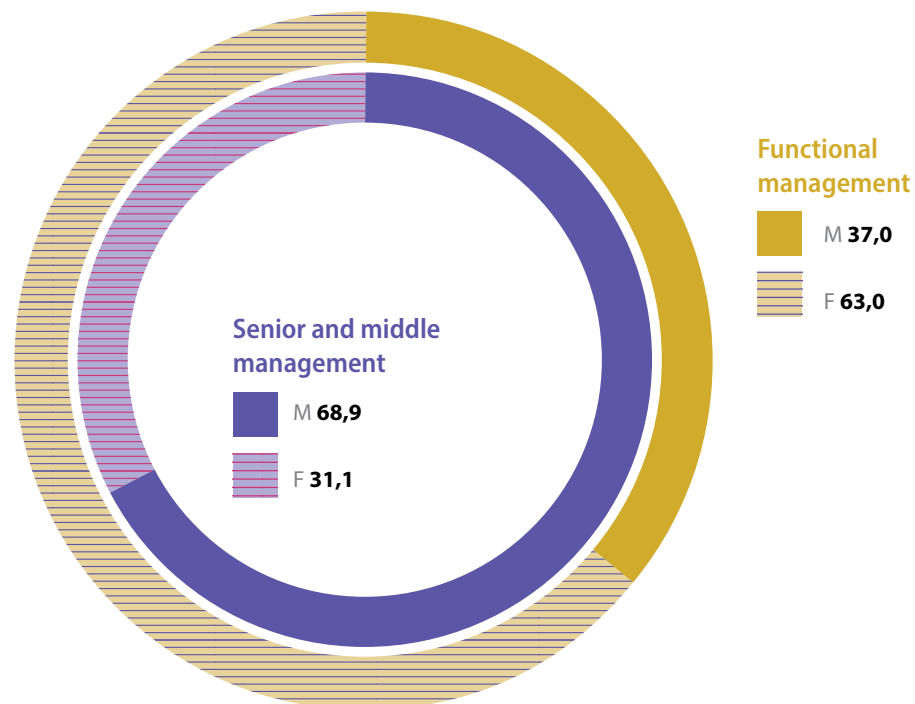


Chart 7 CoR Gender balance in senior-middle and functional management (situation 31/12/2022)

How to help Ukrainian refugees in Belgium

In 2022, the world was appalled by the situation in Ukraine. The CoR showed its support by organising two lunchtime conferences where representatives of SINGA and Convivial, two Belgian NGOs helping refugees in Brussels, explained different ways to support and provide help to Ukrainian refugees.

Diversity & inclusion policy: awareness-raising activities

In addition to all of this, the D&I coordinator, the Secretary General, the inter-service HR unit's task force and the COPEC have continued awareness-raising activities on the various aspects of the D&I policy, in particular International Day of Fraternity (4 February) promoting greater cultural and religious tolerance, International Women's Day (8 March), International Day for the Elimination of Racial Discrimination (21 March), IDAHOT (International Day Against Homophobia, 17 May), International Day for the Elimination of Violence against Women (25 November) and International Day of Persons with Disabilities (3 December). A close collaboration has been developed over the years between the EESC's COPEC and D&I adviser.

STAFF HEALTH & WELLBEING

Different actions were set up in the framework of the absenteeism policy. The administration cooperated even more closely with the medical and social services in 2022 by holding monthly meetings to discuss the type of support needed and how to coordinate it and follow up on it. In 2022, the absenteeism rate was 4.5%, compared with 3.84% in 2021, returning to the trends seen before the covid period.

Absence follow-up

The fight against absenteeism remained a core objective in 2022. For every long-term sick leave, the medical service requested a medical report and, whenever it was needed, organised a medical control in cooperation with the working conditions service, in a bid to encourage return to work. Medical controls organised at the CoR were mainly done by an

expert doctor to provide the medical service with an indication of the seriousness of the pathology and of the likelihood and timeframe for reintegration in order to help the colleagues in their path to reintegration.

In parallel, the medical service continued its practice of contacting the staff member on sick leave to assess the medical situation and the needs of the person concerned.

The social service gave support and provided coaching to staff on long-term illness.

The administration coordinates the medical controls but has also been an important contact point for delivering information on different procedures during the period of illness.

Return-to-work policy

Staff members returning to work after a period of long-term illness can benefit from a variety of measures during a specific time period, namely medical part-time, telework from home, adapted work environment, reasonable accommodation and coaching. Thanks to this personalised approach and to close follow-up by the medical service, it has been possible to efficiently reintegrate most colleagues on sick leave.

The medical service meets the staff member during the return-to-work process on a regular basis and gives advice and guidance.

The social service steps in when coaching is needed to sustain the return to work of a staff member and to prevent a relapse at a later stage. This is also on a voluntarily basis.

Long-term illness resulting in invalidity following article 78 of the Staff Regulations

In the most difficult situations, a long-term illness may lead to invalidity.

During the invalidity period, the medical service keeps in contact and regularly monitors the evolution and the possible aptitude for reintegration, performing checks on a regular basis. As a matter of principle, invalidity should not be for life and the monitoring is there to ensure that invalidity does not last longer than necessary.

Social service

In 2022, the social worker continued to provide support to staff in a wide variety of areas: 272 sessions were registered (excluding requests directly handled without appointment). This number is slightly less than in 2021 (283 sessions).

Chart 8 shows that the main reasons for contacting the social service are related to stress and conflict at work and to problems related to family members (and the related requests for teleworking from abroad for medical and social reasons).

In 2022, significantly more time has been successfully invested in supporting staff during the illness period as well as in the return-to-work coaching. This is done in close collaboration with the medical service and the administration but still independently and in a confidential setting

Reasons for consulting the social service

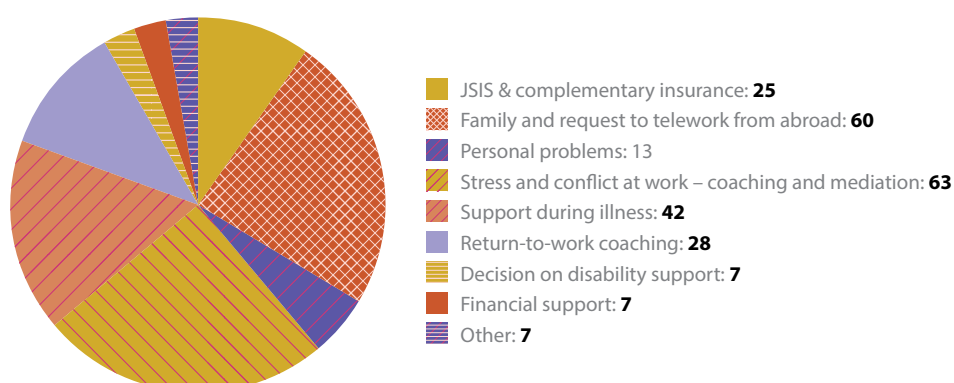


Chart 8 Consulting sessions by main reasons in 2022

In response to the heightened level of anxiety during the Russian invasion in Ukraine, the social service organised a conference with a crisis psychologist/trauma therapist.

In the framework of the new diversity & action strategy, the social service, in collaboration with the diversity and inclusion coordinator, also organised a conference on hidden disabilities and chronic illnesses.

The social worker is actively involved at interinstitutional level in the management board of the health insurance scheme (JSIS) and an active member in setting up the informal interinstitutional work group of social workers (EISWG).

EMPLOYER BRANDING

Communicating the CoR's values is an important part of the Employer Branding Strategy. A number of initiatives have been put in place to raise the CoR's profile as an employer of choice with the aim to attract and retain talent.

SNE promotion campaign

In order to build up synergies and promote exchanges of best practices, the CoR is fostering the secondment of national experts and encouraging time-limited study visits for officials from LRAs' public administrations. A large-scale promotion campaign supported by a paid social media campaign on Facebook and Instagram led to a significant increase in consultations of the Jobs page on the CoR website. CoR members and alternates were also encouraged to disseminate the call for expression of interest within their local and regional constituencies. Thanks to this advertising effort, the CoR has been able to second nine new national experts with a variety of profiles (cost-free or paid) in 2022.

CoR Staff ambassadors

Motivated staff members are the CoR's best resource, mainly when they are inspired to use trusted channels to reach an audience and deliver a powerful message that reinforces the key values of the CoR. Therefore, the testimonials of CoR staff ambassadors were posted on the CoR website and CoR social media accounts. To increase the range of testimonials on offer, regular calls for expressions of interest in becoming a staff ambassador are published in the HR newsletter (HR update).

Coffee talks

As part of the Employer Branding project, Directorate for Human Resources and Finance suggested "Coffee talks" to be offered to staff on a regular basis. The aim of these physical events is to reconnect staff with the "office life" by encouraging interpersonal exchanges and sharing information in a pleasant and friendly environment around a cup of coffee and an interesting topic of common interest.

Directorate for Human Resources and Finance organised the first coffee talk for all staff in September 2022. The topic of discussion was the pilot project on the new work regime.

HR and social media

Since November 2021 and throughout 2022, several recruitments were supported through both organic and paid social media promotion on an experimental basis. The lessons learnt from these pilot exercises show great potential for further cooperation related to specific job profiles, usually those requiring specific skills and not reserved for EPSO laureates only. In this context, the media team of the Directorate for Communication has been successfully cooperating with the recruitment sector and the HR communication officer in order to promote the CoR as an employer of choice.

COR GREEN INITIATIVES

Environment

The CoR, in cooperation with the EESC, is pursuing its objective of putting the European Green Deal into practice in all of its work. Through the Eco-Management and Audit Scheme (EMAS) and the Bilan Carbone®, the CoR aims to adopt exemplary environmentally responsible practices to reduce its CO2 emissions.

On January 2022, the EMAS Steering Committee adopted the new environmental objectives for the period 2022-2025, including a new target on CO2 emissions reduction (reduction of 10% by 2030 compared to 2019). On 30 November 2022, a new environmental policy was signed by the CoR President and the CoR Secretary-General, which includes the CoR's commitment to reduce its greenhouse gas emissions.

Eco-management

The CoR, in cooperation with the EESC within the framework of the Joint Services, has set up an environmental management system as part of a process of continuous improvement in this sphere. These efforts have yielded remarkable results over the last few years and earned the Committees the Brussels Ecodynamic Enterprise label in 2009. In 2011, the Committees were awarded EMAS registration and ISO 14001 certification.

During 2022, the EMAS service carried out internal and external environmental audits. Many positive aspects were highlighted by the external auditor, including the consistency of the environmental objectives, the excellent communication on environmental aspects, the dynamism of the EMAS network and the high level of staff awareness. As a result, the Committees maintained its environmental certifications, as in previous years.

New actions in 2022:

installation of new waste sorting corners; organization of a campaign on waste management the Committees during the European Week for Waste Reduction; collection of winter clothes for a refugee reception centre; visit to a composting centre and support for staff initiatives aimed at reuse and recycling (EMAS supported projects). In 2022, the EMAS service also completely redesigned its intranet site and enhanced the communication to staff via different channels (eco-tips in HR Newsletter, TEAMS group for EMAS contact persons, etc.).

In 2023, the Committees calculated their carbon footprint, with data of 2022. Total emissions amounted to 12.400 tonnes of CO2 equivalent, which corresponds to 7.70 tonnes of CO2 per FTE (full-time equivalent). These emissions remain lower than in the years prior to the COVID-19 pandemic (-12.2% compared to 2019). It is obvious that, although the results can be perceived good they are not representative.

The COVID-19 pandemic significantly reduced the Committees' environmental impact, with the main environmental indicators also being down in 2022. However, as in the previous years, people's travel continues to be the largest source of CO2 emissions. The second largest emitter of CO2 is the purchased goods and services, representing 15.1% of total emissions. This category includes external services (interpreting and external translation, maintenance, catering, security, IT, consultancy), office equipment and the purchase of catering equipment and food supplies. The third contributor is the fixed assets (8.5%).

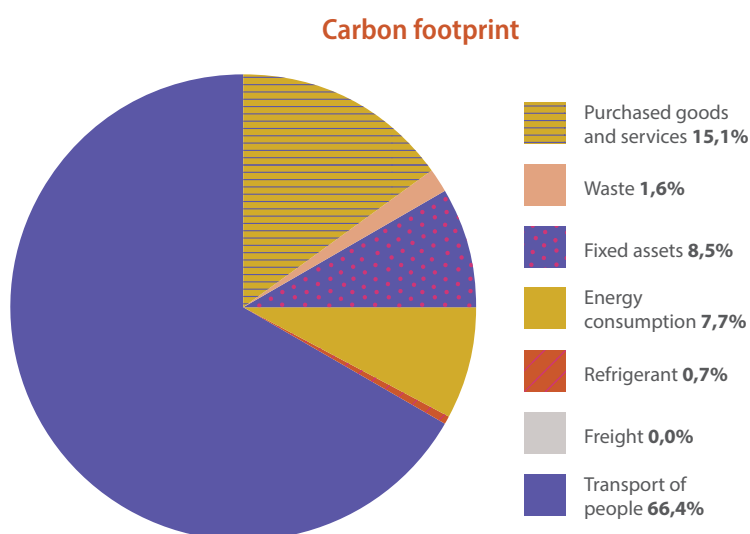


Chart 9 Carbon footprint in 2022

As in the previous years, most Committees' environmental indicators showed a general downward trend in 2022. The consumption of electricity and water has decreased slightly compared to 2021 (by -2% and -18.3% respectively).

The consumption of paper and waste have slightly increased (by +22% and +29% respectively). This is mainly due to the gradual return to the office.

Data from 2022

Electricity	↘2%	Since 2021	↘42,7%	Since 2009
Gas	↘5,7%	Since 2021	↘55,6%	Since 2009
Water	↘18,3%	Since 2021	↘65,1%	Since 2009
Paper	↗22%	Since 2021	↘76%	Since 2009
Office Waste	↗29%	Since 2021	↘76,2%	Since 2010

Figure 2 All figures above have been validated by an external auditor.

Catering service

The Catering service aims to provide satisfactory service across its range of catering activities on the Committees' premises.

The key aspects of the Committees' catering strategy are the following:

- Quality, safety and health
- Customer-oriented service
- Sustainability


The catering sector in general and the Committees' catering activities and services were heavily impacted during the pandemic. Compulsory teleworking measures that were applied until March 2022 had a great impact on the catering suppliers' activities. Despite these numerous challenges, the Committees' catering activities and services were maintained in 2022.

Throughout 2022, the catering service focused on expanding the catering activities and services within the Committees. New dishes were introduced, as well as a hot vegetable and protein bar in addition to the cold salad bar. The self-service restaurant and JDE cafeteria are offering a wide variety of drinks and meals: two soups, a daily meal, a suggestion of the chef, a grill counter, pizzas and pastas on Thursdays, a salad bar, a protein bar, a hot vegetable and starch bar, a fresh fruit and yogurt bar, sandwiches, take-away salads, paninis, croque monsieur, desserts and pastries, hot and cold drinks. Hospitality services and events were also relaunched as meetings and activities were less held virtually and more frequently in the Committees' buildings.

Overall customer satisfaction with the food served at the self-service restaurant remained high at 84% according to the last independent survey taken in October 2022. The cafeteria scored 88% of customer satisfaction. Food and service quality remained at a high level despite the challenges the catering sector encountered since 2020.

Since 14 May 2019, the Committees set up the first plastic-free canteen in the European institutions. As of today, no disposable plastic products or products packaged with plastic are used in the self-service restaurant and cafeteria shared by the European Committee of the Regions and the European Economic and Social Committee.

This is not restricted to plastics banned by the Directive on single-use plastics, including plates, cups and cutlery; water is now only available from water fountains and all other beverages are served in glass bottles or cans. Take-



away meals are composed of recycled cardboard, and wooden toothpicks, cutlery and coffee stirrers complete the green picture.

BUILDINGS

The CoR and the EESC share premises for their activities. The buildings are mainly managed by the Infrastructure unit within the Joint Services. The physical working environment clearly influences satisfaction, productivity and well-being among members and staff. Currently, the Committees have five buildings at their disposal, the Jacques Delors building (JDE), the Bertha von Suttner building (BvS), the Remorqueur building (REM), the Van Maerlant building (VMA) and the Belliard 100 building (B100). The Committees became full owners of three buildings (namely JDE, BvS and REM) since their options to purchase were exercised in 2018 and 2019. These options to purchase were provided for in the long-term leasehold contracts. Since 1 September 2021, the Committees took over from the EEAS the lease contract of the B100 building. On 16 September 2022, the exchange of the Committees' Belliard 68 (B68) and Trèves 74 (TRE74) buildings for the Commission's VMA building has become effective. Since then, the Committees dispose of the entire VMA building through a long-term leasehold contract with an option to purchase in the year 2028.

A long-term buildings strategy was established and approved by the two Committees in 2017. The strategy contains a set of guiding principles in the field of real estate and provides a generic framework for any specific decision to be taken in relation to the buildings. The guiding principles of the buildings strategy include the geographical concentration of buildings, preference for ownership rather than lease and for exercising options to buy, sustainable buildings management and multiannual planning.

With the exchange of the B68 and TRE74 buildings for the VMA building in September 2022 and the taking over of the B100 building from the EEAS in September 2021, the major priority of the buildings strategy, the "*geographical concentration of the buildings*", has been reached. Now all the buildings used by the Committees are physically connected to the JDE building.

Taking the B100 building in service

The fitting-out works of the offices of the B100 building have been finished. All floors of the B100 building are physically connected to the corresponding floors of the VMA building.

Renovation of the VMA building

The office floors (3rd to 9th) of the VMA building went through a complete renovation. They have been stripped from the very bottom and renovated up to high level standards applying the principles of the New European Bauhaus. The quality of the renovation is state of the art. A great selection of fittings, premium finishes with an attention to details and some gentle touch of colours, conservation of the existing parquet, and the beautiful plant wall which welcomes you on entering each floor.

Offices now have intelligent lighting, heating, ventilation as well as solar protection with the smart glazing on the windows of rue Belliard side. A single device controls all these systems and optimize them taking into account the presence of persons, luminosity, CO² level in the air, sunshine, indoor temperature and temperature chosen. These smart devices are the first time being installed in Brussels. The benefit of these devices is to optimize the energy consumption while offering a level of comfort to the users that stays stable during the day and through the different seasons. It also shuts down the lights and reduces the pace of functioning of heating and ventilation when there are no users present after a while.

Corridors have been fitted with new glass partitions which allows the offices and central zones to have more natural light. It gives the feeling of freshness and openness.

Special attention has been paid to disabled accessibility by installing automatic opening doors on both sides of the footbridge to the JDE and by installing a disabled toilet on each floor.

The VMA building has now an improved performance in terms of energy savings, and offers a modern look and an efficient and comfortable working space to all its users with the aim to nurture collaboration and improve the well-being at work.

New passageway between the European Parliament and the Committees

In November 2022, the second physical connection to EP's buildings became operational, offering a more direct pathway between the Committees' BvS building (5th floor) and the EP's Zweig building.

New DATA room at the JDE building

A new DATA room in the JDE building was designed, built and taken into service allowing the DATA room in B68 to be vacated by the end of 2022.

Adaptation of buildings due to COVID-19

Since the start of the COVID-19 crisis, the Committees' buildings have been adapted by installing relevant measures in common areas. Some of those actions were maintained in 2022, others have been abolished.

The ventilation systems operate again with 100% fresh air and special "anti-COVID-19" filters have been installed for this purpose.

CO2 meters for ventilation were already present in the conference rooms and in the spaces used by large numbers of people, such as restaurant, cafeterias, and sports rooms as well as in some meeting rooms. In 2022, additional CO2 meters have been installed in meeting and training rooms that were not yet equipped.

All catering vending points have been kept closed except for the JDE cafeteria and canteen.

Energy crisis

Energy saving measures are being implemented since the beginning of the implementation of the Environmental Management System within the Committees in 2009, with a significant reduction in energy consumption.

In light of the energy crisis since end 2021, exacerbated since February 2022 with the conflict in Ukraine, a series of additional energy-saving measures have been implemented across the Committees since 1 April 2022.

These measures can be summarised as follows:

- To reduce the winter standard temperature in all buildings to 19°C;
- for the summer period, to increase the start-up temperature for the air conditioning system to 27°C.

PLAGE


The phases 0 (Identification) and 1 (Programming) of the PLAGE (Plan Local d'Amélioration de la Gestion Énergétique) have been concluded.

Security and Safety

The security systems of VMA and B100 buildings have been progressively integrated in the Committees' dispatching.

The electronic system to manage visitor identification and access to the Committees' buildings, e-visitors, which was launched in the last half of 2021, was fully deployed in 2022 and is working as expected.

The security services at the Committees and the European Parliament continued to work closely in 2022 on topics such as providing satisfactory security at joint events. Both services worked together with the Commission to ensure that badges are now electronically recognised. This allows both members and staff to have easy and fast access to the buildings of the other institutions. Both services also cooperated on making sure that the new passageway between the Committees and the European Parliament provides users of both European institutions with safe and secure access.



The security service also remains in constant contact with the European Commission's security directorate, which is the institutions' point of contact with the threat analysis institute of the Belgian State and with the Belgian crisis centre.

This ensures that information is passed on to the other institutions in order to provide comprehensive responses in real time to specific situations that affect them directly or indirectly. It has also proven to be a good channel for exchanging information about possible new threats due to the war in Ukraine.

By the end of 2022, following the new cooperation agreement, the security and safety service has become a fully-fledged unit that continues to be permanently present on the premises to ensure constant follow-up and dynamic response to the continuously changing challenges.

CHALLENGES AHEAD

Participation in events and jobs fair

The CoR suffers from its small size and struggles to attract talent compared to larger institutions. In order to make the CoR more attractive as an employer of choice and provide tailor-made personal support to all potential candidates, the Recruitment and Career unit will organise dedicated job fairs and events as of 2024.



STAFF-FOCUSED HR SERVICES

WORKING CONDITIONS

The CoR has a comprehensive and solid framework in place to ensure a proper work-life balance for staff and managers. It provides an adequate level of flexibility whenever needed, in order to respond in the best possible way to the diversity of situations and expectations encountered by staff, managers and the institution.

The working conditions sector manages the different working patterns, overtime, leave and absence management, shift work and stand-by duties scheme. Details of the sector's activities can be found in appendix IV.

INDIVIDUAL RIGHTS

New onboarding procedure

The service is in charge of welcoming newcomers on their first day at the Committee by providing them a comprehensive overview of the CoR's roles, rules, procedures and contacts. A new induction programme established with the collaboration of the L&D service for newcomers has been introduced to improve the newcomers' experience and help them take their first steps in the institution.

Continuous simplification and digitalisation

The Individual Rights sector establishes the allowances for staff members upon entry into service and adjusts them throughout their careers in the light of changes, notably in their family situation (marriage, birth, education of a child, divorce, change of place of origin, etc.) and on the cessation of function (resignation, end of contract, invalidity, pension, etc.).

All rights and modification of rights should be covered by an individual decision and should be reflected within Sysper, which handles the treatment of information for our Human Resource management. To improve and simplify the procedures, additional modules have been introduced to enable staff to submit declarations quickly and to be managed more efficiently by the R&O team.

Challenges ahead

Family allowances received from other sources

Following the volatile economic situation in 2022, the family allowances paid to our staff by the Wallonia and Brussels Regions have been indexed several times. The consequence of this exceptional number of indexations is a huge workload for the R&O sector and payroll. A simplified approval workflow for transactions with low financial impact was adopted and collective decisions were established to reduce the workload, notably for the verification service and the Appointing Authority.

Should this exceptional procedure be positively evaluated in 2023, it could be extended to other operational transactions with low financial impact such as the reimbursement of school transport costs.

SOCIAL INITIATIVES

Various collective social initiatives have been created for staff members (and their families), including financial backing for schemes to promote social contacts between staff members, for spouses and registered partners to learn the working languages, support for new parents, a ceremony for colleagues reaching 20, 30 or 40 years of service, retired staff, various social and networking events.

Ceremony 20/30/40 years and for retired staff

The ceremony honouring staff members celebrating their 20/30 years of career and those who have retired could not take place in previous years due to the pandemic.

In early 2023, 50 colleagues (out of 80 invited) were honoured at the New Year's reception.

Financial and logistical support for social activities

Financial and logistical support has also been offered for several activities under the diversity & inclusion policy, EMAS and the health and wellbeing at work programme at the CoR.

The Welcome Office of DG HR also offers a range of services and social activities to support integration of newcomers within the Service Level Agreement signed in 2017.

Maintaining the social link with retired staff

2022 saw an exceptional number of retirements both in the CoR and in the other European institutions. At the CoR, 19 retirements were recorded (10 in 2021 and 9 in 2020).

An initiative was set up to enable pensioners to keep in touch with the CoR through socio-cultural activities in collaboration with the staff committee and invitation to the annual reception for staff.

The "Active Senior" project is another initiative being developed in line with the European Commission programme, which allows former officials to participate on a voluntary basis in unpaid mandates or activities within the institution.





CROSS-CUTTING HR-RELATED MATTERS



ETHICS AND INTEGRITY

Dignity at work

During 2022, the confidential counsellors continued their informal work to manage conflicts, combat psychological and sexual harassment at the workplace and support colleagues in need of their services. Four official cases were reported.

The first meeting was held on 21 October 2022 in application of the decision on protecting the dignity of staff, managing conflict and combatting psychological and sexual harassment in the secretariat of the European Committee of the Regions.

Inter-institutionally, the spokesperson for the confidential counsellors participated in the meetings of the interinstitutional network for confidential counsellor coordinators. For 2023, the confidential counsellors plan to increase their cooperation with the EESC confidential counsellors and continue supporting the administration, but also to share their expertise to contribute to the common objective of making the CoR an even better workplace.

Outside activities

A new decision (DEC175/2022) on outside activities and on occupational activities after leaving the service entered into force in November 2022. The new decision aims at ensuring greater inter-institutional coherence and improving administrative efficiency by simplifying the authorisation procedure.

What is new?

- Introduction of a presumption of authorisation: no obligation to request prior authorisation for activities which fulfil the cumulative conditions listed in Article 5 of the Decision
- Clarification of prohibited outside activities
- Clarification of the case-by-case analysis for all other cases

SOCIAL DIALOGUE

The Directorate for Human Resources and Finance maintains a structured social dialogue with the staff committee (with regular meetings with the HR Director, Secretary-General and CFAA chair), in which topical matters can be discussed with staff representatives. In addition to the regular meetings, ad hoc meetings are organised whenever a particular topic arises. The Directorate for Human Resources and Finance also manages the concertation process with OSPs (trade unions).

INTERNAL AUDIT

Between 2019 and 2021, the HR services were audited internally, resulting in a series of recommendations that will be implemented in the short and medium term. A number of general implementing provisions and internal decisions/procedures will be revised in 2023 and certain processes will be adapted and simplified.

RELATIONS WITH OTHER INSTITUTIONS

The CoR participates in a number of statutory interinstitutional joint committees, the most significant of which are listed below, along with their main role(s):

Acronym	Name	Main role(s)
	Staff Regulations Committee	Mandatory consultation before adoption of general provisions implementing the Staff Regulations, as well as on all proposals to revise the Staff Regulations
COPARCO	Interinstitutional Common Joint Committee	Staff + Admin on competition notices. CoR HR deputy director is current chair
CGAM	Management Committee of the Joint Sickness Insurance Scheme	
ILISWG	Inter-institutional Infrastructure, Logistics and Internal Services Working Group	
INTERCOPEC	Interinstitutional Joint Committee for Equal Opportunities	
COCEPE	Early Childhood Centre Management Committee	
	EPSO Management Board	Strategies concerning EPSO's operation, competitions, the number of successful candidates, etc.

Figure 3 CoR in statutory interinstitutional joint committees

The CoR also cooperates with other institutions in interinstitutional working groups and committees, such as:

Acronym	Name	Main role(s)
CPQS	Preparatory Committee for Matters relating to the Staff Regulations	Interpretation of the Staff Regulations
CCA	College of Heads of Administration	Harmonisation of how statutory provisions are applied across the institutions
CPQBF	Preparatory Committee for Matters relating to Budget and Finance	Coordination of new budget establishment parameters, reporting requirements and EU interinstitutional budget processes
CMI	Interinstitutional Medical College	Coordination of the medical officers of all EU institutions
No value	EPSO taskforces	Five specific taskforces were set up in 2020 to improve the diversity of the candidate pool in EPSO competitions, improve the legal security of language policies, improve cooperation with the institutions and upgrade communication with candidates and review selection mechanisms.


Figure 4 CoR in interinstitutional working groups and committees

Technical questions are dealt with by EPSO working groups or, if necessary, by specific ad hoc working groups (CAST permanent, management of reserve lists, quotas, employer branding, etc.).

ADMINISTRATIVE COOPERATION AGREEMENTS

European Economic and Social Committee

The CoR and the European Economic and Social Committee (EESC) share a number of Joint Services, as agreed in an administrative cooperation agreement which is subject to regular revision. In October 2021, the CoR and



EESC Presidents and Secretaries-General signed a new administrative cooperation agreement between the two Committees, entering into force on 1 November 2021 and running until the end of 2026.

European Parliament

In February 2014, a cooperation agreement was signed between the European Committee of the Regions, the European Economic and Social Committee and the European Parliament, with a view to increasing cooperation between the political and administrative services of the three institutions. On the basis of this agreement, by the end of 2016, 24 staff members (including eight ASTs) from the CoR were transferred to the EP. The cooperation agreement is under renegotiation in view of an update.

European Commission

A cooperation agreement was signed between the European Committee of the Regions and the European Commission in 2012. It is under renegotiation in view of an update. Service-level agreements have been concluded in the following areas, outsourcing certain services from the CoR to the European Commission:

- **Directorate-General for Human Resources and Security.** IT tools such as Sysper Career (HR management) and EU Learn (access to European Commission training courses), Welcome Office (facilities for newcomers and staff family members, first-line access to legal advice on private matters, etc.), Protocol on Privileges and Immunities (special ID cards, specific administrative documents, etc.) and medical services (such as pre-recruitment visits).
- **Paymaster's Office (PMO).** Sysper Rights modules (as PMO is the business owner), rights on leaving the service (pension, unemployment, end of service) and sickness insurance. Except for Sysper, in the area covered by the agreement, the PMO has taken over as Appointing Authority.
- **Office for Infrastructure and Logistics in Brussels (OIB).** Childcare facilities.
- **Directorate-General for Informatics (DIGIT).** IT tools such as hosting of the ABAC system, IT procurement, cloud-brokering services, e-Prior services and NDP services (electronic personal files).

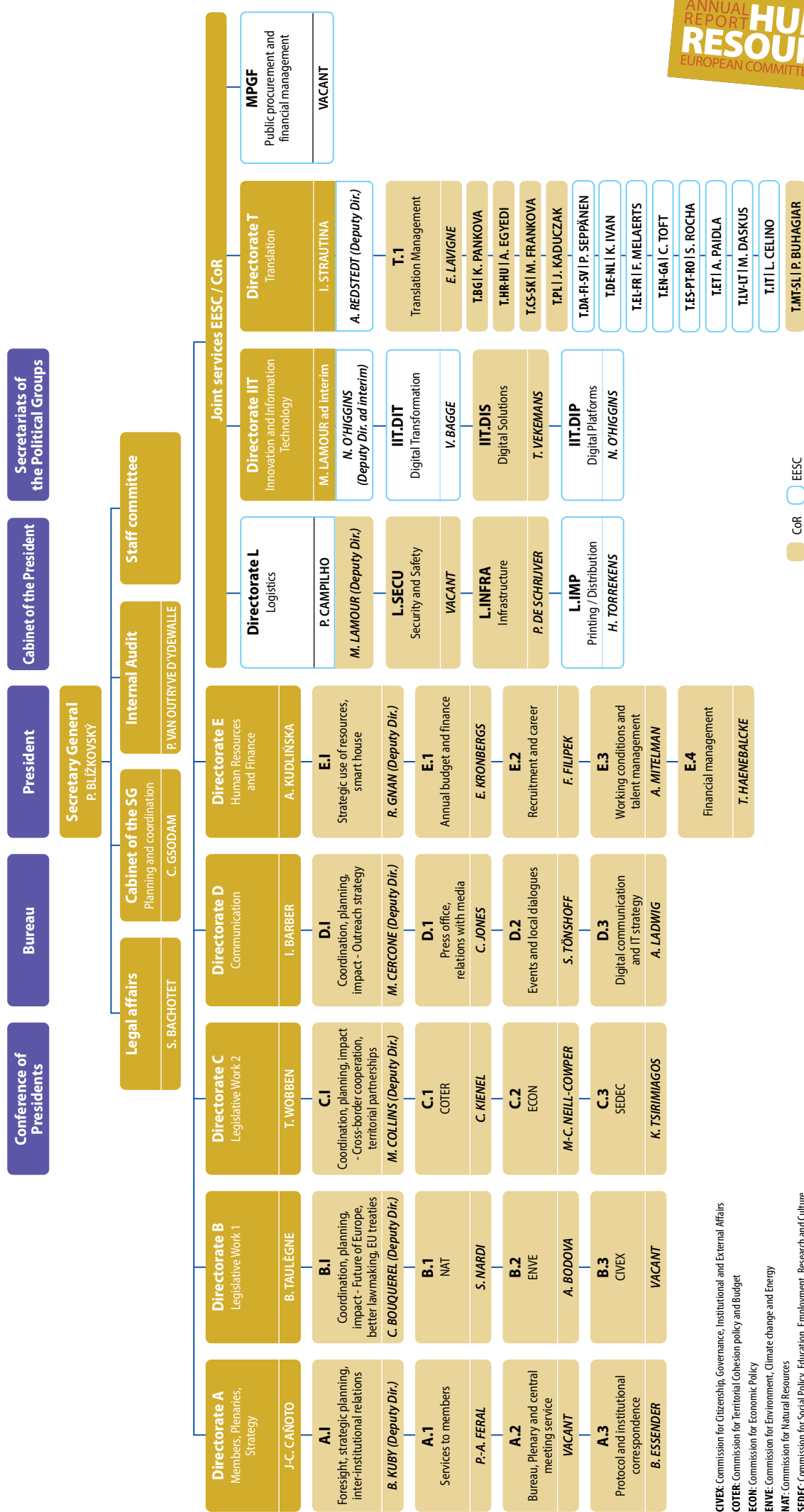


APPENDICES

APPENDIX I: ACRONYMS AND ABBREVIATIONS

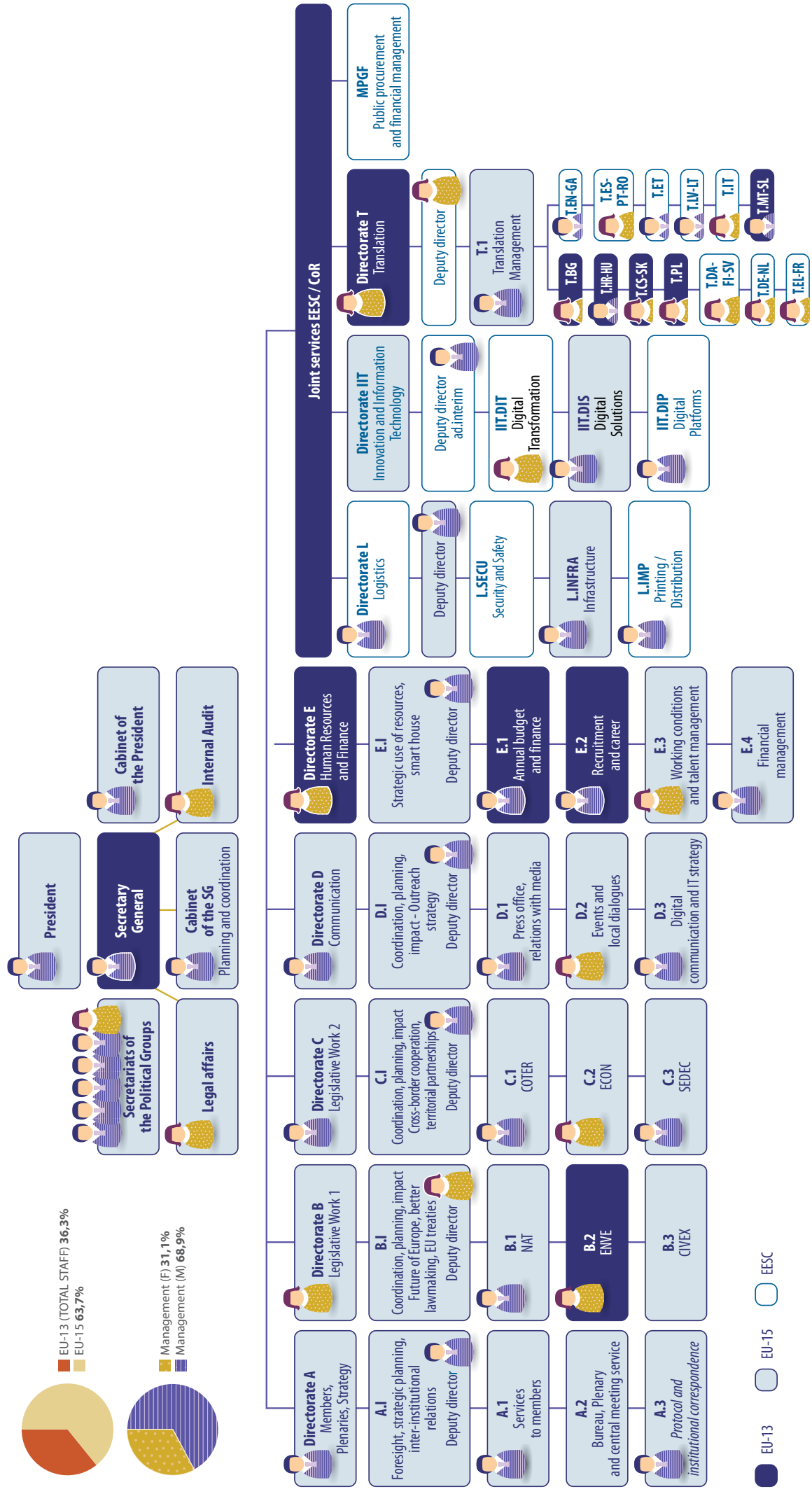
AD	Administrators' Function Group	EPRS	European Parliamentary Research Service
AECCE	Authority Empowered to Conclude Contracts of Employment	EPSO	European Personnel Selection Office
ANS	[<i>Autorité nationale de sécurité</i>] Belgian National Security Authority	Eurostat	Statistical Office of the European Communities
AST	Assistants' Function Group	FG	Function Group
AST/SC	Secretaries and Clerks' Function Group	FTE	Full time equivalent
B68	Belliard 68 building	GDPR	General Data Protection Regulation
BvS	Bertha von Suttner building	HR	Human resources
CAST	Contract Agents for Specific Tasks	IBGE	[<i>Institut bruxellois pour la gestion de l'environnement</i>] or Bruxelles Environnement, a public service of Brussels-Capital Region for the environment and energy
CCA	[<i>Collège des chefs d'administration</i>] Board of Heads of Administration	IFR	Internal Financial Rules
CCP	[<i>Congé de convenance personnelle</i>] Leave on Personal Grounds	ILISWG	Interinstitutional Infrastructure, Logistics and Internal Services Working Group
CEOS	Conditions of Employment of Other Servants of the European Union	INTERCOPEC	[<i>Comité paritaire pour l'égalité des chances (interinstitutionnel)</i>] Inter-institutional Committee on Equal Opportunities
CFAA	Commission for Financial and Administrative Affairs	JDE	Jacques Delors building
CGAM	[<i>Comité de gestion de l'assurance maladie</i>] Management Committee of the Joint Sickness Insurance Scheme	MS	Member State
COPARCO	[<i>Commission paritaire commune</i>] Common Joint Committee	OCAM	[<i>Organe de coordination pour l'analyse de la menace</i>] Belgian Coordination Unit for Threat Analysis
CPAS	[<i>Comité de préparation pour les affaires sociales</i>] Preparatory Committee for Social Affairs	OLAF	[<i>Office européen de lutte antifraude</i>] European Anti-Fraud Office
CPQS	[<i>Comité de préparation pour les questions statutaires</i>] Preparatory Committee for Matters relating to the Staff Regulations	OSP	[<i>Organisations syndicales et associations professionnelles</i>] Staff Unions and Staff Associations
De Lijn	[<i>Vlaamse Vervoersmaatschappij De Lijn</i>] Flemish transport company De Lijn	OSS	One-Stop Shop
DG HR	Directorate-General for Human Resources and Security (European Commission)	PMO	The Paymaster's Office/Office for the Administration and Payment of Individual Entitlements
DIGIT	Directorate-General for Informatics (European Commission)	RAA	see CEOS
DPO	Data Protection Officer	REM	Remorqueur building
DT	Directorate for Translation	SA	Special Advisor
EDPS	European Data Protection Supervisor	SC	Staff Committee
EESC	European Economic and Social Committee	SR	Staff Regulations
EMAS	Eco-Management and Audit Scheme	STIB	[<i>Société des Transports Intercommunaux de Bruxelles</i>] Brussels Intercommunal Transport Company
EO	Equal Opportunities	TEC	[<i>Société régionale wallonne du transport – Transport en commun</i>] – Walloon Regional Transport Company TEC
EP	European Parliament	TRE74	Trèves 74 building
EPI	[<i>Équipier de Première Intervention</i>] Member of the rapid response team/ Evacuation stewards	VMA	Van Maerlant building

APPENDIX II: STRUCTURAL ORGANISATION CHART (31 DECEMBER 2022)



CIVEX: Commission for Citizenship, Governance, Institutional and External Affairs
COTER: Commission for Territorial Cohesion policy and Budget
ECON: Commission for Economic Policy
ENVE: Commission for Environment, Climate change and Energy
NAT: Commission for Natural Resources
SEDEC: Commission for Social Policy, Education, Employment, Research and Culture

APPENDIX III: STRUCTURAL ORGANISATION CHART BY NATIONALITY AND GENDER OF MANAGERS
European Committee of the Regions – organisation chart (by nationality and gender – 31 December 2022)



APPENDIX IV: HR KEY FIGURES

WORKFORCE

CoR statutory staff by nationality on 31 December 2022

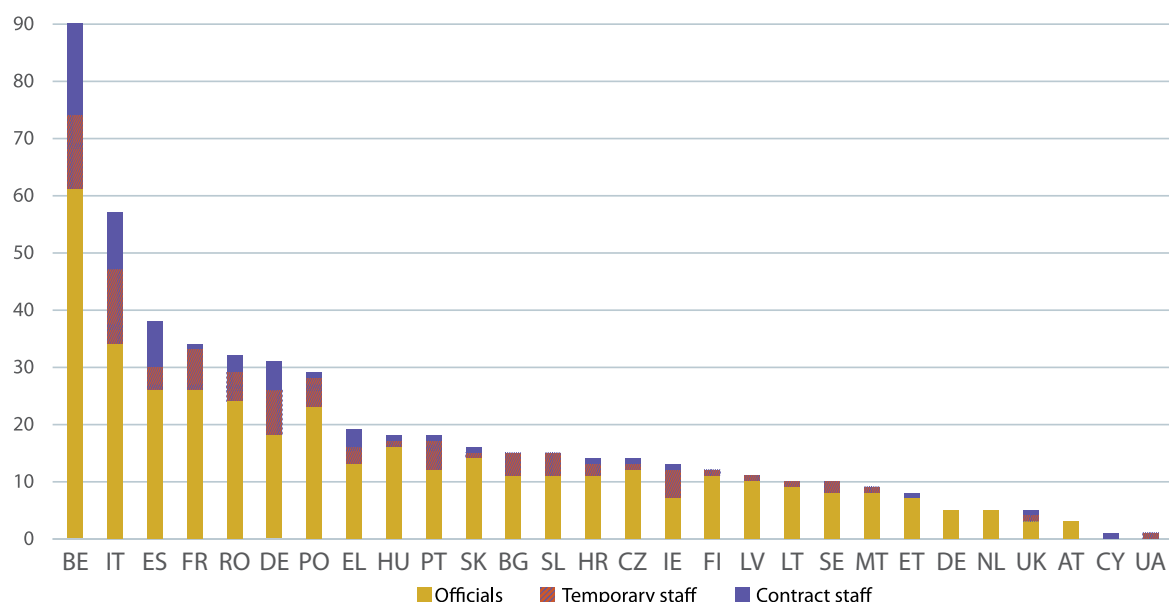


Chart I CoR statutory staff by nationality

CoR statutory staff by nationality 2022

	Officials	Temporary Staff	Contract staff	Total
Belgium	61	13	16	90
Italy	34	13	10	57
Spain	26	4	8	38
France	26	7	1	34
Romania	24	5	3	32
Germany	18	8	5	31
Poland	23	5	1	29
Greece	13	3	3	19
Hungary	16	1	1	18
Portugal	12	5	1	18
Slovakia	14	1	1	16
Bulgaria	11	4	0	15
Slovenia	11	4	0	15

	Officials	Temporary Staff	Contract staff	Total
Croatia	11	2	1	14
Czechia	12	1	1	14
Ireland	7	5	1	13
Finland	11	1		12
Latvia	10	1		11
Lithuania	9	1		10
Sweden	8	2		10
Malta	8	1		9
Estonia	7		1	8
Denmark	5			5
Netherlands	5			5
United Kingdom	3	1	1	5
Austria	3			3
Cyprus			1	1
Ukraine		1		1
Total	388	89	56	533

Table I CoR statutory staff by nationality

CoR Employment on 31/12/2022

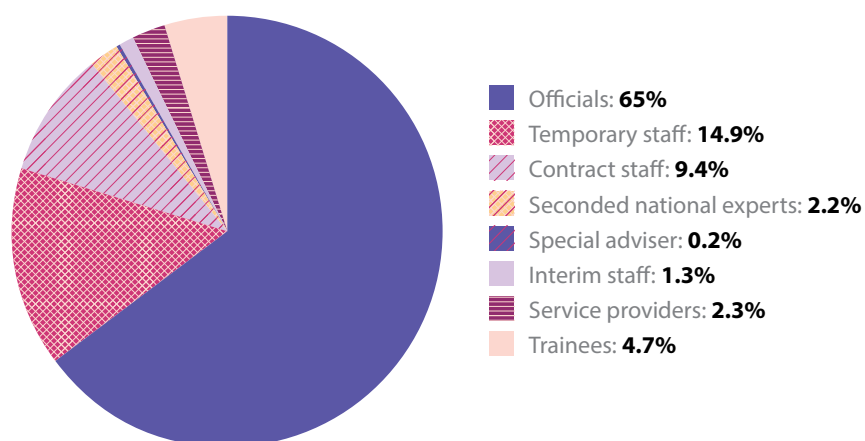


Chart II CoR Employment on 31/12/2022

CoR statutory staff by age and gender 2022

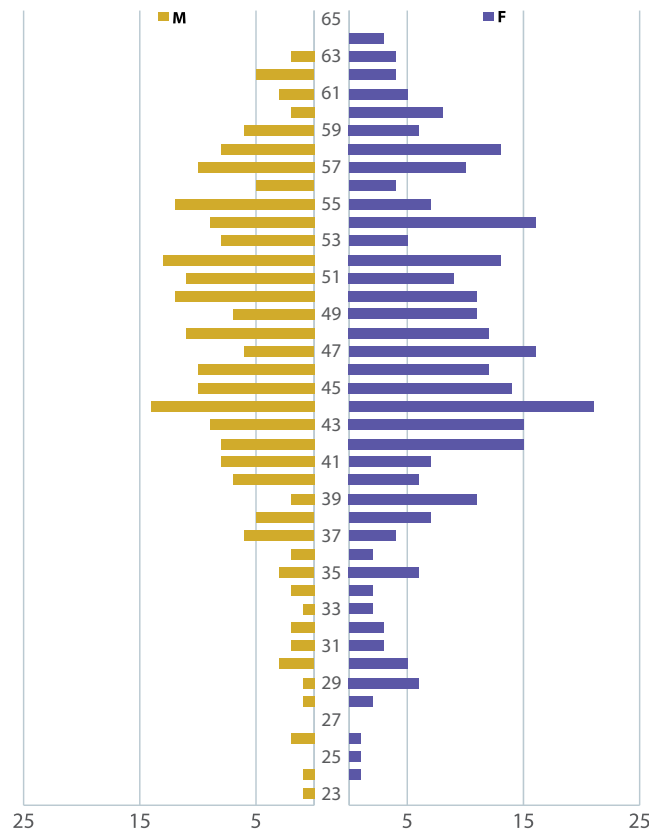


Chart III CoR statutory staff by age and gender

Chart staff by age and gender

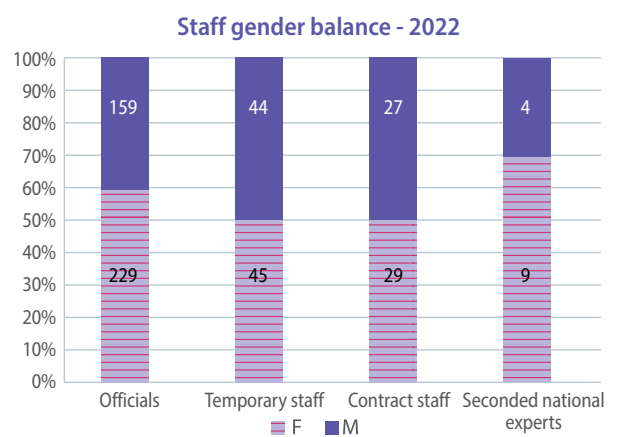
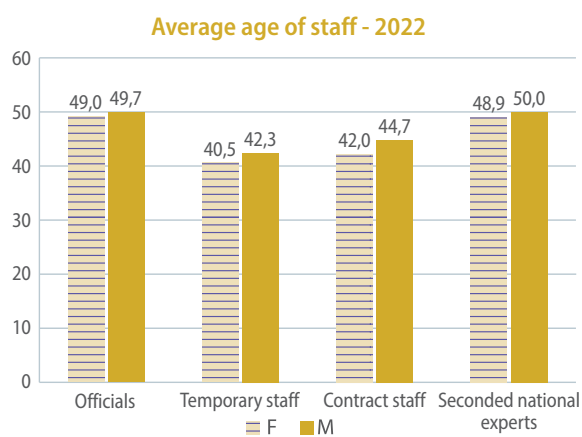


Chart IV staff by age and gender

Officials, TA & CA breakdown by function group or type of contract - situation 31/12/2022

Staff by type of contract

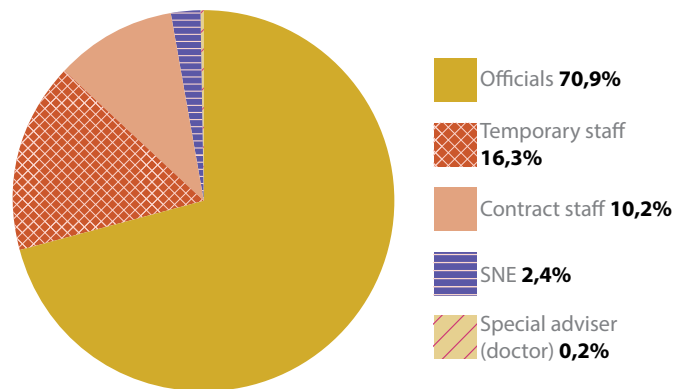


Chart V Workforce breakdown type of contract

Statutory staff by function group

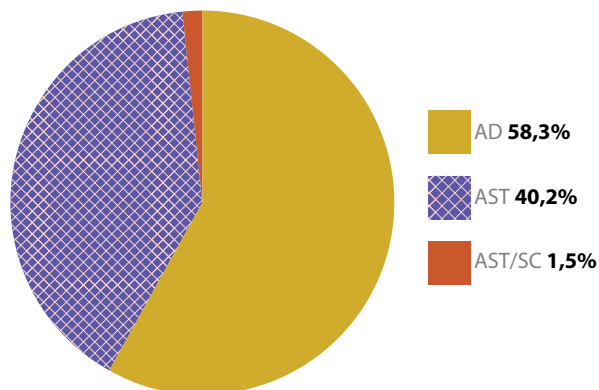


Chart VI Statutory staff by function group

Officials by function group

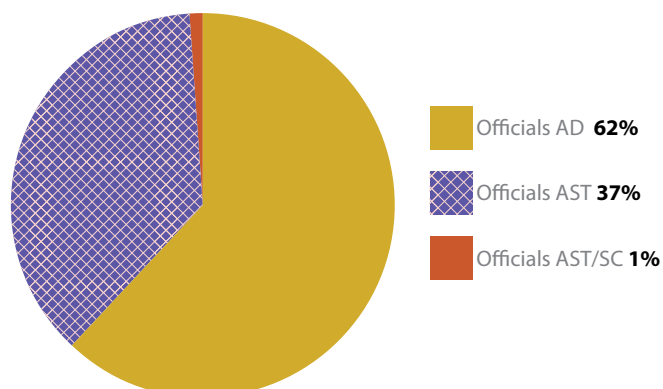


Chart VII Officials by function group

Temporary staff by function group

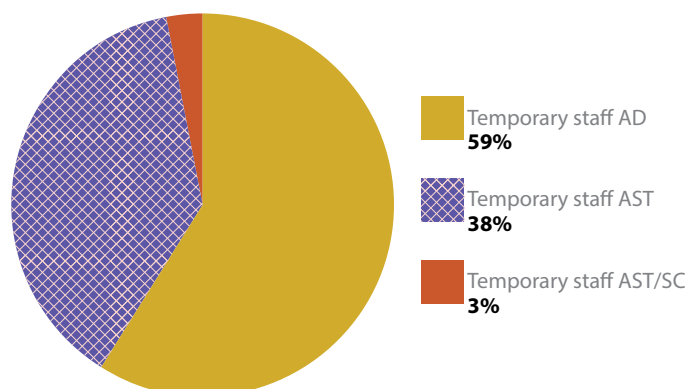


Chart VIII Temporary staff by function group

Temporary staff by type of contract

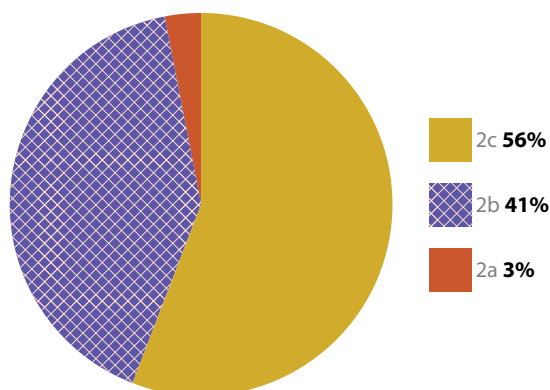


Chart IX Temporary staff broken down by type of contract 2a, 2b, 2c

Contract staff by function group

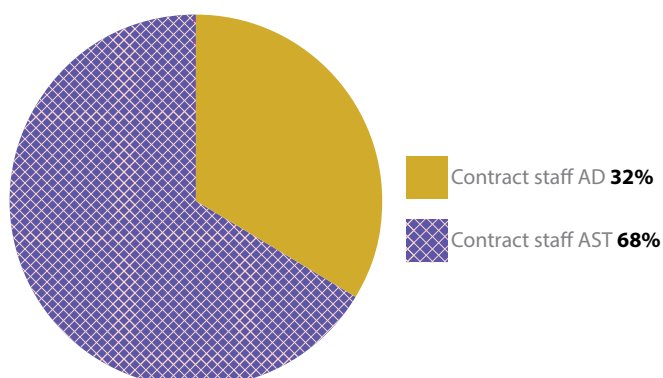


Chart X Contract staff by function group

Contract staff by type of contract

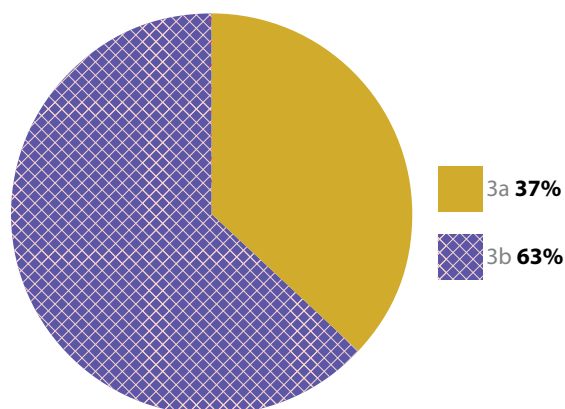


Chart XI Contract staff broken down by type of contract (3a & 3b)

Evolution of the number of trainees per traineeship type in the last years

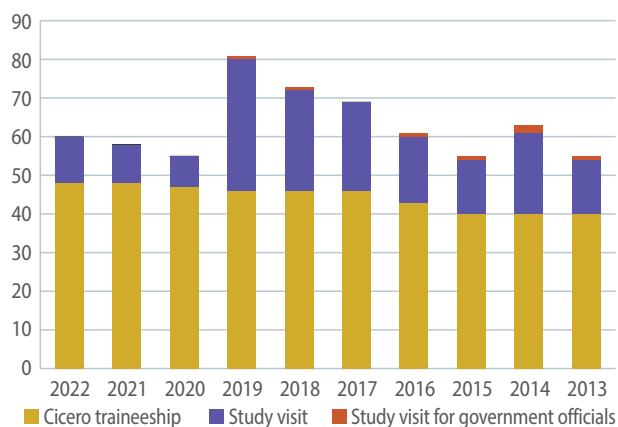


Chart XII Evolution of the number of trainees at the CoR in the last 10 years

Gender balance at the CoR – per staff category (2018-2022)

Staff category	2022 (Proportion of women compared to men)	2021 (Proportion of women compared to men)	2020 (Proportion of women compared to men)	2019 (Proportion of women compared to men)	2018 (Proportion of women compared to men)
Overall	56.85%	56.57%	55.66%	55.66%	56.24%
AD – general	56.85%	55.38%	55.73%	55.73%	55.02%
AD – translation units	66.67%	66.36%	68.81%	68.81%	72.84%
AD – non-translation units	48.91%	46.81%	45.83%	45.83%	46.43%
AST – general	64.67%	64.43%	63.21%	63.21%	64.95%

Staff category	2022 (Proportion of women compared to men)	2021 (Proportion of women compared to men)	2020 (Proportion of women compared to men)	2019 (Proportion of women compared to men)	2018 (Proportion of women compared to men)
AST – translation units	70.83%	65.38%	72.22%	72.22%	77.78%
AST – non-translation units	63.75%	64.29%	62.29%	62.29%	63.64%
Contract staff	51.79%	54.39%	46.94%	46.94%	46.94%
Management – overall	31.11%	32.61%	31.82%	31.82%	35.56%
Middle management	29.73%	31.58%	33.33%	33.33%	37.84%
Middle management – translation units	50.00%	57.14%	57.14%	57.14%	57.14%
Middle management – non-translation units	25.81%	25.81%	27.59%	27.59%	33.33%
Senior management	37.50%	37.50%	25.00%	25.00%	25.00%
Senior management – translation units	100.00%	100.00%	100.00%	100.00%	100.00%
Senior management – non-translation units	28.57%	28.57%	14.29%	14.29%	14.29%

Table II • Gender balance at the CoR – per staff category (2018-2022)

Gender Balance in Management – EU institutions - 2022

Institution	♀ staff (%)	♀ managers (%)	♀ middle managers (%)	♀ senior managers (%)
European Parliament	60.1	44	43.4	46
European Commission	56.8	46.1	46.8	43.2
Court of Justice of the European Union	61	42.5	41%	44%
European Economic and Social Committee	65	53	59	30
European Investment Bank	51.2	37.3	37.4	36.4
Council of the European Union	57.7	40.9	44	35.8
European Central Bank	46	33	32	37
European External Action Service	47.3	36.4	38.4	29
European Court of Auditors	52.8	38.6	39.1	36.4
European Committee of the Regions	56.8	31.1	29.7	37.5

Table III Gender Balance in Management – EU institutions - 2022

Learning & Development

Participation in training overall & in CoR courses.

Year	Overall participation in training: number of enrolments	Number of courses followed	Participation in CoR courses: Number of enrolments	Number of CoR courses
2022	4275	776	2440	170
2021	4584	949	2847	126

Table IV Participation in training overall & in CoR courses

Trend in number of training days (1 training day = 8 hours) and training courses completed.

Year	Total number of training days	Average (all staff)	Total number of enrolments	Cancellation rate	Total number of courses completed	Average (all staff)
2022	2453.06	4.57	4950	13.64 %	4275	7.97
2021	2490.65	4.58	5202	11.88 %	4584	8.47
2020	2138.41	3.99	3147	18.18 %	2575	4.76
2019	2823.46	5.33	3655	16.72 %	3044	5.63

Table V Trend in number of training days

Language classroom training: organised internally or by the European Commission.

All staff	Number of training days CoR	Number of enrolments CoR	Cancellation rate	Number of courses completed	% of DT staff participation	% of all other services
2022	764	136	20.58 %	108	33.33 %	66.67 %
2021	1002	183	22.40 %	142	24.65 %	75.35 %
2020	944.25	157	14.65 %	134	29.10 %	70.90 %
2019	1176.75	163			37.80%	62.20%

Table VI Language classroom training – 1 training day = 8 hours

External language training (SLT) and own-initiative training courses.

	2017	2018	2019	2020*	2021*	2022
External language training (SLT)	10	10	6	0	0	4
Own-initiative training courses (linguistic)	6	1	0	0	2	0
Own-initiative training courses (non-linguistic)	35	26	17	14	10	25

Table VII External language training (SLT) and own-initiative training courses

* Pandemic and post-pandemic sanitary restrictions

Number of managers who participated in a 360° feedback exercise.

Year	2019	2020	2021	2022
Management level	senior	middle	middle	senior & middle
Number of managers	5	8	7	10

Table VIII Number of managers who participated in a 360° feedback exercise

Number of managers who benefited from assistance delivered by an external coach.

Year	2019	2020	2021	2022
Number of managers	4	8	9	6
Number of aspiring managers			6	3

Table IX Number of managers who benefited from assistance delivered by an external coach

Management training in 2022 (recap).

	Total	Online	Face-to-face
Number of courses	14	11	3
Number of participants	195		
Coaching requests	10		
Number of participants 360°	10		

Table X Management training in 2022 (recap)

Number of team building and away days organised upon request of services.

Year	2019	2020	2021	2022
Team building	2	0	1	2
Away day	14	20	13	16
Team coaching		1	3	1
Tailored training courses for all staff			67	80
Own-initiative training				25

Table XI Number of team building and away days organised upon request of services

Internal Mobility and Career Guidance

Career guidance.

	2018	2019	2020	2021	2022
Number of clients	23	24	23	23	14
Number of sessions		34	43	42	32

Table XII Career guidance

Job Shadowing.

	2019	2020	2021	2022 Internal JS	2022 Interinstitutional JS
Requests received (total)	37	22	14	13	10
Participants guests	34	22	13	11	15 (other institutions)
Participants hosts	3	0	1	2	10 (CoR)

Table XIII Job Shadowing

Exit interviews and number of staff leaving the CoR for another institution.

	2018	2019	2020	2021	2022
Staff leaving for another EU institution	17	13	12	7	14
Exit interviews	15	13	5	2	13

Table XIV Exit interviews and number of staff leaving the CoR for another institution

Newcomers' meetings in the welcome programme in 2022.

Event	# sessions	# participants	Comments
HR is all ears	2	25	
Meet our SG	2	40	
Entry talks	1	11	
Lifecycle of an opinion	2	28	+51 trainees
Intro to CoR tasks and structure	2	33	
	9	137	total registrations
		15	average per event

Table XV Newcomers' meetings in the welcome programme in 2022

Working Conditions

Table Overtime 2020-2022.

Calendar year	Overtime declared (number of hours)	Average per month over 12 months	Overtime worked in days	Remunerat-ed hours
2022	1153.02	96.09	33.40	965.16
2021	577.37	48.11	72.2	510.37
2020	295.46	24.36	39	283.46

Table XVI Table Overtime 2020-2022

Working patterns in 2022.

	Part-time	Parental leave	Family leave
Number of decisions	115 (2021: 118)	86 (2021: 69)	5 (2021: 1)
Number of staff members concerned	54 (2021: 58)	63 (2021: 49)	5 (2021: 1)
Women	43	44	2
Men	11	19	3
AST	26	25	4
AD	28	38	1

Table XVII Working patterns in 2022

Employer Branding

HR and social media

Below is an overview of the results achieved:

Nurse FGII in November 2021 (LinkedIn ³): 15 applications were received after publishing the post.

NL-DE translator TA in January 2022 (LinkedIn).

SNE scheme between February and March 2022 (LinkedIn, X, Facebook groups for CoR members and YEPs): supported with a paid social media campaign on LinkedIn and Twitter directing significant traffic to the programme description on the CoR website while applicants were not meeting all the eligibility requirements.

Irish translator in August 2022 (LinkedIn).

Legal officer in August 2022 (LinkedIn): five applications received after posting it on LinkedIn.

IIT Director in September 2022 (LinkedIn, X): supported with a paid social media campaign on LinkedIn.

CoR traineeship in January and August 2022 (LinkedIn, X, Facebook, Instagram): supported with a paid social media campaign on Facebook and Instagram that directed significant traffic to the traineeship page on the CoR website.

Engineer/Architect FGIV in January 2023 (LinkedIn): 50 applications received, outstanding engagement on the LinkedIn post.

Study visit for Ukrainian citizens at the CoR in January 2023 (Facebook, Instagram, X): supported with a paid social media campaign on these channels, 34 applications were received after the promotion started.

3 Where there are no hyperlinks, the posts have been archived by the platform and could not be recovered.



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