



Annual Activity Report 2020 Annexes

Directorate General Human
Resources and Security

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ANNEX 1: Statement of the Head of unit* in charge of Risk Management and Internal Control

"I declare that in accordance with the Commission's communication on the internal control framework¹, I have reported my advice and recommendations on the overall state of internal control in the DG to the Director-General.

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

Date 31 March 2021

Signed

Christina Vlassis

Head of unit Procurement, Internal Control and Financial Reporting

Statement of the Head of unit taking responsibility for the completeness and reliability of management reporting on results and on the achievement of objectives

"I hereby certify that the information provided in Section 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete."

Date 31 March 2021

Signed

Bertrand Saint Aubin,

Head of unit Planning and Policy Steering and DG HR Business Correspondent

* 'DG HR does not have a Resource Director, hence the function is fulfilled by the Head of unit Procurement, Internal Control and Financial Reporting and the Head of unit Planning and Policy Steering and DG HR Business Correspondent.'

¹ C(2017)2373 of 19.04.2017.

ANNEX 2: PERFORMANCE TABLES

General objective 7: “A modern, high performing and sustainable European Commission”.

In 2020, DG HR has contributed to the Commission general objective to build a modern, high performing and sustainable organisation. The impact of the COVID-19 crisis on staff engagement could not have been assessed due to the fact that the Staff Survey was planned for 2021. In order to have an intermediate snapshot, the staff engagement questions have been included in pulse surveys. In general, around 60% of participants indicated to be coping well or very well with the situation, which has been stable over the last weeks in the second phase of confinement.

An overarching priority of the talent management strategy is to honour the commitment of President von der Leyen to achieving gender balance at all levels of management in the Commission by the end of its mandate. Implementation of actions is already bearing fruit. On 18 December 2020, 40.7% of Directors-General, Deputy Directors-General, Directors and Principal Legal Advisers were women, up just over 4 percentage points in a year. At middle management level, 43 % of Head of Unit or equivalent functions were occupied by women, up 1.5% on the same point last year.

In the context of the Green Deal, assessment and scoping work towards a Commission communication and action plan on Greening took place during the entire year 2020. From October to December, DG HR organised and moderated several Commission internal high-level focus groups to support the content of the Communication and the action plan.

Impact indicators	Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (year)
Staff engagement index in the Commission Source of the data: European Commission	69%	Increase	Increase	69% (2018)
Percentage of female representation in management in the Commission	40.73%	Increase	>=50%	43%
Environmental performance in the Commission Source of data: Environmental Statement 2018 results (pg. 23)				
Energy consumption of buildings (MWh / person):	-8.8%	-5.2%	Achieve greater reduction	-8.2%
Water use (m3 / person):	-9.5%	-5.4%	Achieve greater reduction	-2.5%
Office paper consumption (sheets / person / day):	-32%	-34%	Achieve greater reduction	-37%
CO2 emissions from buildings (tonnes / person):	-24%	-5.1%	Achieve greater reduction	-22%
Waste generation (tonnes / person):	-15%	-9.7%	Achieve greater reduction	-17%

* Usually the staff engagement index is measured through the periodic Staff Survey, which is foreseen to take place in 2021. In order to have an intermediate snapshot, the staff engagement questions have been included in recent pulse surveys (edition 14 and 15; end of 2020 and beginning 2021). DG HR is conducting regular pulse surveys to learn how staff are doing during this time of crisis. In general,

around 60% of participants indicated to be coping well or very well with the situation, which has been stable over the last weeks in the second phase of confinement.

Specific Objective 1 Foster a modern and high-performing organisation

Result indicators	Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (year)
Embedding Change & Innovation Source of data: Staff Survey	52%	55%	60%	(2018) 52%
Allocation of staff to priorities Source of data: SYSPER – Atlas	55,9%	59%	60%	56.8%
Level of satisfaction with HR services Source of data: HR Customers Satisfaction Survey Full Report				
Overall satisfaction	68%	>70%	>75%	72%
Overall level of quality	59%	>65%	>75%	59%
Satisfaction of staff	69%	>70%	>75%	72%
Satisfaction of managers	60%	>70%	>75%	68%
Overall satisfaction	68%	>70%	>75%	72%
Main outputs in 2020				
Indicators				
Targets				
Latest known results				
Make the organisation agile and fit-for-purpose				
Ensure the optimal use of resources	Preparation of the bi-annual reallocation decision	Last quarter	Adopted Q3	
	Occupation rate	98%	97%	
	% of vacant job quotas	decreased	Increased (5.7% avg 2019, 5.8% avg 2020)	
	New decision on job quotas	Decision adopted	Decision on hold	
	Number of DGs on boarded in ATLAS	All DGs by December 2020	All DGs	
Guidelines on in-house service providers	Guidelines issued	Last quarter	27 July 2020	
Transform European Commission into a data-driven organisation				
Deploying Microsoft 365	Number of active users	8 000 users	Teams: 14 385 OneDrive: 2 098	
	Number of Microsoft 365 pilots that have received strong and light support	10 strong and 25 light	36 in total (14 strong support, 22 light support)	
	Level of satisfaction of pilot users from the services provided by the Microsoft 365 core team, led by DG HR	7 out of 10	9.2 out of 10	
	Number of active members in the Microsoft 365 champions community	150	30 are most active (of 250 in total)	
Develop the Collaboration Hub Community of practice	Number of projects	12	2*	
	Number of members	200	190	
	Number of meetings organised	6	7	
	* project work in the Collaboration Hub has not yet fully started as priority was given to nurture its development and build the foundations for its proper functioning (creation of core-team -10 members, including 1 Director and 1 HoU, from 6 different DGs-, definition of purpose and initial skills mapping of the community members, onboarding and piloting Microsoft teams and ad-hoc training sessions on the use of Teams -basic use and to organise participatory workshops)			
Knowledge Management	Number of projects	12		
	Number of members	200		
	Number of meetings organised for the	10		

Collaboration Hub			
Organisation Development support to DGs and EC	Number of Commission-wide projects supported.	3	5
	Number of projects at lower level supported	10	54
	Number of projects in cooperation with members of the Collaboration Hub	3	0
Toward Digital Transformation			
SYSPER Interinstitutional programme	Number of new agencies using SYSPER in production	9	7
	Number of training/coaching sessions	24	28
Business Intelligence	Operational dashboard in production	Last quarter	First quarter
Greening the Commission			
Contribution to the Commission green deal communication.	Contribution provided to Chef de file September: Focus groups with involved DGs Directors Mid-October: Launch of Inter service Consultation End November: adoption	Last quarter	Target extended until 2021
Forster collaboration with partners			
Harmonisation of HR policies across EU bodies	Opinions delivered by July 2020	100% of opinions issued	28 signed (out of the 33- two agencies have to obligation to send) = 80% for the Agencies 1 signed (out of 4)= 25% for the JUs
	Adoption by EU agencies and other bodies of the IDOC model decision	Last quarter.	Due to late and substantial number of comments from Agencies, the works will continue in 2021
	Signature of amendments to all SLAs	June 2020.	44 signed (out of 51) = 86.3%
European School Governance	Availability of the enrolment guidelines for Brussels schools including the occupation of the temporary site in Evere.	December	Done
	Proportion of the ES budget covered by other EU bodies.	100% of the relevant costs covered by other EU bodies by 2021	100% except the E.C.B. (covering around 53% of the costs of their staff children)
Cooperation with international organisations	Number of implemented staff exchange projects from the European Commission.	Last quarter.	On hold due to COVID-19 crisis
	Availability of a renewed cooperation strategy.	Last quarter	Ongoing

Specific Objective 2 : Foster a secure, ethical and engaging workplace

Result indicators	Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (year)
Staff satisfaction index Source of data: Staff Survey	66%	68%	70%	(2018) 66%
Offer sufficient flexibility in working conditions Source of data: Staff Survey	56%	59 %	61%	(2018) 56%

Main outputs in 2020	Indicators	Targets	Latest known results
Foster a secure workplace			
Awareness raising and communication	Number of Commission staff trained and briefed	9 000	5 713 (mostly online due to COVID-19)
	Number of participants	400	Postponed to 2021 due to COVID-19
	Number of participants	1 000	1 497
	Number of downloads	7 500	6 000
Rules on the responsibilities of the security actors	Launch of the interservice consultation	Last quarter	The drafts for the implementing rules on the responsibilities of the Commission's main security actors, complemented by a recast of the security notice for Local Security Officers are finalised at DG HR level.
Common legal framework on information security	Internal draft finalised	Last quarter	The inception impact assessment was published in December 2020.
Protect EU restricted information	Interim Approval to Operate (IATO)	2nd quarter	The system is not yet operational, as the migration needs to involve a parallel system in the EEAS. Migration to RUE-X is planned for 2021.
	Full documentation for accreditation	Last quarter	The RUE-X system accreditation documentation is available.
Protect highly classified information	Interim Approval to Operate (IATO) for pilot system	Last quarter	The pilot contract was executed successfully in December 2020; the pilot SUE system is operational. Accreditation strategy and scope have been delivered.
Third Country Nationals (TCN) screening process	Policy document validated	3rd quarter	Policy document validated by the DG in July 2020
	Pilot project with dedicated DGs successfully completed	Last quarter	Not completed: the pilot project will be initiated once all pending administrative, technical and legal issues have been finalised.
	Deployment to all DGs	Last quarter	Not completed: re-evaluated for the 2021, after the launch and completion of the pilot project in 2021 (following the validation of the Data Protection Impact Assessment).
Threatening Communications Assessment	Number of relevant Cabinets staff trained	100%	Completed at 81% - due to COVID-19 restrictions no further sessions could be organised with the external provider.
Audit and advice on guard security	Delivery of the audit report by the contractor	Last quarter	On 17 December 2020, the final report was delivered
Commission access badges	Replacement of all staff access badges with new badges across all Commission sites.	Last quarter	Due to COVID-19 restrictions, the physical roll-out of new access badges to Brussels-based Commission staff was postponed in March 2020. By that date, more than 50% of new access badges had been distributed to Brussels-based staff For the same reason we were not able to launch

Main outputs in 2020	Indicators	Targets	Latest known results
			the planned roll-out in other Commission sites.
Unauthorised access to Commission buildings	Completion of construction works, installation of security equipment, finalisation of new procedural rules.	Last quarter	The Welcome Centre construction site was delayed due to COVID-19 restrictions when the building site was shut down for five weeks. A further delay of some 11 weeks was caused by a decision to undertake additional works. Construction is scheduled to complete in 2021.
Physical security audits of Commission buildings	Finalisation of security audits in Commission buildings with high and medium threat level	Last quarter	The technical security audits of all Commission buildings with a HIGH and MEDIUM threat level were completed in 2020.
Overhaul of Commission CCTV systems	Replacement of all current archivers with dedicated servers, installation of new CCTV management system.	Last quarter	The new CCTV management systems, including new archivers and full back-up facilities were installed and functioning in October 2020.
Practical guide on SECURITY investigations	Publication	3rd quarter	The Practical guide to staff on SECURITY investigations has been drafted in English and translated into French in November and December 2020. It will be published on MyIntracomm in 2021.
	Dissemination to HRDS investigators	Last quarter	The implementing rules are still under consultation and are scheduled for adoption in 2021.
Banning individuals from Commission premises	Internal draft agreed with stakeholders	Last quarter	The Practical guide to staff on SECURITY investigations has been drafted in English and translated into French in November and December 2020. It will be published on MyIntracomm in 2021.
Technical support in mandated investigations	Finalisation of the Technical Request Table amongst participating services (DIGIT, OLAF, HRIDOC)	Last quarter	Working group sessions were concluded in Q4 of 2020. The roll out of this phase got delayed due to impossibility to organize physical meetings. Conclusions of the working group and review of the templates are scheduled for 2021.
Foster an ethical workplace			
New Anti-harassment framework	Commission Decision	Last quarter	Adoption postponed to 2022
Report on the functioning of the Staff Regulations	Adoption of report by College	Last quarter	Postponed to 2021
Report assessing the pensionable age	Adoption of report by College	Last quarter	Postponed to 2021
Amendments Appointing Authority powers decision	Adoption by College	First semester	Adoption postponed to 2021
Provisions for temporary assignment to Headquarters	Adoption of Commission Decision	First semester	Adoption postponed to 2021
New working time regime for close protection officers	Adoption of specific rules by DG HR	First semester	Adoption postponed to 2021
Foster an engaging workplace			
Coordination of the COVID-19 Task Force	Providing useful and timely medical and strategic input.	95% of input provided in time.	98%
Fit@home – wellbeing during the Covid-19 crisis	Satisfaction questionnaires (dedicated pulse survey)	Overall satisfaction of services	48.5% staff felt that the organisation cared about their wellbeing ***
Digital strategy for Medical Services	Number of medical appointments set electronically	1 000	4 000

Main outputs in 2020	Indicators	Targets	Latest known results
	% of medical certificates sent using mobile application;	At least 10%	20%
	Number of teleconsultations for medical control	500	3 500
Special leave for welcoming a newborn in the household	Adoption of the decision	Q1	Finalised
Implementation of the revised guidelines on Disability	Adoption of the decision	Q2	Finalised
New decision on teleworking	Drafting the decision Launching the ISC	Q4	delayed
New decision on sick leave and return to work strategy	Launching of a reflection process	Q4	delayed
Workplace of the future	First meeting of the Workplace Steering Committee	Q4	Done
Health and safety audit on internal air quality	Final audit report	Q4	Done
Occupational Health and Safety	Legal register New procedure	Q4	Done
Revision of the Commission's real estate policy	Adoption	Q4	Target extended to 2021
Buildings prospection and negotiation	Adoption	Q4	Target extended to 2021
Rules on parking in Commission buildings	Communication to staff	Q4	Postponed to the adoption of the planned Communication on Greening the Commission
Roll-out of the Together campaign	Launch of the campaign	Q2	June 2020

Source: Pulse survey n°15 – 25-27/01/2021

Well-Being



Specific Objective 3 - Attract diverse and high quality talents to build the workforce of the future

Result indicators	Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (year)
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Average length of the recruiting process

Source of data: DG HR Directorate B and D

When a medical visit is not needed	80% finalised within 30 calendar days	85% finalised within 21 calendar days	90% finalised within 14 calendar days	79.1% within 30 days
When medical visit is needed	80% finalised within 60 calendar days	80% finalised within 30 calendar days	80% finalised within 25 calendar days	66.5% within 60 days 14.7% within 30 days

Number of nationalities significantly under-represented in the AD5-AD8 grade bracket (non linguistic functions)

Source of data: Datawarehouse - staff composition by nationality

	12	10	6	13
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Main outputs in 2020	Indicators	Targets	Latest known results
Decision on Temporary Agents (TAs)	Finalisation of CIS, social dialogue and launch of the adoption process	December 2020	Preparation of a revised proposal to be finalised and presented once the HR Strategy is adopted
EPSO selection model	Practicable solutions to overcome the constraints encountered by EPSO are identified	December 2020	Still in progress at interinstitutional level
Geobalance - Reference Values by Member State	Decision adopted	September 2020	Postponed to 2021 with a view to synchronise with the adoption of all other measures related to the completion of BREXIT

Specific Objective 4 - Better know, develop and deploy people

Result indicators	Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (year)
Staff motivation index Source of data: Staff Survey	60%	62%	65%	(2018) 60%
Staff informed about career management Source of data: Staff Survey	37%	45%	55%	(2018) 37%
The reach of the Career Guidance (CG) service and satisfaction with the service Source of data: Career guidance module (SYSPER), Career guidance satisfaction survey-(Unit HR B4)				
% of Commission staff ² having a CG session in the year	7.7%	8.5 %	10 %	7.9%
Career guidance service rated excellent or good by 86% of staff	Career guidance service rated excellent or good by 86% of staff	>85%	>85%	89% (rated the CG service positively)
Learning packages on digital skills	10% of all staff profiles	50% of all staff profiles	95% of all staff profiles	30%

Main outputs in 2020	Indicators	Targets	Latest known results
Enhance remote Learning and Development activities			
Design of learning package/path	Communication learning package	December 2020	December 2020
	Negotiation learning package		
	Revamped newcomers package (welcome, induction and recommended courses)		
	Digital fluency learning packages		
Enhance the online learning and development offer	Stand-alone online modules and resources, online activities as part of the course programme, virtual classes, remote knowledge assessment process	December 2020	December 2020
	Online learning offer for digital skills	December 2020	December 2020
	Online learning offer for general skills and knowledge	December 2020	December 2020
	Increased uptake of the online offer / level of satisfaction	Increase > 50% / satisfaction rate > 75 %	Exceeded 80%
Modernise the Commission-wide headhunting service			
Headhunting	Development of an IT tool (HR search) which will, inter alia, support further development of head hunting	First phase in 2020 2nd and final phase in 2021	First phase completed
Mapping of career, learning as well as internal and external mobility paths			
Reinforce career guidance	Number of individual staff who had a career guidance session in 2020	2200	>2 300
Learning and Career days	Number of participants	>1000	>6 100
Certification	Assessment of possible improvements to the certification procedure, notably within the framework of an Inter-institutional working group coordinated by EUSA.	2020	EUSA rescheduled the setting up of the interinstitutional working group to 2021.

² Commission staff including only officials, temporary agents and contract agents

Invest in its people

Junior Professionals Programme	Specific JPP training programme put in place	December 2020	Target reached
Internal competition AD5	Number of laureates selected	60	

DG HR Specific objective 5 - Develop and support inspiring, inclusive and people-centric and gender balanced managers

Result indicators	Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (year)
Management index Source of data: Staff Survey	58%	59%	60%	(2018) 58%

Main outputs in 2020	Indicators	Targets	Latest known results (situation on 31/12/2020)
Senior Managers			
360° Feedback for Senior Managers	Senior Managers having participated in 360° Feedback	30	35
Senior Management Development Programme	Senior Managers newly enrolled in the programme	15	29
Middle Managers			
Feedback Survey Mechanism for Middle Managers (360°)	Number of participating middle managers enrolled in the second edition	137	132
	Level of satisfaction with the mechanism reported by participating middle managers	80%	84%
Structured approach to management development for middle managers	Structured approach defined and ready for implementation	November 2020	Consultation ongoing
Peer-to-peer Interaction among middle managers	Number of recurrent and new participants to Middle Managers (MM) community events – online and offline	250 MM attending the MMN at least once	The target of 250 MM attending the MMN at least once was surpassed largely due to covid and the accompany online format
		75 participants attending the MMN more than once.	The target of 75 participants attending the MMN more than once was also surpassed and we see regular attendees at multiple meetings of the network.
	% of satisfaction on topics and speakers	80%	80%
	Attendance rate during the course of the year of all MM in each co-development group	75%	75-80%, with regular, repeat attendees at codev sessions.
	Number of middle managers using the coMMunity connected platform	300	500
	Satisfaction by participating middle managers with all peer-to-peer activities	80%	80%
Diversity specific actions			
Aspiring Senior Management Development Programme	Middle Managers participating in the pilot programme	10	25
Gender Equality at middle management level	Increase of female representation by Dec 2022	47,60%	43%

ANNEX 3. FINANCIAL REPORTS - DG HR - FINANCIAL YEAR 2020

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures

Table 12 : Summary of Procedures

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

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

Refresh date : 22/02/2021

Additional comments

The accounting situation presented in the Balance Sheet and Statement of Financial Performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer, with the exception of the deferred charges calculated by DG HR due the significant amount related to the European Schools.

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2020 (in Mio €) for DG HR

			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 01 Economic and financial affairs					
01	01 01	Administrative expenditure of the 'Economic and financial affairs' policy area	0.41	0.41	99.86 %
Total Title 01			0.41	0.41	99.86 %
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	1.38	1.35	98.44 %
Total Title 02			1.38	1.35	98.44 %
Title 03 Competition					
03	03 01	Administrative expenditure of the 'Competition' policy area	0.12	0.12	100.00 %
Total Title 03			0.12	0.12	100.00 %
Title 04 Employment, social affairs and inclusion					
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0.89	0.84	94.46 %
Total Title 04			0.89	0.84	94.46 %
Title 05 Agriculture and rural development					
05	05 01	Administrative expenditure of the 'Agriculture and rural development' policy area	0.51	0.45	88.61 %
Total Title 05			0.51	0.45	88.61 %
Title 06 Mobility and transport					
06	06 01	Administrative expenditure of the 'Mobility and transport' policy area	0.30	0.27	90.34 %
Total Title 06			0.30	0.27	90.34 %
Title 07 Environment					
07	07 01	Administrative expenditure of the 'Environment' policy area	0.50	0.43	85.57 %
Total Title 07			0.50	0.43	85.57 %
Title 08 Research and innovation					
08	08 01	Administrative expenditure of the 'Research and innovation' policy area	0.63	0.62	99.20 %
Total Title 08			0.63	0.62	99.20 %
Title 09 Communications networks, content and technology					
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0.28	0.28	100.00 %
Total Title 09			0.28	0.28	100.00 %

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

Refresh date : 22/02/2021

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2020 (in Mio €) for DG HR

			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 10 Direct research					
10	10 01	Administrative expenditure of the 'Direct research' policy area	4.20	4.17	99.30 %
Total Title 10			4.20	4.17	99.30 %
Title 11 Maritime affairs and fisheries					
11	11 01	Administrative expenditure of the 'Maritime affairs and fisheries' policy area	0.35	0.37	107.17 %
Total Title 11			0.35	0.37	107.17 %
Title 12 Financial stability, financial services and capital markets union					
12	12 01	Administrative expenditure of the 'Financial stability, financial services and capital markets union' policy area	0.29	0.26	89.88 %
Total Title 12			0.29	0.26	89.88 %
Title 13 Regional and urban policy					
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	0.47	0.81	174.20 %
Total Title 13			0.47	0.81	174.20 %
Title 14 Taxation and customs union					
14	14 01	Administrative expenditure of the 'Taxation and customs union' policy area	0.21	0.21	100.00 %
Total Title 14			0.21	0.21	100.00 %
Title 15 Education and culture					
15	15 01	Administrative expenditure of the 'Education and culture' policy area	0.58	0.55	95.16 %
Total Title 15			0.58	0.55	95.16 %
Title 16 Communication					
16	16 01	Administrative expenditure of the 'Communication' policy area	0.33	0.33	99.39 %
Total Title 16			0.33	0.33	99.39 %
Title 17 Health and food safety					
17	17 01	Administrative expenditure of the 'Health and food safety' policy area	0.16	0.16	100.00 %
Total Title 17			0.16	0.16	100.00 %
Title 18 Migration and home affairs					
18	18 01	Administrative expenditure of the 'Migration and home affairs' policy area	0.65	0.63	96.11 %
Total Title 18			0.65	0.63	96.11 %
Title 19 Foreign policy instruments					

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

Refresh date : 22/02/2021

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2020 (in Mio €) for DG HR

			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
19	19 01	Administrative expenditure of the 'Foreign policy instruments' policy area	0.16	0.15	96.60 %
Total Title 19			0.16	0.15	96.60 %
Title 20 Trade					
20	20 01	Administrative expenditure of the 'Trade' policy area	0.59	0.59	100.00 %
Total Title 20			0.59	0.59	100.00 %
Title 21 International cooperation and development					
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	1.30	1.50	115.26 %
Total Title 21			1.30	1.50	115.26 %
Title 22 Neighbourhood and enlargement negotiations					
22	22 01	Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area	0.96	0.98	101.61 %
Total Title 22			0.96	0.98	101.61 %
Title 23 Humanitarian aid and civil protection					
23	23 01	Administrative expenditure of the 'Humanitarian aid and civil protection' policy area	0.86	0.86	100.00 %
Total Title 23			0.86	0.86	100.00 %
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.58	0.58	100.00 %
Total Title 24			0.58	0.58	100.00 %
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	1.25	1.12	89.52 %
Total Title 25			1.25	1.12	89.52 %
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	290.31	279.95	96.43 %
Total Title 26			290.31	279.95	96.43 %
Title 27 Budget					
27	27 01	Administrative expenditure of the 'Budget' policy area	0.27	0.27	99.98 %
Total Title 27			0.27	0.27	99.98 %
Title 28 Audit					

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

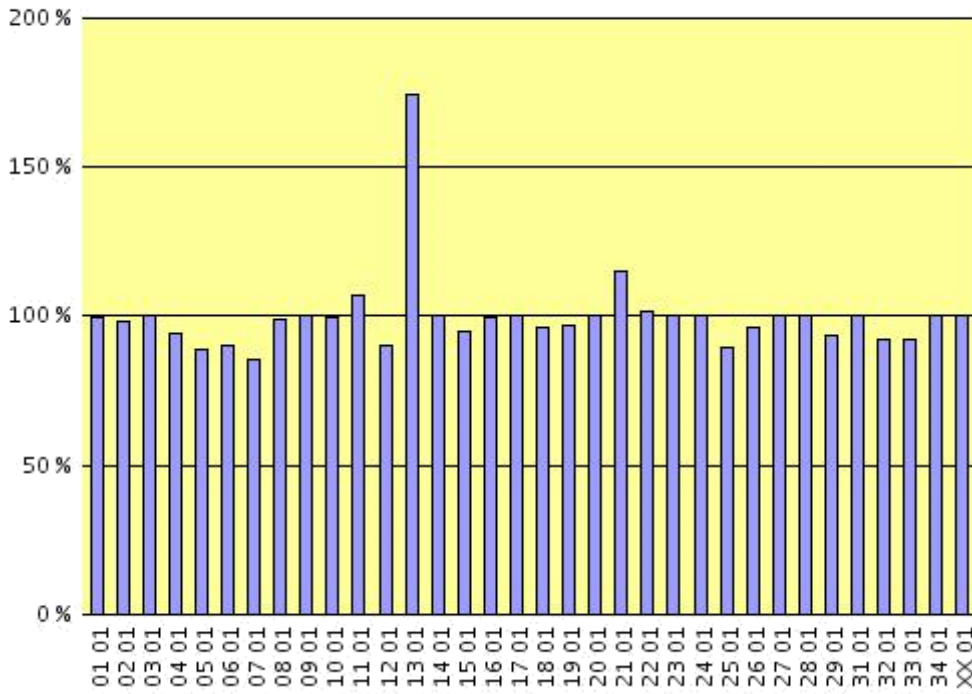
Refresh date : 22/02/2021

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2020 (in Mio €) for DG HR

			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
28	28 01	Administrative expenditure of the 'Audit' policy area	0.26	0.26	100.00 %
Total Title 28			0.26	0.26	100.00 %
Title 29 Statistics					
29	29 01	Administrative expenditure of the 'Statistics' policy area	0.61	0.57	93.77 %
Total Title 29			0.61	0.57	93.77 %
Title 31 Language services					
31	31 01	Administrative expenditure of the 'Language services' policy area	0.92	0.92	100.00 %
Total Title 31			0.92	0.92	100.00 %
Title 32 Energy					
32	32 01	Administrative expenditure in the 'Energy' policy area	0.58	0.54	92.12 %
Total Title 32			0.58	0.54	92.12 %
Title 33 Justice and consumers					
33	33 01	Administrative expenditure of the 'Justice and consumers' policy area	0.92	0.85	92.01 %
Total Title 33			0.92	0.85	92.01 %
Title 34 Climate action					
34	34 01	Administrative expenditure in the 'Climate action' policy area	0.21	0.21	100.00 %
Total Title 34			0.21	0.21	100.00 %
Title XX Administrative Expenditure allocated to policy areas					
XX	XX 01	Administrative Expenditure allocated to policy areas	0.61	0.61	100.00 %
Total Title XX			0.61	0.61	100.00 %
Total DG HR			312.65	302.22	96.67 %

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

% Outturn on Commitment Appropriations in 2020 for DG HR



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

Refresh date : 22/02/2021

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2020 (in Mio €) for DG HR

			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 01 Economic and financial affairs					
01	01 01	Administrative expenditure of the 'Economic and financial affairs' policy area	0.63	0.42	66.10 %
Total Title 01			0.63	0.42	66.10%
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	1.79	1.23	68.94 %
Total Title 02			1.79	1.23	68.94%
Title 03 Competition					
03	03 01	Administrative expenditure of the 'Competition' policy area	0.17	0.11	64.68 %
Total Title 03			0.17	0.11	64.68%
Title 04 Employment, social affairs and inclusion					
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	1.30	0.78	60.08 %
Total Title 04			1.30	0.78	60.08%
Title 05 Agriculture and rural development					
05	05 01	Administrative expenditure of the 'Agriculture and rural development' policy area	0.65	0.38	59.31 %
Total Title 05			0.65	0.38	59.31%
Title 06 Mobility and transport					
06	06 01	Administrative expenditure of the 'Mobility and transport' policy area	0.43	0.25	59.20 %
Total Title 06			0.43	0.25	59.20%
Title 07 Environment					
07	07 01	Administrative expenditure of the 'Environment' policy area	0.65	0.45	69.31 %
Total Title 07			0.65	0.45	69.31%
Title 08 Research and innovation					
08	08 01	Administrative expenditure of the 'Research and innovation' policy area	1.05	0.46	43.63 %
Total Title 08			1.05	0.46	43.63%
Title 09 Communications networks, content and technology					
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0.43	0.26	60.13 %
Total Title 09			0.43	0.26	60.13%
Title 10 Direct research					
10	10 01	Administrative expenditure of the 'Direct research' policy area	5.41	3.38	62.46 %
Total Title 10			5.41	3.38	62.46%
Title 11 Maritime affairs and fisheries					
11	11 01	Administrative expenditure of the 'Maritime affairs and fisheries' policy area	0.48	0.31	64.39 %
Total Title 11			0.48	0.31	64.39%

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

Refresh date : 22/02/2021

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2020 (in Mio €) for DG HR

			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 12 Financial stability, financial services and capital markets union					
12	12 01	Administrative expenditure of the 'Financial stability, financial services and capital markets union' policy area	0.39	0.24	61.89 %
Total Title 12			0.39	0.24	61.89%
Title 13 Regional and urban policy					
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	0.77	0.66	85.29 %
Total Title 13			0.77	0.66	85.29%
Title 14 Taxation and customs union					
14	14 01	Administrative expenditure of the 'Taxation and customs union' policy area	0.39	0.20	52.52 %
Total Title 14			0.39	0.20	52.52%
Title 15 Education and culture					
15	15 01	Administrative expenditure of the 'Education and culture' policy area	0.88	0.61	69.45 %
Total Title 15			0.88	0.61	69.45%
Title 16 Communication					
16	16 01	Administrative expenditure of the 'Communication' policy area	0.44	0.34	76.56 %
Total Title 16			0.44	0.34	76.56%
Title 17 Health and food safety					
17	17 01	Administrative expenditure of the 'Health and food safety' policy area	0.27	0.17	61.31 %
Total Title 17			0.27	0.17	61.31%
Title 18 Migration and home affairs					
18	18 01	Administrative expenditure of the 'Migration and home affairs' policy area	0.89	0.57	63.92 %
Total Title 18			0.89	0.57	63.92%
Title 19 Foreign policy instruments					
19	19 01	Administrative expenditure of the 'Foreign policy instruments' policy area	0.24	0.17	71.31 %
Total Title 19			0.24	0.17	71.31%
Title 20 Trade					
20	20 01	Administrative expenditure of the 'Trade' policy area	0.72	0.58	81.20 %
Total Title 20			0.72	0.58	81.20%
Title 21 International cooperation and development					
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	1.46	1.16	78.95 %
Total Title 21			1.46	1.16	78.95%
Title 22 Neighbourhood and enlargement negotiations					
22	22 01	Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area	1.24	0.62	50.37 %
Total Title 22			1.24	0.62	50.37%

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Refresh date : 22/02/2021

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2020 (in Mio €) for DG HR

			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 23 Humanitarian aid and civil protection					
23	23 01	Administrative expenditure of the 'Humanitarian aid and civil protection' policy area	1.14	0.83	72.79 %
Total Title 23			1.14	0.83	72.79%
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.74	0.58	78.70 %
Total Title 24			0.74	0.58	78.70%
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	1.66	1.00	60.31 %
Total Title 25			1.66	1.00	60.31%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	329.29	280.19	85.09 %
Total Title 26			329.29	280.19	85.09%
Title 27 Budget					
27	27 01	Administrative expenditure of the 'Budget' policy area	0.41	0.27	67.33 %
Total Title 27			0.41	0.27	67.33%
Title 28 Audit					
28	28 01	Administrative expenditure of the 'Audit' policy area	0.45	0.15	32.26 %
Total Title 28			0.45	0.15	32.26%
Title 29 Statistics					
29	29 01	Administrative expenditure of the 'Statistics' policy area	0.85	0.45	52.98 %
Total Title 29			0.85	0.45	52.98%
Title 31 Language services					
31	31 01	Administrative expenditure of the 'Language services' policy area	1.19	0.69	57.62 %
Total Title 31			1.19	0.69	57.62%
Title 32 Energy					
32	32 01	Administrative expenditure in the 'Energy' policy area	0.72	0.45	62.29 %
Total Title 32			0.72	0.45	62.29%
Title 33 Justice and consumers					
33	33 01	Administrative expenditure of the 'Justice and consumers' policy area	1.25	0.79	63.17 %
Total Title 33			1.25	0.79	63.17%
Title 34 Climate action					
34	34 01	Administrative expenditure in the 'Climate action' policy area	0.27	0.19	70.79 %
Total Title 34			0.27	0.19	70.79%
Title XX Administrative Expenditure allocated to policy areas					
XX	XX 01	Administrative Expenditure allocated to policy areas	0.97	0.75	77.69 %

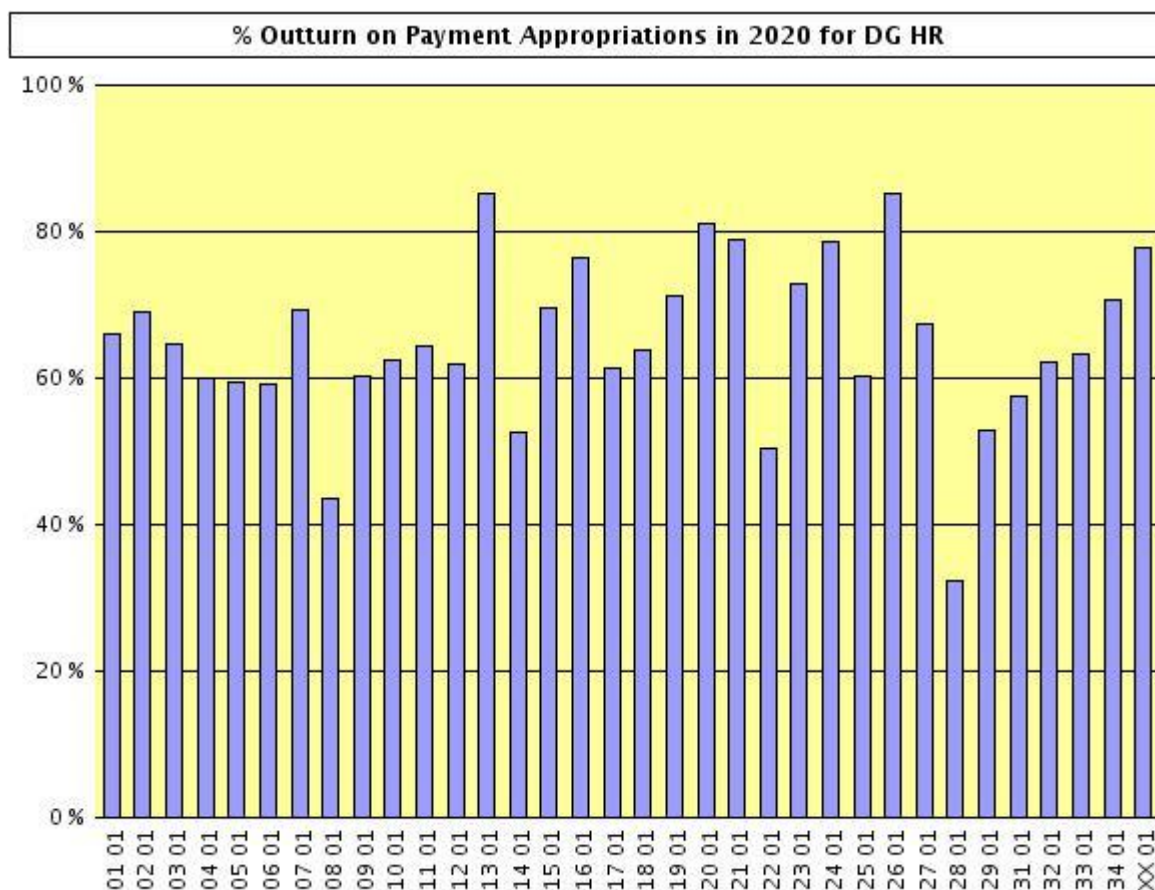
Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 22/02/2021

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2020 (in Mio €) for DG HR

	Payment appropriations authorised *	Payments made	%
	1	2	3=2/1
Total Title XX	0.97	0.75	77.69%
Total DG HR	359.59	299.68	83.34 %

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



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

Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
01	01 01	Administrative expenditure of the 'Economic and financial affairs' policy area	0.41	0.24	0.17	41.58%	0.00	0.17	0.22
Total Title 01			0.41	0.24	0.17	41.58%	0.00	0.17	0.22

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	1.35	0.99	0.36	26.85%	0.00	0.36	0.41
Total Title 02			1.35	0.99	0.36	26.85%	0.00	0.36	0.41

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
03	03 01	Administrative expenditure of the 'Competition' policy area	0.12	0.07	0.05	42.30%	0.00	0.05	0.06
Total Title 03			0.12	0.07	0.05	42.30%	0.00	0.05	0.06

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

Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0.84	0.56	0.28	33.66%	0.00	0.28	0.41
Total Title 04			0.84	0.56	0.28	33.66%	0.00	0.28	0.41

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
05	05 01	Administrative expenditure of the 'Agriculture and rural development' policy area	0.45	0.27	0.18	40.50%	0.00	0.18	0.14
Total Title 05			0.45	0.27	0.18	40.50%	0.00	0.18	0.14

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
06	06 01	Administrative expenditure of the 'Mobility and transport' policy area	0.27	0.17	0.11	39.14%	0.00	0.11	0.13
Total Title 06			0.27	0.17	0.11	39.14%	0.00	0.11	0.13

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

Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
07	07 01	Administrative expenditure of the 'Environment' policy area	0.43	0.33	0.10	23.74%	0.00	0.10	0.15
Total Title 07			0.43	0.33	0.10	23.74%	0.00	0.10	0.15

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
08	08 01	Administrative expenditure of the 'Research and innovation' policy area	0.62	0.26	0.36	57.66%	0.00	0.36	0.42
Total Title 08			0.62	0.26	0.36	57.66%	0.00	0.36	0.42

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0.26	0.16	0.10	39.82%	0.00	0.10	0.14
Total Title 09			0.26	0.16	0.10	39.82%	0.00	0.10	0.14

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Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
10	10 01	Administrative expenditure of the 'Direct research' policy area	4.06	2.53	1.54	37.81%	0.00	1.54	1.21
Total Title 10			4.06	2.53	1.54	37.81%	0.00	1.54	1.21

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
11	11 01	Administrative expenditure of the 'Maritime affairs and fisheries' policy area	0.37	0.20	0.17	46.61%	0.00	0.17	0.13
Total Title 11			0.37	0.20	0.17	46.61%	0.00	0.17	0.13

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
12	12 01	Administrative expenditure of the 'Financial stability, financial services and capital markets union' policy area	0.26	0.20	0.06	24.09%	0.00	0.06	0.10
Total Title 12			0.26	0.20	0.06	24.09%	0.00	0.06	0.10

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Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	0.81	0.48	0.33	40.69%	0.00	0.33	0.31
Total Title 13			0.81	0.48	0.33	40.69%	0.00	0.33	0.31

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
14	14 01	Administrative expenditure of the 'Taxation and customs union' policy area	0.21	0.06	0.15	69.95%	0.00	0.15	0.18
Total Title 14			0.21	0.06	0.15	69.95%	0.00	0.15	0.18

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
15	15 01	Administrative expenditure of the 'Education and culture' policy area	0.55	0.36	0.19	34.35%	0.01	0.20	0.32
Total Title 15			0.55	0.36	0.19	34.35%	0.01	0.20	0.32

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Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
16	16 01	Administrative expenditure of the 'Communication' policy area	0.33	0.24	0.09	27.37%	0.00	0.09	0.12
Total Title 16			0.33	0.24	0.09	27.37%	0.00	0.09	0.12

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
17	17 01	Administrative expenditure of the 'Health and food safety' policy area	0.16	0.07	0.09	58.70%	0.00	0.09	0.11
Total Title 17			0.16	0.07	0.09	58.70%	0.00	0.09	0.11

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
18	18 01	Administrative expenditure of the 'Migration and home affairs' policy area	0.63	0.38	0.25	39.14%	0.00	0.25	0.23
Total Title 18			0.63	0.38	0.25	39.14%	0.00	0.25	0.23

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Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
19	19 01	Administrative expenditure of the 'Foreign policy instruments' policy area	0.15	0.09	0.06	39.78%	0.00	0.06	0.08
Total Title 19			0.15	0.09	0.06	39.78%	0.00	0.06	0.08

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
20	20 01	Administrative expenditure of the 'Trade' policy area	0.59	0.46	0.13	22.28%	0.00	0.13	0.13
Total Title 20			0.59	0.46	0.13	22.28%	0.00	0.13	0.13

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	1.50	1.01	0.49	32.44%	0.00	0.49	0.20
Total Title 21			1.50	1.01	0.49	32.44%	0.00	0.49	0.20

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Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
22	22 01	Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area	0.98	0.47	0.50	51.44%	0.08	0.58	0.39
Total Title 22			0.98	0.47	0.50	51.44%	0.08	0.58	0.39

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
23	23 01	Administrative expenditure of the 'Humanitarian aid and civil protection' policy area	0.86	0.57	0.29	33.34%	0.00	0.29	0.35
Total Title 23			0.86	0.57	0.29	33.34%	0.00	0.29	0.35

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.58	0.45	0.13	21.76%	0.00	0.13	0.16
Total Title 24			0.58	0.45	0.13	21.76%	0.00	0.13	0.16

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

Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	1.12	0.72	0.39	35.04%	0.00	0.39	0.42
Total Title 25			1.12	0.72	0.39	35.04%	0.00	0.39	0.42

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	279.95	243.06	36.89	13.18%	0.00	36.89	38.94
Total Title 26			279.95	243.06	36.89	13.18%	0.00	36.89	38.94

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
27	27 01	Administrative expenditure of the 'Budget' policy area	0.27	0.16	0.11	41.08%	0.00	0.11	0.13
Total Title 27			0.27	0.16	0.11	41.08%	0.00	0.11	0.13

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

Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
28	28 01	Administrative expenditure of the 'Audit' policy area	0.26	0.04	0.22	84.55%	0.00	0.22	0.19
Total Title 28			0.26	0.04	0.22	84.55%	0.00	0.22	0.19

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
29	29 01	Administrative expenditure of the 'Statistics' policy area	0.57	0.34	0.23	40.97%	0.00	0.23	0.24
Total Title 29			0.57	0.34	0.23	40.97%	0.00	0.23	0.24

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
31	31 01	Administrative expenditure of the 'Language services' policy area	0.92	0.48	0.44	48.18%	0.00	0.44	0.27
Total Title 31			0.92	0.48	0.44	48.18%	0.00	0.44	0.27

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

Refresh date : 22/02/2021

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
32	32 01	Administrative expenditure in the 'Energy' policy area	0.54	0.38	0.16	30.03%	0.00	0.16	0.14
Total Title 32			0.54	0.38	0.16	30.03%	0.00	0.16	0.14

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
33	33 01	Administrative expenditure of the 'Justice and consumers' policy area	0.85	0.56	0.29	34.17%	0.00	0.29	0.33
Total Title 33			0.85	0.56	0.29	34.17%	0.00	0.29	0.33

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
34	34 01	Administrative expenditure in the 'Climate action' policy area	0.21	0.13	0.07	35.52%	0.00	0.07	0.06
Total Title 34			0.21	0.13	0.07	35.52%	0.00	0.07	0.06

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

Refresh date : 22/02/2021

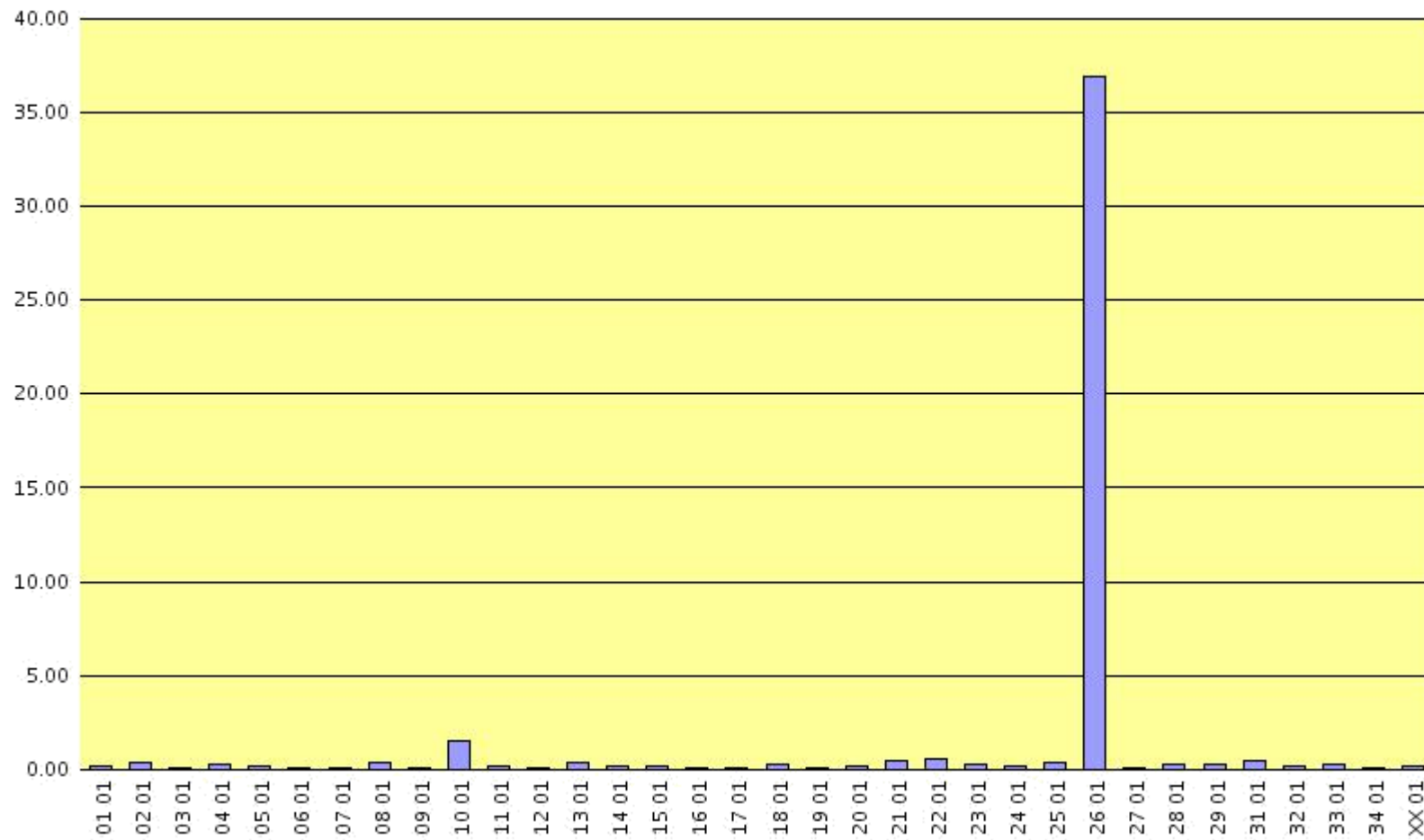
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG HR

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
XX	XX 01	Administrative Expenditure allocated to policy areas	0.61	0.39	0.22	35.65%	0.00	0.22	0.36
Total Title XX			0.61	0.39	0.22	35.65%	0.00	0.22	0.36
Total for DG HR			302.09	256.88	45.22	14.97 %	0.1	45.31	47.15

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

Refresh date : 22/02/2021

Breakdown of Commitments Remaining to be Settled (in Mio EUR) at 31/12/2019 for DG HR



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

Refresh date : 22/02/2021

TABLE 4 : BALANCE SHEET for DG HR

BALANCE SHEET	2020	2019
A.I. NON CURRENT ASSETS	391,740.76	596,127.25
A.I.1. Intangible Assets	391,740.76	596,127.25
A.II. CURRENT ASSETS	101,120,718.17	836,551.96
A.II.2. Current Pre-Financing	0.00	0.00
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	101,120,718.17	836,551.96
A.II.6. Cash and Cash Equivalents	0.00	0.00
ASSETS	101,512,458.93	1,432,679.21
P.II. CURRENT LIABILITIES	-99,186,279.34	-96,789,476
P.II.4. Current Payables	-99,186,279.34	-96,789,476.00
P.II.5. Current Accrued Charges & Defrd Income	0.00	0.00
LIABILITIES	-99,186,279.34	-96,789,476
NET ASSETS (ASSETS less LIABILITIES)	2,326,179.59	-95,356,796.79
P.III.2. Accumulated Surplus/Deficit	1,793,585,720.78	1,431,877,063.69
Non-allocated central (surplus)/deficit*	-1,795,911,900.37	-1,336,520,266.9
TOTAL DG HR	0.00	0.00

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

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

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

Refresh date : 22/02/2021

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG HR

STATEMENT OF FINANCIAL PERFORMANCE	2020	2019
II.1 REVENUES	-33,730,780.83	-28,069,652.09
II.1.2. EXCHANGE REVENUES	-33,730,780.83	-28,069,652.09
II.1.2.2. OTHER EXCHANGE REVENUE	-33,730,780.83	-28,069,652.09
II.2. EXPENSES	200,357,000.54	389,778,309.18
II.2. EXPENSES	200,357,000.54	389,778,309.18
II.2.10. OTHER EXPENSES	191,955,438.05	382,362,643.23
II.2.6. STAFF AND PENSION COSTS	8,401,101.34	7,415,379.62
II.2.8. FINANCE COSTS	461.15	286.33
STATEMENT OF FINANCIAL PERFORMANCE	166,626,219.71	361,708,657.09

Explanatory Notes (facultative):

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

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

TABLE 5bis : OFF BALANCE SHEET for DG HR

OFF BALANCE	2020	2019
OB.1. Contingent Assets	583,046.35	751,277.5
GR for performance	583,046.35	751,277.50
OB.3. Other Significant Disclosures	-1,622,865.13	-1,622,865.13
OB.3.3.7. Other contractual commitments	-1,622,865.13	-1,622,865.13
OB.4. Balancing Accounts	1,039,818.78	871,587.63
OB.4. Balancing Accounts	1,039,818.78	871,587.63
OFF BALANCE	0.00	0.00

Explanatory Notes (facultative):

Please enter the text directly (no copy/paste of formatted text which would then disappear when saving the document in pdf), use `\\\"ctrl+enter\\\"` to go to the next line and `\\\"enter\\\"` to validate your typing.

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

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

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

Refresh date : 22/02/2021

TABLE 6: AVERAGE PAYMENT TIMES in 2020 for HR

Legal Times									
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
18	12	12	100.00 %	12				0	0 %
23	6	6	100.00 %	19.67				0	0 %
28	1	1	100.00 %	12				0	0 %
29	1	1	100.00 %	14				0	0 %
30	9349	8684	92.89 %	12.32	665	7.11 %	38.13	2,610,996.41	5 %
31	14	14	100.00 %	24				0	0 %
33	14	14	100.00 %	26				0	0 %
40	2	2	100.00 %	11				0	0 %
42	1	1	100.00 %	10				0	0 %
44	3	3	100.00 %	11				0	0 %
45	29	28	96.55 %	14.29	1	3.45 %	51	298	0 %
60	174	174	100.00 %	11.7				0	0 %
90	17	17	100.00 %	8.12				0	0 %
120	1482	1475	99.53 %	18.16	7	0.47 %	152.71	2,164.6	0 %

Total Number of Payments	11105	10432	93.94 %		673	6.06 %		2,613,459.01	1 %
Average Net Payment Time	14.76			13.17			39.34		
Average Gross Payment Time	16.42			14.83			41.08		

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	36	514	4.63 %	11105	39,532,857.11	13.24 %	298,616,774.96

Late Interest paid in 2020			
DG	GL Account	Description	Amount (Eur)
HR	65010100	Interest on late payment of charges New FR	461.15
			461.15

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

TABLE 7 : SITUATION ON REVENUE AND INCOME in 2020 for DG HR

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	balance
		1	2	3=1+2	4	5	6=4+5	7=3-6
55	REVENUE FROM THE PROCEEDS OF SERVICES SUPPLIED AND WORK CARRIED OUT	18,344,762.70	46,524.00	18,391,286.70	18,121,200.32	46,524.00	18,167,724.32	223,562.38
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	16,346,571.33	525,568.51	16,872,139.84	16,121,488.59	215,307.85	16,336,796.44	535,343.40
Total DG HR		34,691,334.03	572,092.51	35,263,426.54	34,242,688.91	261,831.85	34,504,520.76	758,905.78

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

Refresh date : 22/02/2021

**TABLE 8 : RECOVERY OF PAYMENTS in 2020 for DG HR
(Number of Recovery Contexts and corresponding Transaction Amount)**

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2020 Year of Origin (commitment)	Irregularity		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2019					2	9,318.75		
No Link	5	1,982.47	5	1,982.47	743	20,549,959.15	0.67%	0.01%
Sub-Total	5	1,982.47	5	1,982.47	745	20,559,277.9	0.67%	0.01%

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES	100	404,953.99			100	404,953.99	173	798,985.48	57.80%	50.68%
Sub-Total	100	404,953.99			100	404,953.99	173	798,985.48	57.80%	50.68%
GRAND TOTAL	105	406,936.46			105	406,936.46	918	21,358,263.38	11.44%	1.91%

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

Refresh date : 22/02/2021

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 12/31/2020 for DG HR

	Number at 1/1/2020 1	Number at 12/31/2020	Evolution	Open Amount (Eur) at 1/1/2020 1	Open Amount (Eur) at 12/31/2020	Evolution
2010	1	1	0.00 %	3,941.43	3,782.09	-4.04 %
2015	3	3	0.00 %	267,081.44	267,081.44	0.00 %
2016	1		-100.00 %	5,361.63		-100.00 %
2017	2	2	0.00 %	16,020.63	12,440.06	-22.35 %
2018	3	2	-33.33 %	21,155.68	19,455.68	-8.04 %
2019	17	3	-82.35 %	258,531.70	7,501.39	-97.10 %
2020		24			448,645.12	
	27	35	29.63 %	572,092.51	758,905.78	32.65 %

TABLE 10 :Recovery Order Waivers >= 60 000 € in 2020 for DG HR

Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments
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Total DG HR	
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Number of RO waivers	
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Justifications:

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TABLE 11 : Negotiated Procedures in 2020 for DG HR

Internal Procedures > € 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market	1	37,170,246.98
Annex 1 - 11.1 (c) - Extreme urgency caused by unforeseeable events not attributable to the contracting authority	3	5,945,000.00
Total	4	43,115,246.98

TABLE 12 : Summary of Procedures in 2020 for DG HR

Internal Procedures > € 60,000

Procedure Legal base	Number of Procedures	Amount (€)
Negotiated procedure middle value contract (Annex 1 - 14.2)	4	346,148.96
Negotiated procedure without prior publication (Annex 1 - 11.1)	5	43,290,246.98
Open procedure (FR 164 (1)(a))	9	109,458,100.00
Restricted procedure without Dynamic purchasing system (FR 164 (1)(b))	1	105,000,000.00
Total	19	258,094,495.94

Additional Comments:

TABLE 13 : BUILDING CONTRACTS in 2020 for DG HR

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

TABLE 14 : CONTRACTS DECLARED SECRET in 2020 for DG HR

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

TABLE 15 : FPA duration exceeds 4 years - DG

None of your FPA (if any) exceeds 4 years

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

Refresh date : 22/02/2021

TABLE 16 : Commitments co-delegation type 3 in 2020 for DG HR

ANNEX 3: HR COMMITMENTS MADE IN 2020 WITH RESPECT TO THE CO-DELEGATIONS TYPE III	
	Commitments made
Total	302,223,977.29
Of which Co-deleg Type III per giving DG	3,362,036.7
<i>AGRI</i>	48,000
<i>CNECT</i>	155,000
<i>COMM</i>	0
<i>DEFIS</i>	38,718
<i>DEVCO</i>	179,323.93
<i>ECHO</i>	381,147.52
<i>EMPL</i>	130,000
<i>ENER</i>	26,001
<i>GROW</i>	394,411.16
<i>HOME</i>	78,798
<i>JRC</i>	370,000
<i>MARE</i>	25,000
<i>MOVE</i>	105,000
<i>NEAR</i>	229,000
<i>OLAF</i>	447,000
<i>REGIO</i>	345,856
<i>RTD</i>	408,781.09

ANNEX 4 : FINANCIAL SCORECARD

DG HR

The Annex 4 of each Commission service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2020, 6 standard financial indicators are presented below, each with its objective, category, definition, and result for the Commission service and for the EC as a whole (for benchmarking purposes)³:

- Commitment Appropriations (CA) Implementation
- CA Forecast Implementation
- Payment Appropriations (PA) Implementation
- PA Forecast Implementation
- Global Commitment Absorption
- Timely Payments

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

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

The Commission services are invited to provide commentary behind each indicator's result in the dedicated boxes below as this can help the reader to understand the Commission's service context. In cases when the indicator's value achieves 80% or less of the target, the comment becomes mandatory.

³ If the EC service did not perform any transaction in the area measured by the indicator or the information is not available in the central financial system, the indicator is not calculated (i.e. displayed as “-”) in this Annex.

Indicator	CA Implementation
Category	Efficiency Controls / Budget
Objective	Ensure efficient use of commitment appropriations
Result	<p>DG HR achieved 100% compared to the EC result of 99%</p>
Comment	[An explanation behind the indicator result should be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is below the target]
Definition	<p>Formula: Value A / Value B</p> <ul style="list-style-type: none"> - Value A: Committed L1 Accepted Amount + Direct Committed L2 Accepted Amount (Eur) - Value B: Credit Accepted Com Amount (Eur) <p>Scope: Commitments on all relevant Fund Sources, except for:</p> <ul style="list-style-type: none"> - Internal assigned revenue in first year (C4) - Internal assigned revenue from lettings and sale of buildings and lands (CL) - Repaid advances (structural funds) (C6) - External assigned revenue except for EFTA (FCA ,FRT, PO, RO, TCA, TFS, TFC)

Indicator	PA Implementation
Category	Efficiency Controls / Budget
Objective	Ensure efficient use of payment appropriations
Result	<p>DG HR achieved 89% compared to the EC result of 99%</p> <p>0% 20% 40% 60% 80% 100%</p> <p>89% EC (99%)</p>
Comment	[An explanation behind the indicator result should be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is below the target]
Definition	<p>Formula: Value A / Value B</p> <ul style="list-style-type: none"> - Value A: Payment Accepted Amount (Eur) - Value B: Credit Accepted Pay Amount (Eur) <p>Scope:</p> <p>Payments on all relevant Fund Sources, except for:</p> <ul style="list-style-type: none"> - Internal assigned revenue in first year (C4) - Internal assigned revenue from lettings and sale of buildings and lands (CL) - Repaid advances (structural funds) (C6) - External assigned revenue except for EFTA (FCA ,FRT, PO, RO, TCA, TFS, TFC) - Payments stemming from C1, C5, EO outstanding commitments on the non-staff budget positions that will be carried-forward as C8 to the next financial year

Indicator	PA Forecast Implementation
Category	Efficiency Controls / Budget
Objective	Ensure the cumulative alignment of the payment implementation with the commitment forecast in a financial year
Result	<p>DG HR achieved 82% compared to the EC result of 99%</p> <p>0% 20% 40% 60% 80% 100%</p> <p>82% EC (99%)</p>
Comment	[An explanation behind the indicator result should be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is below the target]
Definition	<p>Formula: $Value A / Value B^{**}$</p> <ul style="list-style-type: none"> - Value A: Payment Accepted Amount (Eur) - Value B: Payment Forecast Amount (Eur) <p>*if Value A / Value B between 100 and 200% then the result indicator will be equal to $1 - (ABS(Value B - Value A) / Value B)$</p> <p>**if Value A / Value B > 200 % then the result indicator will be equal to 0%</p> <p>Scope:</p> <ul style="list-style-type: none"> - Payments on all relevant Fund Sources - Payment Forecast Amount (Eur) from the most up to date forecast version (Initial Mar-Aug, Revised Sep-Dec)

Indicator	<u>Global Commitment Absorption</u>
Category	Efficiency Controls / Absorption
Objective	Ensure efficient use of already earmarked commitment appropriations (at L1 level)
Result	<p>DG HR achieved 100% compared to the EC result of 98%</p> <p>0% 20% 40% 60% 80% 100%</p> <p>EC (98%) 100%</p>
Comment	[An explanation behind the indicator result should be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is below the target]
Definition	<p>Formula:</p> <ul style="list-style-type: none"> - Value A: Com L1 Consumption amount (Eur) - Value B: Com L1 Initial amount (Eur) + Com L1 Complementary Amount (Eur) + (Com L1 Decommittment Amount (Eur) on all Fund Sources except for C8 and C9) <p>Scope:</p> <ul style="list-style-type: none"> - Com L1 with FDC ILC date from 01/01 to 31/12 of the current year - No movements to the Com L1 Consumption amount (Eur) after the FDC ILC date is taken into account (Generally decommitments of L2 which decrease the Com L1 consumption) <p>Remark: Due to technical limitation, the indicator does not take into account the Com L1 Consumption between the FDC ILC date and the FA FDI allowed as an exception in the external actions for Com L1 of type GF, i.e. with Financing Agreement, under the FR2018 Article 114.2. As a result, the actual Indicator score may be slightly higher than the one reported for DGs using the GF commitments.</p>

Indicator	<u>Timely Payments</u>
Category	Efficiency Controls / Timeliness
Objective	Ensure efficient processing of payments within the legal deadlines
Result	<p>DG HR achieved 99% compared to the EC result of 99%</p>
Comment	<p>DG HR adopted a generic efficiency indicator related to the time taken to pay suppliers and other beneficiaries (see annex 4). DG HR did not achieve its 2020 target of making 95% of payments on time, 6% of payments were late. The delay was caused by a technical issue with the automated payment of interim workers' invoices. The problem was quickly notified and work to remedy the problem started immediately but the solution could not be implemented on time to avoid payment delays. Without this technical glitch, 99% of payments would have been made on time. The average time taken to process a payment, at 14 days, was unchanged with respect to 2019.</p> <p>The new indicator that places emphasis on the amount paid on time, as opposed to the number of payments, paints a better picture. DG HR paid 99% of the total amount on time.</p>
Definition	<p>Formula: Value A / Value B</p> <ul style="list-style-type: none"> - Value A: Payment Accepted Amount (Eur) in time <ul style="list-style-type: none"> o In Time: Payment Bank Value Date < = Payment legal deadline - Value B: Payment Accepted Amount (Eur) <p>Scope:</p> <ul style="list-style-type: none"> - Payments made in the current year - Payments valid for payment statistics (DWH Flag "Payment Time Status OK?" = "Y")

ANNEX 5: Materiality criteria



[Link to "Guideline for determining materiality as regards the legality and regularity"](#)



[Link to "Guideline on types of significant weaknesses"](#)

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

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

- For financial cases, the threshold of 2% of the total volume of the activity concerned;
- For other cases, the fact whether a serious breach had occurred vis-à-vis an internal control principle;
- And more generally, whether the Commission's reputation was at stake;

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

De minimis' threshold for financial reservations:

"Since 2019⁴, a 'de minimis' threshold for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed."

⁴ Agreement of the Corporate Management Board of 30/4/2019.

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

A) ICT for Procurement under Direct Management.
Stage 1 – Procurement

A - Planning

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

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

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

*Depth: (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents, reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. a database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

B - Needs assessment & definition of needs

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

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

Depth: (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. a database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

C – Selection of the offer & evaluation

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

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

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

*Depth: (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. a database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

Stage 2: Financial transactions

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

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

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

*Depth: (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. a database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

Stage 3: Supervisory measures

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

Main risks

It may happen (again) that... Mitigating controls
 (those in bold are strongly recommended) How to determine coverage frequency and depth How to estimate the costs and benefits of controls Control indicators

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>An error or non-compliance with specifications or a fraud is not detected</p> <p>Management of the procurement is not improved in general</p>	<p>Ex-post controls on procedures / contractors</p> <p>Whistleblowing (notably after yearly reporting of awarded contractors)</p> <p>Review of ex-post results</p> <p>Review of exception reporting</p> <p>Review of the process after each procedure</p>	<p>Coverage: Risk based percentage or financial controllers check each other's work once a year</p> <p>Depth: Level 4</p> <p>Coverage: potentially 100%</p> <p>Depth: N/A</p> <p>Coverage: Whole process but limited number of tenders</p> <p>Depth: Level 2</p> <p>Coverage: Whole process but limited number of tenders</p> <p>Depth: Level 2</p> <p>Coverage: Procedure >60.000€</p> <p>Depth: Level 2</p>	<p>Ex-post control result/error found</p> <p>Total value checked by Control ex-post/costs ex-post controls</p> <p>Cost ex-post controls/total number of transactions checked by Control ex-post</p> <p>Costs: FTE mainly linked to Control ex-post</p> <p>Benefits Issues are followed and addressed, improvement of processes and procedures</p>

B) ICT for Financial Contribution to the European Schools

Governance

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

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

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

Stage 1 – Planning / Budget preparation

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

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

Stage 2 – Financial transactions

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

A. First three Instalments

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

B. Last instalment

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

Stage 3 – Supervisory measures

Main control objectives: Ensuring compliance with the financial regulation

A. Supervisory measures by the Commission

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	Cost-Effectiveness indicators (three E's)
<p>Payments of the financial contribution of the schools do not comply with the financial regulation</p> <p>The budget of the schools is not spent according to their financial regulation</p>	<p>Ex-post controls on a selection of payments</p> <p>European Schools are responsible for the execution of their budget in compliance with their own financial regulation.</p> <p>A financial control function exists within the SG of the schools</p> <p>Audits are carried out by the IAS and by the European Court of Auditors</p> <p>Discharge is given by the Board of Governors in which the Commission, represented by DG HR, has one vote out of 30.</p>	<p>Coverage: Sample Depth: Level 2</p> <p>The legal framework does not enable the Commission to perform any control on the schools' expenditure.</p>	<p>See above</p> <p>Costs: FTE linked to operational unit</p> <p>Benefits (qualitative): Compliance</p>

ANNEX 7: Specific annexes related to "Financial Management"

Title of the Relevant Control System (RCS)	Ex ante controls			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
	EC total costs	<i>related funds managed/concerned*</i>	Ratio (%) <i>(a)/(b)</i>	EC total costs	total value verified and/or audited	Ratio (%) <i>(d)/(e)</i>	EC total estimated cost of controls <i>(a)+(d)</i>	Ratio (%) <i>(g)/(b)</i>
Procurement under direct management	9,933,992	790,050,644 ⁵	1.3%	428,528	5,394,747	7.9 %	10,362,520	1.3%
Contribution to the European Schools	240,600	196,665,626	0.1%	93,969	109,308,100	0.09 %	334,569	0.2%
OVERALL total estimated cost of control at EC level	10,174,592	986,716,270	1.03%	522,497	114,702,847	0.46%	10,697,089	1.1%

⁵ This includes the control over the procurement procedures carried out by DG HR, for a total of 1,054,420 EUR of a total fund managed equal to MEUR 687.

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

Not applicable

ANNEX 9: Reporting – Human resources, digital transformation and information management and sound environmental management

Objective: The DG effectively deploys its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Indicator: number and percentage of female appointments to middle management positions
Source of data: Sysper

Indicator: Women in management

Number and percentage of first female appointments to middle management positions

Baseline (Year)	Target (Year)	Latest known results (Year)
-	Target from 04/2020 to 12/2022: 3 first appointments of women to Head of Unit positions	1 appointment in 2020 (2020)
Baseline (Year)	Target (Year)	Latest known results (Year)
40.73% (2018)	40% (2020)	43% (2020)

Indicator: Staff engagement index

Source of data: HR Customers Satisfaction Survey Full Report

* Pulse Survey

Baseline (Year)	Target (Year)	Latest known results (Year)
70% (2018)	75% (2020)	74% (2020)*

Digital Transformation and information management:

- Degree of implementation of the digital solutions modernisation plan
 From 2021, services and agencies are required to provide a state-of-play on the implementation of the 11 core principles defined by the EC Digital Strategy⁶ for the top 3 most expensive IT solutions that they own.
 For each of these solutions, this will be expressed as an average of the scores reflecting the degree of implementation of each of the 11 principles ("2-well"/"1-partially"/"0-not implemented"). The assessment will be performed by the IT Investments Team, in close collaboration with the supplier unit on the basis of a dedicated handbook and, if necessary, complementary interviews with the IT unit. Additional guidance on how to calculate the indicator can be found on the [IT Governance wiki page](#). (contact: EC IT GOVERNANCE)
- Percentage of [a service's] key data assets for which corporate principles for data governance have been implemented
 As part of the DataStrategy@EC action plan ([Ares\(2018\)5804416](#)), the Commission put in place data-related roles and responsibilities, common principles and work practices for its data assets in its [Data](#)

⁶ C(2018)7118 (<https://ec.europa.eu/transparency/regdoc/rep/3/2018/EN/C-2018-7118-F1-EN-MAIN-PART-1.PDF>)

[governance and data policies](#) document. Key data assets per service are included in an EC-wide [inventory](#). The [Data Advisory](#) service offers a single point of access on the intranet for related guidance and information.

This indicator summarises the services’ progress in implementing corporate data governance and data policies for their key data assets. Services should calculate the percentage of implementation, across all their key data assets, for each of the four principles⁷ indicated in the strategic planning, and then calculate the average. (contact: your local data correspondent and SG INFORMATION MANAGEMENT) Further guidance will be made available by Eurostat on the Collaborative Workspace (the same guidance will be also available in the [EC Statistical Coordination working space](#)).

Objective: : DG HR is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission			
Indicator 1: Degree of implementation of the digital solutions modernisation plan			
Source of data: DG HR A3			
Baseline 2018	Target 2024	Latest known results: End of 2020	
0%	40%	+/- 10%	
Main outputs in 2020:			
Description	Indicator	Target	Latest known results
Building on a maturity assessment comparing the Commissions’ HR function with peers, an analysis of the HR technology market and the intermediate conclusions of the HR Strategy, the charter establishes the case-for change as well as the programme structure.	The Charter for the “HR Modernisation and Transformation programme (HRT) is submitted	Submission by end of 2020	submitted
Indicator 2: Percentage of DG HR’s key data assets for which corporate principles for data governance have been implemented			
Source of data: DG HR A5 (updated)			
Baseline 2018	Target 2024	Latest known results end of 2020	
0%	80%	37%	

⁷ - Identify and designate the data owner and the data steward(s);
 - Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
 - Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
 - Make any necessary changes and updates to IT systems managed or owned by the service, which are used for storing, managing and disseminating these data assets to implement the aforementioned requirements and processes.

Main outputs in 2020:			
Description	Indicator	Target by 2024	Latest known results
Identify and designate the data owner and the data steward(s)	Data Steward Coordinators are assigned	80%	46%
Instruct their data stewards to share the metadata of their data assets in the EC data catalogue and to keep them up to date	Data assets are partially published in the EC Inventory	80%	25%
Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security. Information concerning these processes should be made available to anyone interested, as long as confidentiality restrictions are respected	Documentation is addressed in the data Strategy GAP assessment	80%	29%
Make any necessary changes and updates to IT systems managed or owned by the service, which are used for storing, managing and disseminating these data assets to implement the aforementioned requirements and processes	Appropriate measures are implemented (in the security domain), including ongoing works This revision is part of the Data Strategy GAP assessment	80%	48%

Percentage of staff attending awareness raising activities on data protection compliance

The HR data protection coordinating team multiplied its efforts in assisting the HR family of DGs to implement the Commission Data Protection Action Plan. In particular:

- 835 pieces of data protection advice were given to HR Family controllers in 2020 to ensure compliance with the new data protection rules.
- All 250 legacy notifications of the HR family (25% of the data processing operations were successfully transformed into Data Protection Records and published in time on the new Public Register of the DPO.
- All the SLAs concluded by HR were brought in compliance with the new data protection requirements.

In addition, to raise the awareness level the DPC team organised specialised trainings on unit/individual level on local, as well as an awareness raising campaign on the occasion of the International Data Protection Day. On corporate level, DG HR cooperated with the DPO of the Commission to put in place a practice-oriented data protection training for all commission staff and actively participated in the DPO working groups e.g. on data subjects rights.

The overall culture of data protection awareness and compliance by HR staff, which has been established during previous inspections has been confirmed following the audits performed by IAS and EDPS in DG HR.

DG HR Specific objective Sound environmental management**To contribute to the common Commission objective and further improve the environmental performance of the Institution**

EMAS	No. of communication campaigns	3
Promote the EMAS corporate communication campaigns among DG HR staff and organise local actions.	No. of local events	1

ANNEX 10: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (if applicable)

Not applicable

ANNEX 11: EAMR of the Union Delegations (if applicable)

Not applicable