



# EU decentralised Agencies' report to the European Parliament on the 2019 budgetary discharge

December 2020

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## I. INTRODUCTION

On 24 November 2020, the Secretariat of the Committee on Budgetary Control (CONT) forwarded a questionnaire to the EU Agencies Network (EUAN), on behalf of the Discharge Rapporteurs, intended for the CONT hearing on decentralised Agencies' 2019 discharge.

The Coordination circulated the questionnaire in a written consultation to the EUAN members. Altogether 31 Agencies provided their responses which can be found in part II. Individual fiches.

## II. HORIZONTAL QUESTIONS TO BE ANSWERED BY THE AGENCIES' NETWORK

### *Governance, Planning, Monitoring and Evaluation*

1. The ECA found, in its Special Report on the Future of Agencies (SR 22/2020), that while the composition of management boards of the Agencies ensures national views are taken into account, it can also hamper an EU-wide perspective in the Agencies' decision-making. Moreover, management boards usually are too big and thus decision-making is difficult and creates considerable administrative costs. Are there any plans to re-consider the composition of management boards for making them more efficient?

#### **Reply:**

The composition and structure of Agencies' Management Boards (MB) are defined by the co-legislators in the founding acts of the Agencies.

The composition, functioning and efficiency of the MBs determines to what extent they can fulfil their role of providing accountability for and control of agencies. The present established structure of the MB enables the Agencies to benefit from the diverse geographical background of the appointed MB members and is in line with the Common Approach. Members' technical expertise helps the MBs to provide steer to the Agencies to efficiently carry out their mission and to meet their objectives. Additionally, they act as important contact points in the Member States.

In the CONT Committee hearing on the Special report (7 December 2020), the European Court of Auditors (ECA) recommended that agencies' views, experiences and best practices concerning the structure and functioning of MBs would serve as valuable input into this topic and the EUAN may be invited to engage in gathering this. The EUAN is committed to supporting this process.

In the case of the Agencies with tri-partite MB composition, it should be noted that they all have an Executive Board, which too, is tripartite, meets 3-5 times a year and has 8 members. The Executive Board contributes to holding the costs of the Management Board low by preparing decisions at the plenary meeting or by written procedure. A recent revision of the founding regulation of the EMPL Agencies included an in-depth dialogue involving key stakeholders discussing the size and composition of the Management Board. During the negotiations on the new founding regulation, the European Parliament, the Council, and the Commission expressed their support to the existing size and composition of the Management Boards.

2. The ECA concludes in its Special Report on the Future of Agencies (SR 22/2020), that in 2015 the Commission issued guidelines on Key Performance Indicators for directors of Agencies. However, the ECA noted that the indicators used in practice mainly relate to the implementation of an Agency's annual work programme, budget and its human resources management, but they do not usually allow for the assessment of results or of the Agency's efficiency and effectiveness in the discharge of its mandate.
  - a) Are all Agencies using key performance indicators which would allow to assess the Agency's results, efficiency and effectiveness?

b) Why are such indicators not used?

**Reply:**

The EU Agencies are specialised bodies, decentralised from the core EU administration of the European Commission and were set up to respond to a particular need. The introduction of performance indicators in the public sector is aimed to help institutions/organisations define and measure progress towards organisational goals. Within the EU decentralised Agencies, performance indicators are already referred to in some Agencies' Founding Regulations (mainly in the new/recently revised ones), while in others they might have been introduced by the Agency through the Internal Control Standards and/or as a best practice. Independently of their origin, the importance of measuring activities or results, in order to successfully achieve the multiannual and annual work programme and strategy, is commonly agreed.

The new Framework Financial Regulation (EU) 2019/7151 provides for coherent and binding budget, planning, reporting, performance and governance rules for decentralised Agencies and requires the use of performance indicators to monitor progress towards objectives. The related Commission Communication on the strengthening of the governance of Union Bodies and on the guidelines for the Single Programming Document (SPD) and the Consolidated Annual Activity Report (CAAR) (C(2020)2297), further supports harmonised planning and reporting by all decentralised Agencies. The guidelines for the SPD and CAAR have been adopted by the College in April 2020 and will be implemented as of 2021. The ECA Special report was conducted prior to the implementation of the new guidelines.

Considering the variety of operating environments and activities for the EU Agencies, having a strictly unified system of indicators would not necessarily serve the purpose. However, the EU Agencies Network (EUAN) and its Sub-network for Performance Development (PDN) have been working on this since early 2013, with the objective of raising awareness about performance indicators across Agencies and promoting the use of performance indicators as part of their management, especially in their programming documents and annual activity reports. The work resulted in a handbook and repository of indicators that was consequently updated in 2019. Since the Executive Directors are accountable for the overall management and performance of the Agencies, their performance is assessed through the performance indicators as well.

The EUAN/PDN are working continuously on improving the indicators used. In February 2020 the Heads of Agencies took note of the updated inventory and endorsed a document to support Agencies in moving towards more outcome and impact-focused performance management. The PDN has also shifted the focus on how to measure the impact the Agencies have at the policy level. This work continues and the Network has also engaged with the Commission to discuss the possibilities for more horizontal indicators that could be developed jointly. Another focus area has been the sustainability reporting, for which the PDN has started to develop guidelines. Moreover, some Agencies – e.g. the ones under DG EMPL's remit – are working together to further align their performance indicator methodologies, by sharing practices and experience and contributing to a joint task force.

To summarise, and in view of the particular questions, the Agencies are fully committed to transparently reporting on their performance. The implementation of the indicators necessarily needs to be carried out by individual Agencies in coordination with their governing boards and the EU Agencies have developed indicators to measure their performance, but the degree to which they



allow to assess the Agency's results, efficiency and effectiveness depends on several factors, including i.a. the mandate of the Agency and the resources and tools available for measurement

3. About the Single Programming Document:

- a) Do the Agencies agree with the ECA observation in its Special Report on the Future of Agencies (SR 22/2020) that the annual planning cycle leading to adoption of the Single Programming Document is very long and do they consider that it should be shortened?
- b) What is a realistic period for the annual planning cycle for the Agencies having in mind the budget procedure limitations?

**Reply:**

In general, the Agencies agree with the ECA finding concerning the length of the annual planning cycle as being overly long. It is expected that Agencies have the full planning ready 11 months before implementation (31 January N-1). This means that Agencies have to start as early as 20 months in advance the planning, making the process not only cumbersome but also less accurate. In case the planning cycle would be revised and potentially shortened, the content of the planning document should reflect that as well.

The ability to mitigate the uncertainty depends on the degree of flexibility the Agencies are given in adjusting their planning e.g. following the adoption of the Draft EU budget by the Commission. Another mitigating measure could be to allow for a relatively lean planning instrument to be submitted at the early stages required by the budgetary process (ie January of the year before implementation), with the full single programming document only prepared and submitted later in the year once the final budget is known. Allowing for the Agencies' MB to proceed with the adoption of their SPDs in cases that the Commission's Opinion is not provided in a timely fashion (1 July) could also aid in simplifying the process.

4. Every EU Agency should be evaluated every five years. However, according to the ECA Special Report on the Future of Agencies (SR 22/2020), not all Agencies have yet been aligned with the Common Approach and evaluation timeline varies significantly among them. Evaluation frequency ranges from three to ten years and in some cases (EIGE, EASO and FRA) evaluation frequency is a matter for the management board.
  - a) What are the reasons of such differences among evaluation of Agencies?
  - b) Wouldn't the regular (every five years) evaluation be an important assessment exercise and a source for further improvements of the work of the Agencies?

**Reply:**

Similarly, as was mentioned under point 1, (The composition of Management Boards) the responsibility for adopting the rules on evaluations of Agencies is in the hands of the co-legislators when deciding on the Agencies' founding acts.

In most Agencies an evaluation is conducted on regular basis. Commission clarified in its reply also the situation of EIGE and FRA when it comes to the role of the management board in the frequency of the Agencies evaluation.

#### FRA

*“In the case of FRA, the frequency of the evaluations has nonetheless de facto been of five years (the first took place in 2012, the second in 2017). Moreover, the Commission has adopted on 5 June 2020 a proposal for a Regulation amending the FRA Founding Regulation, which recommends, in line with the Common Approach, that the external evaluation should be conducted through the Commission every five years.”*

#### EIGE

*“Considering EIGE’s small size and the fact that recommendations from its first evaluation were still being implemented, and taking the principle of proportionality into account, the Board decided to postpone the second external evaluation of EIGE from 2020 to 2022. The Commission considered this decision as duly justified.”<sup>1</sup>*

### **Shared services and inter-agency cooperation**

5. The EUAN was set up to enhance the visibility of Agencies and identify possible synergies. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that although there is a growing trend in harmonisation and alignment among the growing number of Agencies, there is also still a varying degree of implementation.
  - a) Could the EUAN concretely describe how the exchange of practices, exploring synergies and cooperation has been conducted (in terms of tools, evaluation, outcomes etc.)?

A large part of the EUAN cooperation focuses on identifying and harvesting inter-agency synergies, predominantly in the area of administration. The EUAN saw the importance of exploring synergies between the Network members by including it as one of the strategic pillar in the first EUAN Strategy (2015-2020). The sharing of services has been now included again in the recently adopted EUAN multiannual strategy (2021-2027).

The cooperation among the EUAN members can be grouped as follows:

<b>Cooperation</b>	<b>Tool</b>	<b>Evaluation</b>	<b>Outcome</b>
Joint Procurements	<ul style="list-style-type: none"> <li>• EUAN joint procurement portal (part of the extranet)</li> </ul>	Joint procurement annual reports	Quantitative (cost savings) and qualitative benefits (as mentioned above)
Sharing a common vision, mission, strategic priorities and objectives	<ul style="list-style-type: none"> <li>• EUAN strategy</li> <li>• Heads of Agencies and Heads of Resources meetings</li> </ul>	Executive level reflection	Coherent EUAN course and aligned coordinated external representation
Sharing activities	<ul style="list-style-type: none"> <li>• EUAN and its Sub-</li> </ul>	EUAN and its	Aligned EUAN actions and

<sup>1</sup> “Future of EU Agencies – potential for more flexibility and cooperation; p. 75

and deliverables	<ul style="list-style-type: none"> <li>networks' Work Programmes</li> <li>Sub-networks' meetings</li> </ul>	Subnetworks' Annual Reports	coordinated collaboration with stakeholders
Sharing expertise, knowledge and documentation	<ul style="list-style-type: none"> <li>Sub-networks' meetings</li> <li>EUAN extranet (document repository, shared documents/ advise catalogue, forum)</li> <li>Email or other tool-based surveys and consultations</li> </ul>	<ul style="list-style-type: none"> <li>Sub-networks' Annual Reports</li> <li>Administrative level reflection</li> </ul>	Qualitative benefits such as: alignment of policies, procedures and processes, harmonisation of documentation, policies, work instructions, internal rules and exploring best practices, expert knowledge gained through exchange of practices in similar environments
Sharing services, tools and capacities	<ul style="list-style-type: none"> <li>EUAN shared services catalogue (part of the extranet)</li> </ul>	Shared services annual reports	Quantitative (cost savings) and qualitative benefits (as mentioned above)

The EUAN collaboration across its different layers can also be described as follows:

- First, the common EUAN course and possible synergies are defined at executive level. For that, EUAN Heads of Agencies and Heads of Resources hold regular meetings several times per year. In these meetings Heads of Agencies and Heads of Resources exchange practices and opinions and make decisions on the next steps for continuing and improving the cooperation. Outcomes are passed on for implementation or further follow-up at administrative level.
- Second, the cooperation occurs at administrative level. EUAN Sub-networks (administrative clusters such as procurement, IT, accounting, communications etc.) regularly collaborate via meetings, dedicated online tools (EUAN extranet), or other means to share services exchange practices and tap into the synergies. These exchanges are guided by the Work Programmes and evaluated in annual reports.
- Finally, collaboration also occurs on working level every day. EUAN colleagues regularly consult each other on various administrative matters, exchange best practices, documentation and other knowledge or services. This collaboration mainly takes place via email surveys or the EUAN extranet: document repository, forums and shared services catalogue.

Where quantifiable, the latest figures on cost savings generated by cooperation are presented below:

- In 2020, the largest efficiency gains were generated by Inter-Agency Joint Procurements (**1,189,980 EUR**) and by Agencies/JUs joining Interinstitutional Procurement calls of the European Commission (**5,019,300 EUR**).
- The cumulative sharing of services, tools and capacities savings (calculated for the duration of several evaluated services, starting from Q1 2015) are currently estimated at **929,000 EUR**. An Example of such a service could be Data Centre Facilities for Disaster Recovery and Business Continuity Purpose offered by EUIPO and used by 9 Agencies.

b) Does the EUAN plan to introduce any new tools/measures/strategy plan?

**Reply:**

As mentioned under point a) shared services and capabilities are again part of the new EUAN 2021 – 2027 strategy. The EUAN is constantly working towards closer cooperation, learning from experience and exploring possible improvements in multiple areas. In the beginning of 2020, a shared services task force was set up to enhance this process. One of the concrete next steps, proposed by the task force, is the further empowering and encouraging of the Sub-networks, to intensify their cooperation. This is planned to be achieved by introducing shared services and capabilities as a strategic priority of the Sub-networks Annual Work Programmes.

6. Have the Agencies identified and evaluated the possibility to cooperate with other Agencies with similar activities, in order to share the same services and reduce costs?

**Reply:**

The thematic collaboration among the Agencies/JUs with similar activities, within the same policy area is currently at different level of intensity, depending on the policy. In the case of the ENVI Agencies or Justice and Home Affairs the degree of cooperation is rather high. EUAN members are regularly encouraged to replicate the good practices of other clusters. Fostering of closer cooperation within thematic clusters has been included as one of the expected outcomes in the implementation of the new EUAN strategy.

7. In 2018, some Agencies that had responded positively in an initial survey, confirmed their interest in a common office space in Brussels. Several options have been prepared for the Agencies to opt for one of the options including a shared office, where an Agency hosts the House of Agencies and takes the role of office manager. Have there been any development in this initiative or is this plan out of date?

**Reply:**

The EUAN members which have also a Brussels Liaison Office (BLO) engaged in a wide-ranging discussion on launching a common space for the Agencies in Brussels. Information was collected concerning the current cost of rent, length of contract, location, and security needs.

In some cases, Agencies have their BLO office located in an EU Institutions which keeps the renting costs low. A working group consisting of the Justice and Home Affairs (JHA) Agencies have explored the possibility to find a location together to share resources, facilities and services and foster the networking effect. In 2019 Frontex invited the JHA agencies to establish a common office space. CEPOL, EASO and eu-LISA expressed interest and Frontex undertook to lead the joint initiative. An administrative arrangement containing office requirements and terms of cooperation was negotiated and signed in 2020. It is planned to procure and occupy the office in 2021 as far as the current situation will allow.

### III. INDIVIDUAL FICHES

#### ACER

##### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?

##### ACER's reply

The Agency applies, by analogy, Commission Decision C(2018) 4048 of 29 June 2018 on outside activities and assignments and on occupational activities after leaving the Service the implementing provisions of the Staff Regulations concerning. These general implementing provisions, setting the policy for the treatment of the applications for engagement in post-employment activities, have been adopted by the Administrative Board of the Agency with Decision No. 16-2018 of 13 December 2018.

According to the provisions and to art. 16 of the Staff Regulation, all staff members must inform the institution beforehand of their intention to engage in an occupational activity, whether gainful or not, by using a specific form. This obligation applies for two years after leaving the service. If that activity is related to the work carried out by the staff member during the last three years of service and could lead to a conflict of interest with the legitimate interests of the institution, the Appointing Authority may, having regard to the interests of the service, either forbid them to undertake it or give its approval subject to any conditions it thinks fit. Moreover, the staff member shall declare in the specific form that, the provisions of Article 11a have at all times been complied with, including when negotiating the terms and conditions of the envisaged activity while being in active employment.

The Policy is available at the following link:

[Decision No 16 - 2018 - Outside activities and post-employment obligations.pdf \(europa.eu\)](#)

- b) **Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?**

##### ACER's reply

According to Commission Decision C(2018) 4048, adopted by the Administrative Board of the Agency with Decision No. 16-2018 of 13 December 2018, the Appointing Authority defines an appropriate balance between the need to ensure integrity through temporary prohibitions and restrictions and the need to respect the former staff member's fundamental right to engage in work and to pursue a freely chosen or accepted occupation.

In particular, the Appointing Authority may, during the two year period after the staff member has left the service, either (a) prohibit the former staff member from dealing with files, cases or matters related to the work carried out by him or her during his or her last three years of service, including related or subsequent cases and/or court proceedings; and/or (b) impose a 'cooling off period' excluding the former staff member from, for example, professional contacts with former colleagues or from representing opposing parties.

**9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

ACER's reply

ACER currently employs statutory staff members from 21 different nationalities and strives to guarantee that all the selection notices are advertised in the broadest possible manner, including via the network of European Agencies and EPSO. Different selection notices have been advertised with the National Regulatory Authorities, fostering a better distribution in the Member States.

The low country coefficient applicable in Slovenia may prevent applications from European countries where salary conditions are more attractive, such as Finland, Sweden and Luxembourg.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts.**

**a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

SNE posts in the establishment plan	SNE posts occupied end of 2019
4	4

**b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**

**c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

ACER's reply

ACER follows the implementation of its provision on Seconded National Experts (SNE) and fosters the cooperation with experts from member States also by way of an open call for SNEs as from 2017. The open call aim to increase the transparency in the process of secondment of national experts, including different profiles related to different areas of ACER's tasks. The open call for Seconded National Experts is available here:

[http://www.acer.europa.eu/en/The\\_agency/Working\\_at\\_ACER/Documents/ACER%20SNE%202017%20OC/ACER-SNE-2017-OC.pdf](http://www.acer.europa.eu/en/The_agency/Working_at_ACER/Documents/ACER%20SNE%202017%20OC/ACER-SNE-2017-OC.pdf)

*Agencies' climate footprint*

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

ACER's reply

ACER has not yet set the reduction targets on carbon emissions due to the limited human resources available for the task. The next steps, whose implementation depends on additional human and financial resources made available for ACER are the following :1) Setting up the environmental action plan/environmental programme prior to setting up a carbon compensation policy; 2) Deciding on the annual spending on compensatory measures especially taking into account that the annual budget allocated to ACER for its regulatory activities is rather limited; 3) Deciding on the compensatory measures to be used, how to procure these and how to ensure the quality of the compensatory scheme.

Nevertheless, the Agency made considerable efforts that resulted in lowering the CO2 footprint through several initiatives. These include:

- Modernisation of IT equipment by further replacing multifunctioning and small office printers, external displays and laptops with Blue Angel or Energy Star certified equipment which helped reduce the average energy consumption;
- Installing and improving equipment and services for web conferences/webinars to encourage virtual conferences to reduce travels; and
- Using the services of on-site catering for events thus reducing the overall energy, water and waste consumption, as well as CO2 emissions connected to transport.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

ACER's reply

The energy provided by the supplier of electricity in the building in which the Agency is located contains a share of green energy, which has been gradually increasing, while the share of fossil fuels has been decreasing.

In 2018 nuclear fuels represented 37.92%, fossil fuels 60.71% and renewable sources 1.37%.

In 2019 nuclear fuels represented 37.43%, fossil fuels 56.09% and renewable sources 4.48%.

*Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

ACER's reply

Following the additional tasks given to the Agency in the Clean Energy Package, ACER has developed a new communication strategy, which will be rolled-out during 2021-2023 pending further input of ACER's Boards on the action plan setting a series of strategic objectives to broaden its engagement with its stakeholders in line with the European Union objectives.

Among them, and in cooperation with the National Regulatory Authorities for Energy, the Agency is strategically contributing with selected forward-looking topics in the realm of its mandate to further engage with its main stakeholders providing technical expertise and food for thought as to advance the regulatory debate; For example, presenting position papers such as the [position paper](#) on the revision of the Trans-European Energy Networks (TEN-E) Regulation and Infrastructure Governance.

The Agency is gradually also applying more horizontal and longer-term focused stakeholder approaches, by, for example, mapping stakeholders by topic and establishing stakeholders' surveys to match its ways of engagement and external communication with the feedback received.

In addition, ACER has been taking steps to maximise the impact and dissemination of ACER deliverables, as well as highlighting the Agency's added value, by strategizing its outreach and outputs according to the European priorities' calendar. For example the Agency published a [report](#)



[on the current possibilities for admixing hydrogen](#) and injecting biomethane in the current gas infrastructure shortly after the European Commission presented the EU Strategy for Hydrogen, contributing to the debate and achieving a significant coverage in the media.

All these actions to increase the visibility of ACER's contributions to EU policy and decision-making are also promoted in a wider range of communication tools. For example organising webinars, increasing the use of social media, newsletters, graphical content, etc.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

ACER's reply

In 2019, following internal consultation with staff and with selected stakeholders, the Agency drafted technical specifications to launch a new fully-fledged state of the art website in order to present the work of the Agency in a modern, appealing and impactful way. In parallel, the Agency initiated a full revision of the website's menu and contents. The objective is to improve accessibility, enhance navigation, simplify access to official documents, reports, events and news and enable full access to all kind of online devices such as mobile phones or tablets, in order to portray the work of the Agency in a much more effective and user-friendly way.

The new website has been implemented in 2020 and it is currently being migrated to a much more flexible content management system to improve even further the accessibility of ACER's work. At the same time ACER has developed a new digital identity modernising its logo and brand system so the Agency stands out in a unique and attractive fashion being easily recognizable by its stakeholders.

## BEREC Office

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?

#### **BEREC Office reply:**

The BEREC Office applies the provisions of Article 16 of the Staff Regulation to all its staff members covered by the Staff Regulations and the Conditions of Employment of Other Servants of the EU (CEOS), irrespectively of their grade, functional group of seniority.

In particular, the BEREC Office has included the obligations of the staff members who leave the Agency to declare any future engagement in an occupational activity, whether gainful or not, as the first and most important question to the end of service check list, which is sent to departing staff members together with the template for a declaration.

In the event of intention of the departing staff member to engage in an occupational activity, whether gainful or not, based on the declaration mentioned above, the authority authorised to conclude contracts of employment (AACC) assesses the risk of potential conflict of interest. If that activity is related to the work carried out by the BEREC Office staff member during the last three years of service and could lead to a conflict with the legitimate interests of the Agency, the AACC may, having regard to the interests of the service, either forbid the staff member from undertaking it or give its approval subject to any conditions it thinks fit.

The same approach is applied to the former director, who is the only senior manager at the Agency. In addition to the above stated, the AACC shall, in principle, prohibit him/her, during the 12 months after leaving the service, from engaging in lobbying or advocacy in areas of responsibility of the BEREC Office as required by the Staff Regulations.

The BEREC Office currently does not have any specific staff implementing rules and due to the small population of the staff members concerned (e.g. only 1 staff member) does not plan to develop its own implementing rules. However, the Agency is willing to apply by analogy any rules, which the Commission will adopt in that area and which will be suitable for a body of the size of the BEREC Office, which currently has 16 establishment plan posts.

- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **BEREC Office reply:**

12 months after leaving the service following the assessment mentioned above

**9. In relation to the Parliament’s concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

**BEREC Office reply:**

The BEREC Office publishes its vacancies on its website, on the EPSO website, the EU Agencies’ website, and on its social media platforms. The vacancies are also communicated to the National Regulatory Authorities (NRA), diplomatic mission of the Member States accredited for Latvia and Permanent Representations of the Members States to the EU in Brussels with a request for further dissemination of the information of the announced vacancies.

The widespread advertisement of vacancies aims to ensure a broad range of nationalities among the applicants. The secondment of National Experts to the BEREC Office by the different Member State’s NRA’s also contributes to a meaningful presence of nationals from various Member States.

Finally, the Agency is continuously working on improving the working conditions and attractiveness of the Agency by various means, in order to attract staff from all the Member States.

Dedicated presentations of the vacancies for specific target groups are organised periodically to explain the duties, the job opportunities and the benefits offered to the staff by the Agency and/or the host member state.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

**a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

**BEREC Office reply:**

<b>SNE posts in the establishment plan</b>	<b>SNE posts occupied end of 2019</b>
<b>6</b>	<b>6</b>

**b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**

**BEREC Office reply for question b.1:**

All posts have been filled at 100%

**BEREC Office reply for question b.2:**

In case there are vacant posts for national experts these posts are not filled in by other categories of staff.

- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**BEREC Office reply:**

Cooperation have been good as all the posts for national experts are filled in 100%. National Regulatory Authorities have good willingness to support their staff members in order to be seconded at the BEREC Office.

*Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**BEREC Office reply:**

An Expert Networking Group (ENG) on sustainability was set up in 2020 in order to examine the environmental impact of the BEREC and BEREC Office operation. This ENG will propose ways and targets for a more environmental friendly operation. The mandate of the ENG is until the end of next year and proposals are expected to be submitted to the BEREC Board of Regulators and to the BEREC Office Management Board towards the 3<sup>rd</sup> quarter on 2021.

The CO2 due to air traveling of BEREC Office staff for participating in meetings and other activities is among the more significant factors for CO2 contribution by the Agency. BEREC Office started measuring the CO2 contributions due to traveling in 2019 so there were not any values for the previous years to compare. However, because video conference is extensively used by BEREC and BEREC Office the need of traveling is decreasing every year. In 2020, in particular, due to COVID-19 video conference was used after February 2020 and all meetings took place on-line.

- 12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**BEREC Office reply:**

The BEREC Office premises do not have any renewable energy source to produce energy. The government owned property management company, which owns the building, has a contract with a local energy provider. The sources used by the energy provider to produce the energy are not known.

## *Publicity and dissemination of information and knowledge from the Agencies*

- 13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

### **BEREC Office reply:**

To increase the transparency and accountability of BEREC and the BEREC Office, the agency performed the activities foreseen in its multiannual BEREC External Communications Strategy, Communications Plan 2019, as well as in the BEREC Office Multi-Annual and Single Programming Document 2019-2021.

The communications projects in 2019 mainly focused on the new tasks of BEREC and the benefit it brings to people in Europe. During 2019, BEREC revised its strategic external communications approach and defined its key target audiences primarily focusing on EU institutions, industry associations, consumer and business organizations as well as other stakeholders, including operators. These communications projects aimed at informing and explaining the new tasks and responsibilities of BEREC to the key target audiences and EU citizens. Following the newly adopted European Electronic Communications Code and the BEREC Regulation, the communications projects focused on presenting and explaining 11 Guidelines BEREC was tasked to produce.

Moreover, in 2019, BEREC celebrated its 10th Anniversary. This communications project aimed to mark the achievements of BEREC in its first decade to continue raising awareness of the organisation towards the target audiences and strengthen its position, value, and credibility. It included specific deliverables across 2019 such as the 10th Anniversary logo and visual identity, social media campaign, and the joint BEREC and International Institute for Communications (IIC) two-day conference "Competing Continents: The pursuit of excellence in electronic communications".

The objective to "manage the BEREC communications tools and ongoing communications activities, such as the production of Annual Reports, the BEREC website, its social media activities, its media relations, the public debriefings after each BEREC ordinary meetings, and the BEREC Stakeholder Forum" was supported by the project "Stakeholder Forum" and by the ongoing communications activities in line with the BEREC Office Multi-Annual and Single Programming Document 2019-2021.

Four public debriefings were organised and a Stakeholder Forum, receiving around 50 participants per event for the first and over 250 registered participants to the last, respectively.

- 14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

### **BEREC Office reply:**

To raise the awareness of the BEREC Office as the only EU Agency in Latvia to its stakeholders and citizens, the BEREC Office organised an Open Doors Day and participated in the EU initiative – Back to school/Back to University. The Latvian public broadcaster main news programme “Panorama” filmed and reported on the BEREC Office event. The journalist interviewed students and teachers to understand how much they have learned about the Agency during their first visit. The Management of the Office also hosted a group of law students on a study trip from the University of Denmark, who aimed at connecting their theoretical knowledge with practice.

To improve communication with stakeholders about the BEREC Office tasks and mission, the Office has started a new initiative: after BEREC public briefings to have discussions, ensuring that BEREC Office experts could reply to invitees' questions.

For the first time, in 2019, the BEREC Office participated at the traditional Christmas Charity Bazaar in Riga. The activity and the Agency was widely promoted by the charity organization on its own communications channels.

Besides, with the adoption of the new European Electronic Communications Code and BREXIT, the Director of the Agency gave an interview to Latvian public broadcaster, a program specializing on foreign affairs "Pasaulis Panorama". All the changes coming from the new legislation were reflected on the respective sections of the website, as well as gathered in a new brochure.

*Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.

a) **What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?**

The Translation Centre applies by analogy the Commission Decision of 29.6.2018 on outside activities and assignments and on occupational activities after leaving the service. Staff members wishing to take up occupational activities after leaving the service of the Centre (excluding taking up duties in other EU institutions) are requested to fill in a form requesting an Authorisation to engage in outside activities and assignments and in occupational activities after leaving the service. The Translation Centre applies cooling-off period with explicit prohibition for senior staff (AD14 and above) in the 12 months after leaving the service to engage in lobbying or advocacy towards the staff of the Centre on matters for which they were responsible for the last 3 years.

b) **Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?**

In terms of occupational activities after leaving the service, the Appointing Authority of the Centre defines an appropriate balance between the need to ensure integrity through temporary prohibitions and restrictions and the need to respect the former staff member's fundamental right to engage in work and to pursue a freely chosen or accepted occupation. More specifically, during the two-year period after the staff member has left the service, the Appointing Authority may prohibit the former staff member from dealing with files, cases or matters related to the work carried out by him or her during his or her last three years of service, including related or subsequent cases and/or court proceedings. Furthermore, the Appointing Authority may impose a 'cooling off period' excluding the former staff member from, for example, professional contacts with former colleagues or from representing opposing parties.

9. **In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

The geographical balance among staff is closely monitored in order to ensure proper balance of nationalities, with currently 27 nationalities represented among the staff at 31.12.2020. When selecting or recruiting a new staff member, management takes into account the geographical balance in case of equal merits among candidates.

- 10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**
- a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**
  - b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**
  - c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

The Centre does not engage seconded national experts (SNEs).

### *Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years**

The Centre is committed to reduce its carbon footprint and make a continuous effort to reduce the impact the Centre's activities have on the environment. As the Centre occupies two floors of a modern office compound, the options to reduce CO2 emission are limited. Nevertheless, there are measures in place aiming at the reduction of carbon footprint and more focus on continuous progress than on setting specific targets. In terms of carbon footprint reduction, the most spectacular achievement comes from the paperless workflow at the Centre. With this method the Centre reduced its annual paper consumption to 160 boxes (2500 sheets per box) in 2019 from 320 box in 2017.

- 12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

The Centre uses non-renewable primary energy in the form of natural gas for heating and a negligible amount of fossil fuel for the company car (a single hybrid vehicle). In addition to that the Centre uses secondary energy in the form of electricity, coming from a green source.

### *Publicity and dissemination of information and knowledge from the Agencies*

- 13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens.  
What activities and measures are implemented by the Agencies to improve this situation?**



The Translation Centre's main stakeholders and target audience are its clients, i. e. the EU Agencies, institutions and other EU bodies to whom it provides its language services. The Centre's media presence is therefore limited to specialised publications and channels.

In 2019, the Centre appeared in the following media:

- A paper on the new version of the EU's interinstitutional terminology database (IATE) co-authored by the IATE Tool Manager and the Head of the Translation Department was published by John Benjamins Publishing Company in the journal *Terminology. International Journal of Theoretical and Applied Issues in Specialized Communication*.
- The new IATE was briefly presented in *Terminàlia*, the journal of the Catalan Association for Terminology (SCATERM), following an event on IATE and its usefulness for translators.
- The Centre was featured in 'Le Quinzième Jour', the quarterly magazine produced by the Université de Liège (Belgium) following the participation of the Head of the Translation Department in a conference on translators in the age of new technologies.
- In December, the radio station France Bleu Lorraine did a short broadcast on the Translation Centre's Advent calendar in 24 languages. In their podcast, the radio presenters opened several doors in the Advent calendar, allowing listeners to hear and discover the sound of all the European languages recorded by the Centre's staff.

Regarding the "contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens", it is to be noted that the Centre closed the year 2019 with a total translation volume of 657 323 pages delivered to 58 clients. This included 348 276 pages (53% of the total volume) of EU trade marks for the European Union Intellectual Property Office (EUIPO). It thereby contributed to making the work of EU agencies and other bodies known and accessible to the public.

1 129 person-days were spent on terminology work, representing a 68% increase compared with 2018. In this respect, the Centre translated and delivered for the ESCO project the equivalent of 17 798 pages of documents (i.e. 935 person-days) to the Commission's DG EMPL. DG EMPL manages ESCO, the European multilingual classification of Skills/Competences, qualifications and Occupations. The purpose of this database, which works as a dictionary, is to support job mobility across Europe. Some 2 571 minutes of subtitling were produced for ten clients.

In November 2019, an agreement was signed with the Commission's DG GROW for a project facilitating translation of Member State information under the single digital gateway project, which aims to facilitate online access to the information, administrative procedures and assistance that citizens and businesses need to operate in another EU country. As information in the EU Member States is usually only available in the national language(s), the Commission has undertaken to fund the translation of around 500 web pages per Member State, by signing an agreement with the Centre. The plan is for all Member States' websites to be available in the national language(s) and another language (currently in English only, although more may be added in the future). The project is scheduled to run over two years (2020/2021).

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

The Translation Centre's reaches out to the public via regular news items and publications on the Centre's public website, which is available in the 24 official EU languages and recorded

almost 115 000 visits in 2019, as well as via social media posts. The number of social media subscribers to the Centre's three accounts (Facebook, LinkedIn and Twitter) increased by 37% in 2019, reaching approximately 15 000 people. In 2019, the Centre also created its own YouTube account in order to make its video productions accessible to the public. Several videos describing the Centre's services and work processes were released during the year.

In 2019, the Centre launched a fully redesigned Freelance Portal aimed at enhancing interactions with external language service providers.

As the tool manager for the interinstitutional terminology database IATE, which is publicly available, the Centre continued to develop new functionalities for data management as well as an improved communication mechanism to deal with feedback from internal and public users. IATE was presented to external actors by the IATE Management Group (IMG) members in different specialised fora, such as: JIAMCATT, hosted by the European Commission in Luxembourg; the European Day of Languages in Brussels; the European Migration Network in Sliema; or the Commission's Translating Europe Forum in Brussels.

Like in previous years, in 2019 the Centre made its own work and the work of the EU agencies known to the public and promoted multilingualism in the EU in different events:

In February, it hosted a workshop on medical translation with representatives from EMA's Hungarian national authority, and in June a seminar on "Effectively communicating human rights" with representatives from FRA. In October, the Centre organised an information session with its external providers to discuss best practices on layout and formatting and to increase mutual cooperation.

A major highlight of the year was the Centre's coordination of the interinstitutional stand on 'Translating for Europe'. Its objective was to promote the profession of EU translators and multilingualism in the context of the Luxembourg Europe Day celebrations on 9 May. For this event, the Centre produced different promotional materials (posters, roll-ups, T-shirts, pens, etc.) with the aim of making them available to all institutions for re-use at similar events in the future.

The Centre continued to be involved in the activities of international fora for language professionals aimed at sharing experience and best practices, such as IAMLADP and JIAMCATT. Likewise, the Centre continued to maintain contacts with educational bodies in order to raise awareness about the translator's profession in the EU context, establish networks with academics who can provide advice in specific areas and promote the Centre and its work for the EU agencies.

As in previous years, the Centre released its Highlights of the Year. This publication, available on the Centre's website, summarises and illustrates the Centre's work for its clients, project achievements, and general outreach activities.

## CEDEFOP

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- c) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- d) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

- a) Cedefop acknowledges the importance of this matter and regularly raises the awareness of all its staff regarding the implementing rules on outside activities and assignments and occupational activities after leaving services. The most recent (virtual) awareness-raising session took place in June 2020. It is standard practice that these sessions are obligatory to newcomers and all staff are strongly encouraged to attend to get a refresher. The content is regularly updated, and the format is interactive and includes specific cases related to the Agency's working life and context.

Furthermore, as part of its Internal Control Framework Cedefop measures on a yearly basis the percentage of staff members who participated in awareness-raising initiatives on good governance, including ethics, integrity, conflict of interest or fraud prevention.

Cedefop's Intranet also features a wealth of relevant information on these issues which is easily accessible to all staff.

All departing staff, senior officials included, are asked to sign a letter on obligations after leaving the service which reminds them of their specific obligations and rights, duly summarised in the letter. Departing staff, senior staff included, are also reminded that any future employment should not interfere with their obligation of confidentiality towards Cedefop, and that they should conscientiously uphold the trust that has been placed in them. Departing staff sign and return the duplicate copy of this letter to acknowledge that they have read and understood their post-service obligations.

Cedefop's internal procedures ensure that staff that has left the organisation does not have access to any internal information.

- b) Due to the nature of the work of the Agency and the fact that the private sector is not the most plausible follow-up employment for Cedefop staff, high-level staff included, Cedefop has not so far put in place internal procedures for permission for high-level staff to work for

a private sector organisation closely related to the activity area of the Agency, neither for relevant transitional periods.

**9. In relation to the Parliament’s concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

**Reply:**

Cedefop ensures the widest possible dissemination of its vacancy notices to attract quality candidates from all EU Member States. However, difficulties in Thessaloniki relating to spouse employment, lack of European schooling and limited flight connections impact on the distribution of staff by nationality.

Cedefop regularly reports on the geographic staff distribution in the Programming Document (geographic staff distribution split per Administrator/CA FG IV and Assistant /CA FG I, II, III) and on the evolution over 5 years of the most represented nationality in the Agency, in accordance with the Programming Document guidelines.

Through its recruitments, Cedefop strives to improve the geographical balance of staff by e.g. broader dissemination of vacancy notices and implementation of measures to attract and retain staff with a diverse geographical profile. It should be noted that while selection procedures are based on merit and the results achieved by candidates in the tests and interviews, in cases when two candidates have achieved the same, or comparable results, the Agency gives priority to and recruits the candidate from the underrepresented nationality.

The Agency adopted on 24 November 2020 an Equal opportunities and Diversity policy, according to which Cedefop will further encourage applications from all potential candidates and will reach out and make any possible additional effort through targeted dissemination to attract candidates from under-represented population.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

**a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

SNE posts in the establishment plan	SNE posts occupied end of 2019
N/A	N/A

**b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**

**c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

**Reply:**

There are no SNE posts in the establishment plan as the latter only includes posts for officials and temporary agents.

The seconded national experts are employed by a national, regional or local public administration, an international organisation, an employers' or employees' organisation who are seconded to Cedefop so that it can use their expertise in a particular field. Their employer continues to pay their salary and maintains their administrative status throughout the period of secondment.

In 2019 Cedefop had 3 SNEs and the number of SNE approved as part of the Programming Document was 4.

While there are no posts for SNEs in Cedefop's establishment plan the number of SNEs is part of the Programming Document. Cedefop envisioned 4 SNEs in 2019, however, the 2019 call for expression of interest for a Data analysis SNE was unfruitful.

Cedefop advertises SNEs positions through its Management Board and ReferNet, its European network on VET.

### *Agencies' climate footprint*

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:**

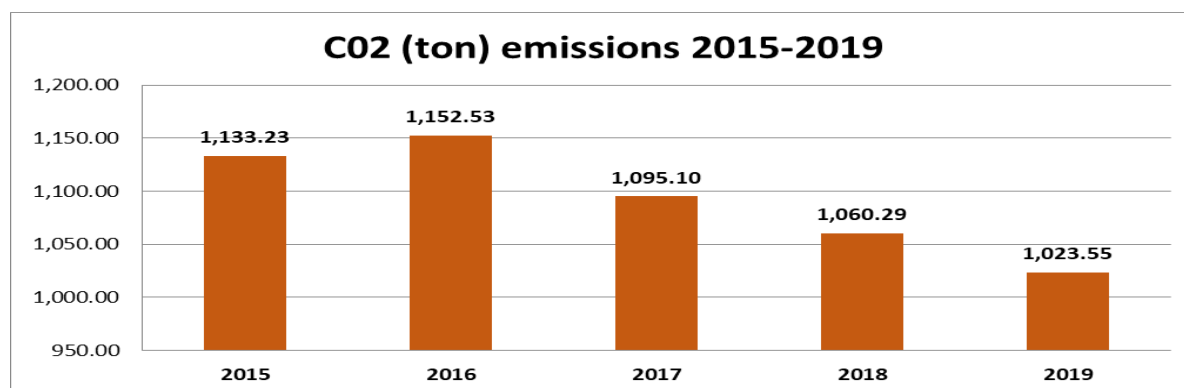
Yes. Cedefop has made a firm commitment to environment management practices since 2008. In 2014, the Agency introduced a comprehensive and structured internal Environmental Management System (EMS). As of 2020, Cedefop's approach to Environment Management is based on the common approach promoted in the context of the inter-agency Performance and Development Network (PDN).

To measure progress towards the achievement of the Agency's green objectives, Cedefop's EMS uses the following indicators and targets, including on CO<sup>2</sup> emissions:

Environmental aspect	Indicator (unit)	Target
Energy efficiency	KPI 1: Electricity (kwh)	Maintain (or go below) 2016 consumption i.e. 996,166.92 kwh
	KPI 2: Heating oil (lt)	Maintain (or go below) 2016 consumption i.e. 22,191 lt
Material efficiency	KPI 3: Paper (reams)	Maintain (or go below) 2016 consumption i.e. 1,011 reams
Water use	KPI 4: Water (m <sup>3</sup> )	Maintain (or go below) 2016 consumption i.e. 2,790 m <sup>3</sup>
Emissions	KPI 5: CO <sup>2</sup> Emissions (ton)	Maintain (or go below) 2016 emissions i.e. 1,152.53 ton

In relation to CO<sup>2</sup> emission, Cedefop's KPI5 confirms the attainment of the target objective to maintain or decrease the emissions below the 2016 threshold values. This decreasing

trend, also valid for the other EMS KPIs, is expected to at least perdure and even intensify in 2020 in consideration of the Covid-19 crisis and related measures taken from the very early stages of the Covid-19 outbreak (restricted access to the building, teleworking, cancellation of missions, move towards virtual events, digitisation of processes etc.):



In addition to monitoring and reporting on various environmental indicators, Cedefop also monitors and reports its impact on social sustainability indicators such as UN’s Sustainable Developments Goals 4 (quality education) and 8 (decent work and economic growth).

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

An indication of the share of energy sources used to produce the electrical energy consumed by Cedefop is provided below (source: electricity bills – latest data available for the year 2018).

Electricity	%
<b>1. Renewable energy</b>	30.75%
<b>2. Nuclear</b>	1.17%
<b>3. Thermo (lignite, natural gas, heating oil, Fossil fuel)</b>	68.07%

The above figures do not consider the consumption of heating oil required to heat Cedefop’s building (25,927 lt in 2018, 24,395 lt in 2019).

*Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU**

**policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**Reply:**

Reaching out in communicating the Agency's contributions to EU policy and cooperation is key for Cedefop when applying, in alignment with the European Commission, the principles of corporate communications. According to Cedefop's Programming Document, effective communication focuses on achieving the Agency's mission of *'Supporting the promotion, development and implementation of the Union policy in the field of vocational education and training (VET) as well as skills and qualifications policies by working together with the Commission, Member States and social partners'*, as it is set out in its 2019 recast Founding Regulation. Cedefop's communication strategy aligns with the Commission's DG EMPL communication unit and, where relevant, with other Agencies under DGEMPL remit, joining forces in the areas of press work, social media, publications and events, as well as concerted communication campaigns for ensuring high efficiency and maximum outreach to media and European citizens.

As member of the EU Agencies Network and its subnetwork of Heads of Communication and Information (HCIN), Cedefop is contributing to the joint effort of *'Promoting the positive impact on society achieved by the work of the EU Agencies'*, e.g. participating regularly in joint social media campaigns of all EU Agencies, like on the occasion of Europe Day (see also the joint video, *demonstrating the vital role the Agencies play in ensuring the safety and well-being of citizens*, released at [euagencies.eu](http://euagencies.eu)). In 2019 the focus of the network's activities had been very much influenced by challenges like the withdrawal of the United Kingdom from the EU, the elections of the European Parliament and the new European Commission and its priorities.

Concerning Cedefop's dedicated corporate communication activities in 2019, media monitoring counted 605 articles referring to Cedefop's achievements, of which close to 60% discussed the work done on *skills anticipation and matching*. The impact of the Agency's media relation efforts also included a number of interviews with Cedefop senior management and experts, like Acting Director Mara Brugia's wide-ranging interview to Greece's 'Athens/Macedonian News Agency', published on 20/01, expert Konstantinos Pouliakas' to UK's leading educational magazine 'Times Higher Education', published on 13/10, Executive Director Jürgen Siebel's to French VET website 'Centre Inffo', published on 18/10, and expert Ernesto Villalba's to leading Spanish business website 'elEconomista.es', published on 22/11, and to Barcelona's business radio station 'Capital Radio' on *apprenticeships and Cedefop's VET opinion survey*, broadcasted live on 11/10/2019.

Social media (Facebook, Twitter, YouTube) were also used as a main outlet for Cedefop's visibility to the media. Apart from a stable growth of followers (14.7% annual increase on Facebook and 16.8% on Twitter), Cedefop's social media posts, including data-visualisation and audio-visuals, attracted significant engagement - over 90.300 video views online. Given the Agency's remit, most of Cedefop's media exposure was in dedicated sectoral media. Vocational Education and Training (VET) is reported mainly by education and employment/business publications, which, however, appeal to a significant part of the population.

While Cedefop's work ultimately benefits citizens, its work primarily supports the European Commission, governments and social partners and the professional community in the field of VET, skills and qualifications. Given its remit, Cedefop findings are most frequently visible in policy documents, reports and papers by European institutions, notably the Commission, the European Parliament, the EESC, European social partners, other EU agencies. If you want to – for illustration purposes – compare our situation with the private sector, Cedefop is like a niche business-to-business research-and-development supplier, for which it is more important that the purchasing managers of the big consumer brands know of than the consumers themselves. And clearly: the scientific community, the policymakers and the practitioners in our field know Cedefop, demand its services, utilise its expertise and advice, and value its impact. For a public service organisation, we enjoy a relatively high Net Promoter Score of 44, confirming that Cedefop is a relevant, trusted and cherished player in its field.

The Commission's external evaluations have repeatedly acknowledged Cedefop's contributions to EU-level policy making in the field of VET. In its staff working document following the evaluation (SWD(2019)0159) the Commission confirmed that, in line with its remit, [Cedefop] is [...] *a key resource and instrument for developing and implementing EU VET policy. It also contributes to European tools in the field of education and training, such as the European Qualification Framework and Europass. The Centre also provides skills analysis and forecasting and tools for validating non-formal and informal learning.*

Take-up of Cedefop findings in Commission documents has increased over time and extend far beyond the scope of education and training and employment policies. In the period when the European Court of Auditors monitored the Agencies' visibility, these included reports and papers by DG Economic and Financial Affairs, DG Internal Market, Industry, Entrepreneurship and SMEs, DG Migration and Home Affairs and the DG for Communication Networks, Content and Technology as well as the Joint Research Centre. Cedefop work is also widely visible in academic research, publications of international organisations such as the OECD or the International Labour Organisation (ILO) or the World Economic Forum and professional media.

As regards up-take in general/mainstream media, it is worth considering that quantitative and labour-market related data are more likely to be taken up by the press than qualitative information on themes related to VET, skills and qualifications. While targeted media campaigns are useful to increase the Agency's visibility, the actual impact also depends on the general attention that national media pay to educational issues as well as policy making cycles. Leaving the Agency's remit and these aspects aside when assessing the its influence, might therefore lead to false assumptions regarding the impact.

Also, in a year of transition like 2019, when the previous legislative period was coming to an end, EU-level policy making in the field of VET was rather limited, which, to a certain extent, also affects the visibility of our Agency's impact.

The Agency's support to countries' efforts following up the recommendation on upskilling pathways was acknowledged by the opportunity to present its work to the Council and conclusions on the related implementation, which invite the Commission to draw on Cedefop's expertise. Jointly with the European Economic and Social Committee, Cedefop organises yearly policy learning fora to support this work. The outcomes of its work are amply reflected in the policy documents, as for instance in the recommendation on a quality



framework for apprenticeships which took up elements of the analytical framework that Cedefop had designed for its country reviews.

Cedefop's initiative to real-time data on skill demand derived from online vacancy notices across Europe, using big data and machine learning techniques, attracted great interest by the European Commission. In spring 2019, first results were presented at a high-level lunch discussion organised by DG EMPL. Soon after the new Commission had taken office, Cedefop was invited to present its work to Commissioner Schmitt to inform the work on the new skills agenda, which now includes a specific action on strengthening skills intelligence.

Preparation of the new EU VET policy framework adopted in 2020 was preceded by a series of reflections in meetings of the Commission's Advisory Committee of Vocational Training, Directors General for Vocational education and training and Presidency events. Papers and policy documents that Cedefop contributed to and which make use of its outcomes include the opinion by the European Commission's Advisory Committee on Vocational Training policy on the future of vocational education and training post-2020 adopted at the end of 2018, which inspired the Commission's proposal for a recommendation on VET and, subsequently, the Council document adopted in November 2020. For nearly 20 years, Cedefop expertise and the findings of its VET policy monitoring have informed the discussions of Ministers, EU social partners and the European Commissions on joint priorities for VET within the so-called Copenhagen process. Most recently, its report on the 2015-19 policy cycle, its work on the future of VET, and the position paper that Cedefop published in 2020 together with the ETF, have contributed significantly to the Osnabrück Declaration, also adopted in November 2020.

Continuously thriving to improve its performance measurement system, Cedefop intends to work with the JRC to refine the EMM search profile and, in the framework of the Agencies' performance development network, we will explore other IT and Artificial Intelligence-based solutions to improve the monitoring of Cedefop's impact on policy making.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:**

Cedefop's web portal ([www.cedefop.europa.eu](http://www.cedefop.europa.eu)) focused in 2019 on new innovative data visualisation functionalities and online tools for increased usability and outreach to the wider public. Examples include: 'Resources for guidance' a database on lifelong guidance systems and practices, providing information on current policy developments and structures pertaining to career guidance, career education and career development; the 'European skills index' (ESI), a composite indicator measuring the performance of EU skills systems; the 'Skills online vacancy analysis tool for Europe' (Skills-OVATE) with detailed information on jobs and skills employers demand in online job advertisements over 28 European countries; Cedefop's 'Skills forecast', offering quantitative projections of the future trends in employment by sector of economic activity and occupational group. These tools attract a lot of interest from web portal users, as shown by questions addressed to Cedefop. The web portal also supports multilingualism, by providing corporate information (*About Cedefop*), thematic briefing notes and online navigation in multiple languages.

In 2019, Cedefop organised 59 events with 1541 participants, as well as 15 visits of member states' delegations to keep them up to date with VET-related issues and Cedefop's role. Another important element in promoting the work of the Agency in 2019 was Cedefop's Brussels liaison office, which organised two Brussels based seminars: 'Developing coherent approaches to upskilling pathways for low skilled adults' in cooperation with the Romanian Presidency of the Council of the EU and 'Skills development of platform workers' with the Finnish Presidency. Both events attracted stakeholders from permanent representations to the EU, European institutions and other Brussels based organisations. A working lunch for MEPs and Brussels based stakeholders on the future of VET was organised in collaboration with MEP Anne Sander.

Cedefop's strategic collaboration with DG EMPL continued in 2019, focusing on joint communication campaigns, e.g. related to the *European Vocational Skills Week* in Helsinki and the #CedefopPhotoAward competition for learners in VET in the European Union, Norway and Iceland. The competition ('Tell your VET story') has proven to be an excellent tool to raise Cedefop's visibility, to engage stakeholders and to reach out to European youth and adults in initial and continuing vocational training. The participation rate increased further in 2019: submissions from 380 learners, representing 73 VET schools in 20 countries were received, and the following photo exhibitions in Helsinki and at the *60th Thessaloniki International Film Festival* were very well received by stakeholders and the wider public.

The communication focus on attractive formats, like video clips, animations and social media activities contributed significantly to an increase of public visibility and complemented the Agency's content offers to EU and national policy makers, social partners, researchers, practitioners, media and citizens. Dedicated social media campaigns via Facebook, Twitter and Instagram contributed notably to increasing Cedefop's outreach to media and wider public, e.g. resulting in more than 90.300 views of Cedefop online videos, more than 600 articles referring to Cedefop in European media, and about 72.000 downloads of the Agency's multilingual, four-page briefing notes.

## CEPOL

### *Staff policy*

**8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.**

**a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?**

**b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?**

a) CEPOL does not have a specific policy on this. The issue has been discussed in Management Team but we have reached the conclusion that there is very limited risk for the Agency in this field. CEPOL is not a rule setting or rules monitoring Agency, we train Law Enforcement Officials. There has been in its 15 years of existence, no cases where high-level staff moved from CEPOL to a private sector organisation closely related to the activity area of the Agency. Most moves are from (and to) CEPOL to either another EU or international organisation or a return to the public sector in the staff member's home country.

b) CEPOL applies the standard period of 2 years after the end of engagement during which the (former) staff member has to inform the Agency about its engagements. As indicated under a) CEPOL does not see added value to a specific policy as the revolving-doors issue is not a factor at the Agency.

**9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

CEPOL strives to recruit the best candidates for the positions offered, regardless of nationality, gender, religion or age. However, where a reserve list with multiple candidates has been established, and with small differences between the candidates on this list, the Executive Director may decide to offer a position to a candidate from an under-represented nationality.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

SNE posts in the establishment plan	SNE posts occupied end of 2019
3	7 <sup>2</sup>

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

In 2019 all seconded expert positions were filled in.

- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

Cooperating is working well, no particular issues to be reported.

### *Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

CEPOL did not set CO2 reduction targets. The agency has discussed the possibility of participating in a carbon off-setting scheme in relation to flights booked by the Agency (for both staff and participants in its training activities) but finally decided to allocate the resources that would be used for this to operational activities.

- 12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

CEPOL does not know the energy mix used for its headquarters. The Agency's host nation is, based on the headquarter's agreement, responsible for utilities. CEPOL is not involved in this.

### *Publicity and dissemination of information and knowledge from the Agencies*

- 13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

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<sup>2</sup> Additional 2 SNEs were required to ensure the implementation of the additional residential activities where CEPOL did not receive a valid application for Grants,

1 additional SNE, included to replace an AD staff member on maternity and parental leave with 0.5 FTE and another 0.5 FTE included for building projects position

1 additional SNE for project implementation – cots funded by the FPI

CEPOL's role in supporting EU security via training has continuously been promoted among its stakeholders and the general public. In 2019, this was accomplished through several events:

- Event in Brussels for Member States' Permanent Representations and EU institutions (20 March 2019)
- Event at the HQ for the Diplomatic Corps posted in Budapest (CEPOL Awareness Day, 16 April 2019)
- Annual stakeholders meeting at the HQ (26 June 2019).

Also, two other events allowed CEPOL to highlight the Agency's importance and presence among its stakeholders, as well as to raise the profile among key decision makers in Brussels: the opening of the CEPOL Cybercrime Academy, in June 2019, attended by tens of guests and specialists, representing key stakeholder institutions; and the graduation ceremony of CEPOL's European Joint Master Programme attended by Commissioner Avramopoulos, in October 2019.

#### **14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

In 2019, CEPOL shifted weight of its communication from printed publications towards electronic communication means, increasing in parallel the number of news items and articles placed on its website (with a 60% increase of original online content) and registering an average of 13 507 visitors monthly. The Agency improved its social media presence and visual representation within these channels. In 2019, CEPOL's social media followers' base increased by 43% on LinkedIn, by 66% on Facebook, and by 45% on Twitter.

## CPVO

### *Staff policy*

8. **ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.**
  - a) **What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?**
  - b) **Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?**

#### **Reply:**

The CPVO policy on prevention and management of conflict of interest covers these issues. The first mitigating measure is the obligation for outgoing staff to inform the CPVO on any new professional activity during the next two years after leaving the Office. Further to that the CPVO may, having regard to the interests of the service, either forbid him/her from undertaking the new activity or give its approval subject to any conditions necessary to address the potential conflict of interest. In the case of former senior officials, the CPVO shall, in principle, prohibit them, during the 12 months after leaving the service, from engaging in lobbying or advocacy vis-à-vis staff of their former institution for their business, clients or employers on matters for which they were responsible during the last three years in service.

9. **In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

#### **Reply:**

The CPVO always publishes its vacancy notices widely through institutional means and also through appropriate external media in all official EU languages.

10. **Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**
  - a) **How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

SNE posts in the establishment plan	SNE posts occupied end of 2019
1	0

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?
- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

The CPVO needs experts with very specific knowledge in the technical field of varieties' testing for the grant of EU plant variety rights and it has not always been easy to have responses to calls for expression of interest. Furthermore, the number of SNE posts in the CPVO is limited due to budgetary constraints.

These posts have recently been filled by temporary agent staff as the tasks carried out will be needed indefinitely.

The founding regulation of the CPVO is Council regulation (EC) No 2100/94 of 27.7.1994 on Community plant variety rights. This regulation has not been amended following the entry into force of the Lisbon Treaty. For the time being, there are no rules in the regulation on the engagement of SNEs. However, the Administrative Council of the CPVO has adopted a decision laying down rules on the secondment to the Office of national experts.

*Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply: No targets have been set**

- 12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

According to the energy supplier of the Office the origin of the energy is currently as follows: 87,7 % nuclear; 7,1% renewable (of which 5,6% hydraulic), 0,6% carbon, 3,5% gas and 1,1% fuel oil.

The CPVO has joined an inter-agency call for tender with EBA and ERA for 100 % renewable electricity from 1/1/2022, expiration date of the current contract.

## *Publicity and dissemination of information and knowledge from the Agencies*

- 13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**Reply:** At the CPVO, we have adopted a new communication strategy in October 2019. During the Agency's 25<sup>th</sup> anniversary, more media coverage has been generated. Among other things, we have given an interview to the Spanish press agency EFE, which resulted in an article published on the European media, euractic.com, and in the Spanish daily, LaVanguardia. We have given two in-depth interviews published in the specialised international publication, European Seed magazine, and another one in Flora Culture International magazine. We have also participated in a radio show presenting the CPVO with a local radio in Angers, where the CPVO is located. In addition, we have initiated a media mapping covering all EU-27 Member states. This media mapping has the objective to list both the specialised magazines and the agriculture or environment editor in major national publications. Our goal is to become more proactive in 2021 in reaching out to them and in proposing relevant news and content.

- 14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:** The CPVO recruited a communication officer in May 2019 and has adopted a new communication strategy in October 2019; since then we have been growing our social media presence with daily posts on twitter and LinkedIn. Our social media community has now grown to reach over 3,000 followers. In 2019, we have also offered and secured the participation of CPVO's President as a speaker at the POLITICO Agri & Food Summit, which took place in 2020.



## EBA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.

a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?

b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

a) When developing its new policy in response to the Ombudsman's findings, the EBA made enquiries of some other agencies in order to identify policies of the type described but no such policies were identified. The ECB has policies for its high-level officials and other staff which can be found at: [https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52019XB0308\(01\)](https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52019XB0308(01)) for ECB decision-makers and high-level officials, and at <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020XB1106%2801%29> for other staff.

b) The EBA adopted a new policy on 21 August 2020 which provides guidance on when prohibitions may be used in order to provide 'cooling-off periods' for senior staff. See, in particular, paragraph 6 of the EBA's decision at

[https://eba.europa.eu/sites/default/documents/files/document\\_library/Publications/Decisions/Decision%20on%20concerning%20guidance%20on%20the%20assessment%20of%20post-employment%20restrictions%20and%20prohibitions/936273/EBA%20DC%202020%20350%20-%20Application%20of%20post-employment%20restrictions%20prohibitions.pdf](https://eba.europa.eu/sites/default/documents/files/document_library/Publications/Decisions/Decision%20on%20concerning%20guidance%20on%20the%20assessment%20of%20post-employment%20restrictions%20and%20prohibitions/936273/EBA%20DC%202020%20350%20-%20Application%20of%20post-employment%20restrictions%20prohibitions.pdf)

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

The EBA's recruitment and selection procedures endeavour to employ personnel from the broadest possible geographical basis among nationals of the 28 EU Member States and the countries in the European Economic Area, namely Iceland, Liechtenstein and Norway.

All of the available posts are published on the EBA's website: <https://eba.europa.eu/about-us/careers> as well as on the website of EPSO, EuroBrussels, EU Training and EurActiv in order to reach candidates across a wide geographical range. A new process has been developed at the end of 2020 and will be complemented in 2021 to i) ensure an appropriate nationality balance at every

stage of the selection procedures (application phase; shortlisting phase; selection and reserve-list phase), and ii) raise awareness of EBA’s position within all Member States.

The EBA currently employs staff of 28 different nationalities. There is no national quota system in operation.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

**a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

SNE posts in the establishment plan	SNE posts occupied end of 2019
17	15 filled positions on 31/12/2019 and 4 offers for SNEs to take up duties in the first quarter of 2020

**b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**

All posts were filled on an ongoing basis, except for very short periods of time due to the timing of incoming and outgoing Seconded National Experts (SNEs).

**c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

In addition to engaging SNEs, the Authority is also fortunate to be able to rely on a very large number of experts from national competent authorities in a wide range of areas and at various levels of seniority, who actively contribute to the work of its Standing Committees and of the sub-structures under these committees. These experts play a key role in the implementation of the EBA’s tasks as foreseen in its founding regulation.

*Agencies’ climate footprint*

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

The EBA is actively engaged in preparing for an EMAS certification, which it expects to obtain in 2021. In that context, the Agency has defined preliminary CO2 reduction targets which will be reviewed as part of its environmental certification next year. The EBA also had a discussion on the targets to adopt in the context of its multi-annual programming for the years 2022-2024 (the Single Programming Document) at its December 2020 Board of Supervisors.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

Currently the EBA uses 100% nuclear energy-produced electricity from a French provider. The Authority plans to procure 100% energy from renewable energy sources (RES) through a new contract which is foreseen to be in place as from June 2021.

### *Publicity and dissemination of information and knowledge from the Agencies*

- 13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

The EBA regularly organises bilateral briefings and interviews with the media and with other stakeholders to communicate the importance and the benefits of its work, for both the financial community and the public at large. EBA's chair is regularly invited by international financial media. The EBA is often mentioned in the context of its EU-wide banking stress test exercises. The international press regularly highlights the detailed information provided by the EBA to the public on the situation of EU banks. The EBA was also in the news in relation to its several responses to COVID-19 (e.g. its guidelines on moratoria and public guarantees for loans). It was also praised by the press and analysts for its work on transparency. The EBA would like to highlight the positive feedback received on its work through targeted communication campaigns on its social media platforms, such as Twitter or LinkedIn. The situation can however further improve and transparency will continue to be one of the key objectives of the Authority.

- 14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

#### **PUBLICATIONS**

In 2019, the Communications Team promoted with the specialised press a large number of EBA publications and projects. Such publications include the Transparency Exercise and Risk Assessment Report, the monitoring of Basel implementation, financial technologies and sustainable finance, anti-money laundering, and Annual Report. As a result, 130 news items and press releases were published.

#### **COMMUNICATION MATERIAL**

In liaison with the Publications Office of the European Union, the EBA started producing infographics and factsheets on various themes of interest to provide information on how the EBA work can benefit EU citizens. By the end of 2020, a series of podcast will also be made available.

#### **INTERVIEWS and BRIEFINGS with the press**

Throughout the year, the EBA Press Office organised 46 interviews and background briefings with journalists. The Authority has featured on financial pages of many notable European and international media outlets, thus expanding its coverage. Briefings and interviews were organised either reactively or proactively, based on the EBA outputs that, in the light of specific relevance or sensitivity, were deemed to require dedicated media activities.

### **PROMOTION through social media channels**

In 2019, the EBA's Twitter in LinkedIn profile continued to increasingly generate attention. During this period, it gained 2.150 new followers on Twitter, bringing it together to over 10.400 total followers. The LinkedIn followers counter in end-December showed more than 41.000 followers. In order to reach out to specific audiences and to add a personal touch to the EBA social media activities, the Communication team has launched the Chairperson's official LinkedIn account. By August 2020, the profile has gained a total of 3,071 followers.

2019 was a very successful year also in terms of notable activities, as the campaign on the Authority's relocation to Paris (under the hashtag #EBAinParis) gained 15,688 impressions and 1,026 engagements. In addition, the EBA has actively promoted its core and ad-hoc publications, namely the advice on the implementation of Basel III in the EU, Roadmap on the risk reduction measures package, EU-wide Transparency Exercise and Risk Assessment Report, and the Action Plan on Sustainable Finance.

The EBA is currently working on its social media and digital strategy.

## EASA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **Reply:**

- a) EASA has adopted by analogy the Commission Decision C(2018) 4048 of 29.06.2018 on outside activities and assignments and on occupational activities after leaving the Service and follows it scrupulously.
- b) Upon leaving EASA, staff members shall sign a declaration to acknowledge that they are aware of their continuing obligations to the Agency, in particular under Articles 16, 17, 18 and 19 of the Staff Regulations. For a period of 2 years after leaving EASA, former staff members wishing to take up an assignment or outside activity shall inform the Appointing Authority. After the permission has been granted, former staff members shall inform the Appointing Authority without delay of any change of circumstances.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

#### **Reply:**

EASA is engaging its resources on the basis of widest possible geographical principle and does not apply nationality quota. We are monitoring the geographical balance closely. When advertising new vacant positions, the agency is disseminating its openings through the network of MS representations and organising targeted on-line publication campaigns in order to reach out to the widest possible candidates' base within the targeted profiles.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

**a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

SNE posts in the establishment plan	SNE posts occupied end of 2019
24	17

**b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**

**c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

**Reply:**

b) The vacant posts are filled considering the business needs, the lack of internal resources and budget availability; in some cases, EASA was unable to find a SNE due to the lack of availability in the NAAs. In other cases, part of the work of the Agency has been outsourced to NAAs' experts without the need to engage on a long-term secondment.

c) EASA engages with the Management Board and individually with the NAAs in order to seek for availability of experts.

### *Agencies' climate footprint*

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:**

Target for reduction of CO2 in the area of missions is set in a way of encouraging the use of other communication methods (e.g. videoconferencing) in lieu of travelling. To facilitate this, in addition to already existing equipment, a project to enhance videoconferencing facilities in the EASA conference centre is ongoing. Where possible, travel by train is preferred (with Deutsche Bahn using 100% "green energy" for its long-haul trains). It is foreseen to review the travel policy to implement further steps aimed at the reduction of missions related CO2. We also offset electricity consumption (RheinEnergie Ökostrom).

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

Electrical energy is 100% renewable (RheinEnergie Ökostrom), while heating energy used is efficient district heating (Fernwärme), which is produced using 100% fossil resources (natural gas and oil).

### *Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

#### **Reply:**

EASA has in 2019 increased its visibility with a more targeted approach to communicating with media and the public, including a more targeted social media strategy to raise the awareness of the public to the activities of Agency. In addition to the communications, on the website and by email, and numerous annual events organised by the Agency, EASA also launched a safety campaign on Unruly passengers named "Not on my flight". This received increased media attention and over 60 European Authorities, Associations, Airlines and Airports joined the campaign extending the reach of the campaign to their stakeholders and national media.

Following the tragic accidents involving Boeing 737 MAX, EASA was instrumental in leading Europe' decision-making in not only grounding the aircraft but also leading the activities ensuring that the aircraft would only return to service once it has been deemed safe for the European citizens and passengers. Europe received global attention by media, who reported on the increased influence not only national decision-making but also having become a reference for other aviation authorities internationally.

EASA also showed its contribution to EU policy and cooperation by being the first region in the world to have a comprehensive set of rules ensuring safe, secure and sustainable operations of drones.

In addition to the above the Agency recruited a new Head of Communications to strengthen the external communication with the aim to increase the visibility of our contributions.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

#### **Reply:**

In addition to the points mentioned in our answer to question 13, the Agency reviewed its communication strategy to include a stronger social media strategy and a redesign of the EASA website. The redesign of the EASA website project was commenced in 2019 and launched in 2020, the website has a more proactive approach, offering the facility to push information to the stakeholders rather than requiring them to search for information.

## EASO

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.

a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?

b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **Reply:**

Due to the non-for-profit nature of the core business of EASO, it is considered low priority for the agency to implement such a policy.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

#### **Reply:**

EASO is using a large variety of channels to promote its vacancies, including extensive use of social media, to reach the largest possible audience. In 2019, EASO had staff from 27 EU Member States and Associated Countries.

However, some nationalities are less represented. It appears that structural factors, such as geographical proximity, the relative differences in correction coefficients and national unemployment rates play a role.

10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:

a) How many posts for national experts do the Agencies dispose in the establishment plan and

SNE posts in the establishment plan	SNE posts occupied end of 2019
-------------------------------------	--------------------------------

11

10

how many were occupied in 2019?



- b) In case of vacant posts for national experts,
- 1) what are the main reasons for not filling all posts;
  - 2) have these posts been filled by other categories of staff?
- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

b.1) EASO filled in 2019 10 out of 11 posts, which corresponds to near full occupancy of posts. Moreover, EASO endeavours to fill all vacant posts as soon as possible.

b.2) EASO fills SNE posts only with Seconded National Experts.

c.) EASO is implementing all aspects of its mandate (operations, training, expert networks, information management, development of tools and guidelines) through practical cooperation with national authorities. While in general participation of MS in EASO activities is excellent, the deployment of national experts in EASO field operations to support MS under particular pressure remains consistently insufficient. The issue is regularly discussed with relevant national authorities, the EASO Management Board and the Commission. EASO is currently working on alternative deployment options to address this systematic shortage.

### *Agencies' climate footprint*

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:** No targets were set yet, hence no results to report.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy,**

**2. nuclear, 3. thermo)?**

**Reply:** N/A

### *Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and**

**the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**Reply:**

EASO takes each opportunity to be represented at meetings in the European Parliament and in the Council. Whenever an invitation to participate is received, EASO is ready to provide requested information related to asylum matters or to report on the functioning of the Agency while an appropriate level of representation is ensured. Regular meetings are also held with the European Commission. In the recent years and in view of the foreseen reform of CEAS, which includes also a new mandate for the Agency, EASO had intensified contacts with the decision-makers, formally and informally.

The Agency acts as a true centre of expertise on asylum and thus produces and promotes different studies to support evidence-based decision-making process at European as well as at the national

level. EASO was very active in 2019 (and 2020) in making its communications more relatable to the general public, including a special emphasis on delivering outreach campaigns on EASO data and reports, as well as operational support. Particular emphasis was placed on audio-visual formats of delivery. EASO's Latest Asylum Trends, Special Reports, Annual Trends Analysis Reports and Annual Asylum Reports became staple public and press products in 2019, being picked up by major news wires (ex. Reuters, AFP, AP) and all major national media houses. A particular notable increase in reporting was noted in the Spanish-speaking world (Central and South America), as well as – to a lesser degree - Far East Asia (notably China, South Korea and Japan). In 2019, Germany was the highest market of press reporting on EASO, followed by Greece. Notable presence was also recorded in 'frontline' Mediterranean Member States, as well and the United States of America.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:**

In parallel to the above, the Agency overhauled its communications strategy, which emphasised social media as a primary dissemination outlet, both on the activities of EASO as well as the output of its research and findings in its reports. Simple messaging and a heavy use of in-house audio-visual products have led to dramatic improvements. In 2019 the average monthly reach of EASO's social media channels increased by 513% (284,00/month to 1,739,400/month), while the reach of reporting on EASO in the press almost doubled for the second consecutive year (4.5 billion to 8.2 billion). The reach of online reporting on EASO in 2017 stood at 2.1 billion.

It is worth noting that the momentum has been both sustained and indeed redoubled in 2020, including with regard to the public dissemination of EASO research, analysis and reports. As of 8 December 2020, online press reporting on EASO has reached an audience of 15.75 billion. This is the third consecutive year (approximate) doubling the online press reach of the previous year (a cumulative 650% increase from 1 January 2017).

## ECDC

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### Reply:

- a) Upon leaving the service, staff members need to declare the new activity. The Director assesses on a case by case basis whether the new activity can be undertaken.
- b) The Director assesses on a case by case basis if and how long a possible quarantine should be and/or other measures to avoid any conflict of interest situations.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

#### Reply:

ECDC had 27 Member States represented at 31 December 2019. Upon appointment of new staff members, the Director takes the geographical balance into consideration.

10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:

- a) How many posts for national experts do the Agencies dispose in the establishment plan and

SNE posts in the establishment plan	SNE posts occupied end of 2019

how many were occupied in 2019?

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

- a) At 31 December 2019, the Centre had 1 SNE.
- b) SNEs are not part of the ECDC's establishment plan, but based on an annual anticipation regarding the number of possible SNEs that the Centre may get. However, since SNEs are primarily coming from the Member States' national institutions (and normally within the same operational area as the agency operates in) it depends on the availability of these institutions to make their staff available to come to the agency for shorter or longer periods.

The ECDC has a yearly plan which provides an estimate of the number of SNEs, however, both the number of SNEs as well as their professional area and level of competence depend on what the national institutions can offer. The most common reason of low intake of SNEs is that the Member States lack resources to second.

- c) The Centre collects this information from the MS indirectly through a series of consultations of the ECDC Single Programming Document (Advisory Forum, Coordinating Competent Bodies, Management Board). However, ECDC is now developing a new framework for country cooperation in order to be more acquainted with the circumstances in the MS, and through this the Centre could also have a better view on the availability of experts.

### *Agencies' climate footprint*

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:** ECDC has not set CO2 reduction targets. However, in June 2020, ECDC performed an environmental assessment and was subsequently working on achieving EMAS certification. The environmental assessment established that travels related to missions, meetings, recruitments and trainings represented the major source of CO2 emissions for ECDC, with a critical environmental significance factor of 76 (out of 100). In 2019, CO2 emissions related to staff missions was reduced by 0,75% compared to 2017, and 18% compared to 2018. Due to the Covid-19 pandemic, and the reduction of staff missions and meetings, we can safely say that ECDC CO2 emissions related to travels have been reduced to a non-relevant environmental significance factor in 2020.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:** 100% of the ECDC electricity is provided by hydro powered energy.

The ECDC premises are equipped with energy-efficient glass windows optimizing daylight admission and reducing solar heat. Light sources are mostly of LED with occupancy sensors and daylight control systems.

### *Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**Reply:** In the coming years one of the key objectives of the Centre is, through the implementation of its Strategy 2021-2027, to provide decision makers and public health practitioners in the EU and in the MS the tools to make evidence-based decisions and to change practices. In 2020 ECDC Management Board approved a set of strategic key performance indicators (KPIs) to monitor the impact of the implementation of the Strategy. To collect the data for these KPIs the Centre will e.g. carry out regular stakeholder surveys.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:** During 2019 the Centre has concentrated its external communication efforts in the area of public visibility and online presence through increased social media and web activities.

## ECHA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **Reply:**

When leaving the service of the Agency, members of staff have to notify new occupational activities for the first two years. ECHA can forbid the new activity or impose conditions. For high-level officials (senior managers) there is an effective ban for the duration of at least 1 year to engage in advocacy activities towards the Agency.

In 2019, 36 staff members left ECHA: 18 of them went to work for another EU institution, body or agency. Two staff members moved to a national public administration or international organisation. Seven staff members moved to the private sector or started self-employment and in six of these cases, the Agency saw it necessary to impose specific conditions.

In the remaining nine cases, ECHA has not (yet) been informed about a new occupational activity, as the departure was due to unemployment after resignation, retirement or permanent invalidity. None of these cases concerned the retirement of a member of senior management.

An overview of the post-employment decisions of all former senior managers is published on the ECHA website, including their names, date of departure, positions, their foreseen new occupational activities and the outcomes of ECHA's assessments.

9. **In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

#### **Reply:**

ECHA monitors the geographical balance of its staff. If certain nationals of EU Member States are underrepresented in the organization, the vacancy notice for future selections is adjusted accordingly. ECHA's commitment to diversity is highlighted in a dedicated section for equal opportunities in the vacancy notice. Furthermore, qualified candidates of under-represented nationalities are encouraged to submit their application. Following paragraph is present in all vacancy notices:

‘ECHA is an equal opportunity organisation which welcomes applications from qualified professionals all over European Union and European Economic Area. We are committed to achieving diversity in terms of gender, nationality and culture, as the diversity of ECHA’s staff is essential to the Agency’s success. We, therefore, encourage qualified women and members of other under-represented groups (i.e. nationals of Croatia and Luxembourg) with profiles relevant to the job to submit their application. Irrespective of their gender or nationality, applicants who are judged to be the most suitable, based on the assessment in the selection process, will be placed on the reserve list.’

ECHA also aims to disseminate its vacancy notices on EU-wide platforms with the objective to reach as much potential candidates as possible from any of the EU Member States.

ECHA also plans to take the following additional actions (as reflected in the Planning Document):

- Raise awareness of managers regarding diversity and inclusion through dedicated content in management seminars and sharing best practices;
- Raise awareness of external audience of ECHA’s commitment to diversity, inclusive organisational culture, well-being and work-life balance through social media and revamp of the ‘Jobs’ section on ECHA website;
- Geographical balance of staff is considered at the stage of recruitment.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

**Reply:**

- a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

SNE posts in the establishment plan	SNE posts occupied end of 2019
15	4

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

- 1) Budgetary reasons and unsuccessful selection process due to low number of applications or applicant profile didn’t match the Agency’s needs.
- 2) In the past some SNE vacancies have been compensated with recruitment of CAs.

- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

We acknowledge the economic situation of the Member States, which has affected the availability of experts for the Agency. Furthermore, ECHA's budgetary situation did not allow for all posts to be filled.

### *Agencies' climate footprint*

**11. Has your Agency set the CO2 reduction targets and until when should they be reached?  
What results were achieved in 2019 compared to the two previous years?**

**Reply:**

(i) Has your Agency set the CO2 reduction targets and until when should they be reached?

Promoting the sustainable use of resources through a sound environmental management is an integral part of the Agency's management system. ECHA is certified to ISO 14001:2015 since 2016. Our environmental performance is measured through the consumption of natural resources, and the generation of waste and emissions, including CO2.

To achieve our objectives, ECHA has implemented an Environmental Work programme (EWP) which runs over three years. The current EWP runs from 2020 to 2022 and sets the priority to further reduce ECHA's CO2 emissions by the end of 2022, and namely to reduce:

- 1) Building CO2 emission by 20% from 2019 levels;
- 2) Travel (meeting participants) CO2 emission by 75% from 2019 levels;
- 3) Travel (staff missions) CO2 emission by 50% from 2019 levels.

Furthermore, ECHA's Executive Director has pledged the Agency to be carbon neutral by 2030.

(ii) What results were achieved in 2019 compared to the two previous years?

During the period running from 2017 to 2019 when the CO2 reduction target was set at 5%, ECHA's carbon footprint was reduced by 5,7%.

<b>Year</b>	<b>CO2 (tons)</b>
2017	2466
2018	2331
2019	2323

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

100% of ECHA's electricity supply comes from renewable sources (Nordic Hydro-Electricity).



## *Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

### **Reply:**

ECHA builds and maintains public trust in science-based decision making and in this context strives to further increase its visibility by fine-tuning its tone of voice and to further consolidate its reputation in the media. The Agency gathers feedback on the Agency's performance, including on new activities of the Agency, from stakeholders through surveys and by daily media and social media monitoring. ECHA is acting on the feedback received and established a performance indicator on ECHA's activities overall with the aim of showing an increasing positive trend for its reputation.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

### **Reply:**

Overall ECHA maintained in 2019 its resource used for public visibility and online presence. The resource constraints and ECHAs priorities do not allow for an increase.

Throughout 2019, ECHA communicated actively to the public through its website, news and media work, social media, webinars and videos on important on-going EU activities. The Agency focused increasingly on social media with visual content and videos to promote chemical safety and ECHA's work to the citizens.

ECHA continued proactive work with media – for example, with interviews of its Executive Director. In 2019, ECHA published 17 press releases and 48 news releases. These resulted in 4 551 articles in online and print media. ECHA handled 409 media enquiries and organised 88 interviews. Its media coverage was positive or neutral – only 2% of the coverage was negative.

The number of people following ECHA on social media channels increased significantly. The annual growth in LinkedIn was 78%, 21% on Twitter, 15% on Facebook and 14% on YouTube. In addition, ECHA started to actively encourage its staff to be ambassadors on social media. By the end of 2019, more than 100 staff members were actively sharing ECHA's content via their personal social networks, thus widening the Agency's reach and audiences. Aiming to reach out to as much people as possible when communicating high priority topics, ECHA has also had sponsored campaigns on social media to for example raise awareness of nanomaterials among EU citizens and to promote the free data bases available to professional audiences.

Several articles were published on ECHA's "Chemicals in our life", a website meant for the general public with information in a layman language about the world of chemicals and their impact on our society and daily life of EU citizens.

Also the main ECHA website as well as the European Union Observatory for Nanomaterials and the Poison Centres website were enhanced with interactive content to enrich users' web experience. There was an all time high annual increase (1,6 million visitors) in number of visitors of the ECHA main website. The total number of visitors in 2019 was 5 million (3,4 million in 2018). The ECHA main website was updated daily on average 5 times with new information. And several features were improved to get it more customer-friendly.

The audio-visual communication was also increased to reach out larger audiences, and almost 300 audiovisual products (videos, animations, webinars) were produced on different topics relevant to chemicals and their impacts and published to increase awareness among EU (and worldwide) citizens.

## EEA

### *Staff policy*

8. **ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.**
  - e) **What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?**
  - f) **Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?**

#### **EEA Reply:**

- a) EEA has one position which falls under the definition of "senior officials" (high-level official) according to Art. 16 SR which only applies to the Executive Director. The Agency has a policy on preventing and managing conflict of interest where attention is drawn to Article 16 SR and the options available to the Agency to either forbid or authorise subject to condition the envisaged activity.
  - b) The EEA has no particular policy regulating transitional periods in such case but applies the above mentioned policy according to which a transition period can be invoked according to Art. 16 SR.
9. **In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

#### **EEA Reply:**

As an employer, the EEA is committed to the European Union's regulatory framework and does not discriminate on any grounds such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation.

In order to give equal opportunities to candidates from all regions across the EU, the EEA publishes in all languages on the EPSO website and sends regularly information on open positions to the National Focal Points and invites them to distribute the vacancy notice in their countries and inviting interested candidates to apply.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

d) How many posts for national experts do the Agencies dispose in the establishment plan and

SNE posts in the establishment plan	SNE posts occupied end of 2019
<b>20</b>	<b>19</b>

how many were occupied in 2019?

- e) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?
- f) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**EEA Reply:**

General remark: The EEA is of the opinion that it is mutually beneficial for both the Agency and for Member States to engage SNEs. For that reason, the EEA has a long standing practice to engage SNEs and the Agency requests approval of such posts to the budgetary authorities. However, the EEA's founding regulation does not mention an engagement of SNEs.

- a) SNE posts in the establishment plan = 20  
SNE posts occupied end of 2019 = 19
- b) 1) One position remained unfilled because no there were no application received to one profile. 2) The work area was absorbed by the unit, so this post was not filled by other categories but distributed among the existing staff.
- c) As mentioned above, EEA's founding regulation does not foresee or requires an engagement of SNEs for its tasks. The Agency does therefore not assess the availability of SNE experts. The Agency identifies the profiles for the engagement of SNEs and communicates these to the Management Board and invites its members to distribute the call details in the ministries or relevant national bodies inviting citizens to apply to the SNE call. EEA has in general no difficulties in getting qualified SNE and highly appreciates the cooperation with EEA member countries.

***Agencies' climate footprint***

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**EEA reply:**

In its Environmental Management Programme 2020, the EEA commits itself to a zero-growth target for 2020, based on a 5-year rolling average 2015-2020. This is an annual target that is reviewed in the annual management review.

In 2019, the EEA's greenhouse gas emissions from business travel and meetings have been reduced by 8% compared to 2018, by 15% compared to 2017 and by 5% compared to the 5-year rolling target

of average 2014-2019. The EEA's CO<sub>2</sub> emissions for business travels and missions are offset. The carbon-offsetting scheme is managed by the EEA's travel agent Business Travel Specialist and the offsets are currently used to support Gold Standard energy efficiency projects in Africa.

In December 2020, the Senior Management Team of the EEA approved to raise the EEA's ambition level to becoming a climate neutral organisation, the conditions for this ambition, including the determination of a target year will be subject to a consultancy study in 2021.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**EEA Reply:** (source = [Final draft EMAS Environmental statement 2019](#) 30/4/2020)

In Denmark, where the EEA is located, around 60% of the fuel mix for electricity are generated from renewable sources and biofuels, 20% from coal and 7% from natural gas, however, the EEA is purchasing electricity from 100% renewable energy sources via the renewable Energy Certificate System (RECS). For district heating, around 60% of the heat is produced from renewable energy sources. The next largest shares are natural gas and coal.

The EEA is part of the Copenhagen Municipality, which is committed under its Climate Plan 2025 to be CO<sub>2</sub> neutral by 2025. The municipality has achieved a reduction in CO<sub>2</sub> emissions of 42 % since 2005, partly as a result of the transition to energy production from biomass and wind. The current energy provider delivers more than 70% of the power from renewables, mainly wind energy.

In addition, for the last 15 years the EEA bought electricity from renewable sources (wind energy) through the renewable energy certificate system (RECS). For 2019, the expected annual electricity consumption of 633 MWh was invoiced on the actual monthly consumption rather than an annual fixed invoice. As such the Agency is saving costs and 100 % of its energy comes from renewable sources.

*Publicity and dissemination of information and knowledge from the Agencies*

**13. [The ECA Special Report on the Future of Agencies \(SR 22/2020\)](#) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**EEA Reply:**

The EEA topics are of high interest to policy makers and the society at large. EEA's media monitoring analysis show a more positive picture on media visibility: Throughout the years and in 2020, we see steadily growing media uptake as well as social media reach and engagement levels across Europe. Our work is moreover increasingly reported on in top media outlets. For example, the total number of media articles were 14.152 at the end of 2019. By the 3rd quarter of 2020, already 17.496 articles have been published. The combined social media followers across Twitter, Facebook and LinkedIn reached 114.046 at the end of 2019. By the end of September 2020, we already reached 171.072

combined followers, i.e an increase of 50%. We also register around 300 references annually to the EEA work in key policy documents by EU stakeholders including the European Commission, Parliament, and the Council. Those references often address the EEA's role as partner in assessing progress towards environmental targets and evaluation of legislative measures, thereby contributing to policy implementation or framing.

Some recent key examples illustrate the points:

- The EEA Air quality assessment published in late November 2020 gathered a high number of articles in high profile media (more than 2000 in the first week) and social media.
- The EEA State of the Nature report, published in October 2020 was featured in 57 mainstream media articles in total and generated over 700K impressions.
- The “Healthy environment, healthy lives” report on the effects of the environment on the health and well-being of citizens in Europe, published on 8 September 2020 generated over 2.300 news articles in the first week of its launch and an influx of social media posts. It featured in highly influential media, such as NYTimes, The Guardian and BBC. One of the EEA posts generated over 1.1K tweets. A post by BBC generated over 44M impressions, while the published report peaked at around 50M impressions in total.
- The decrease of air pollution during the COVID-19 lockdown has been a central environmental topic during the last weeks of March 2020 and data and statements published by the EEA have been quoted.
- The EEA's story map compilation of maps on the effects of climate change on different regions of Europe in February 2020 created an influx of mentions on February 10. The story had a broad spread both on social and online media.
- The EEA flagship European Environment State and outlook SOER 2020 report was launched at the Council of the European Union in December 2019, complemented by a press conference with Vice President Timmermans and Commissioner Sinkevičius on 5 December 2019. In its first week, SOER boasted over 6 000 media and social media entries, with coverage in leading global and national news outlets, especially in Belgium, Germany, Spain, the UK and the US. Many policy actors referred to SOER 2020 as the main evidence underpinning the European Green Deal proposal. Outreach continued in 2020, in particular on social media and through events in member countries.

The demand for staying relevant for and interacting with EU citizens is growing. Meeting such demands remains challenging in a context of budget constraints. The EEA responds to this requirement with professional public communications via the regular outreach channels including an increased focus on social media. The EEA strives to continuously to improve its media relations – with sharp messages and modern professional interactions with journalists. Another approach is to collaborate with EU institutions, the EEA member countries and wider actors to develop tools and networks enabling them to spread the messages about the state of the environment via networks of environmental communicators. The EEA implements an annual photo competition that attracts a new and younger audience. The photos are being actively used in EEA products. The annual ‘Signals’

publication addresses current environmental topics and explains what the EU and member countries are achieving to address them, in 2020 with a focus on zero pollution in Europe. In 2020 the EEA also increased the use of online dialogue formats such as ‘Corona debates’, ‘ask an expert sessions’ on its social media channels that are popular with our audiences. In 2020 there are also several horizontal processes ongoing, aiming to pave the way towards even more impactful external communications, such as a stakeholder needs analysis, a product review and a revision of the EEA website and elaborations on a new EEA communications framework.

#### **14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

##### **EEA Reply:**

In 2019, in the context of professional communications and outreach, the EEA undertook several initiatives to increase their public visibility and online presence.

In addition to regular media outreach, significant efforts went into the launch of EEA's flagship ‘State and outlook on Europe’s environment – SOER 2020’ report in December. In its first week, SOER reached over 6 000 media and social media entries, boosted by coverage in leading global and national news outlets, especially in Belgium, Germany, Spain, the UK and the US. Many policy actors referred to SOER 2020 as the main evidence underpinning the European Green Deal proposal.

The annual ‘Signals’ publication addresses current environmental topics and explains what the EU and member countries are achieving to address them, in 2019 with a focus on land and soil in Europe. In 2019 the EEA participated in eight exhibitions, often with partners — from Green Week to the Clean Air Forum.

In relation to the 25th EEA anniversary in June 2019, an online Anniversary book was published and widely distributed, looking back at the achievements of the Agency and pointing to challenges ahead.

The EEA implements an annual photo competition that attracts a new and younger audience. The photos are being actively used in EEA products.

The EEA continuously develops its online channels be it on social media or via online dissemination and the website and reaches continuously growing engagement levels. The main platforms used now are Twitter, Facebook and LinkedIn, with more than 100,000 followers at the end of 2019. Initiatives such as ‘meet an expert’ live on Facebook have helped in reaching and interacting with an ever-growing audience on social media. The EEA website continues to be the main access point for our knowledge with almost daily updates. In 2019 the structure has been revised and new templates with increased visual and interactive features have been introduced addressing today's user habits. The EEA website registered more than 6 million web sessions in 2019 – a 50% increase compared to past years.

## EFCA

### *Staff policy*

- 8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.**
- c) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?**
- d) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?**

### **Reply:**

Please note that the approach at EFCA concerning occupational activities after leaving the service is as follows.

EFCA applies by analogy Commission Decision C(2018) 4048 of 29 June 2018 on outside activities and assignments and on occupational activities after leaving the Service. In accordance with Article 20(1) of the referred Commission Decision, all staff members, including former staff members, must inform EFCA beforehand of their intention to engage in an occupational activity, whether gainful or not, by using a specific form. This obligation applies for two years after leaving the service. If that activity is related to the work carried out by the staff member during the last three years of service and could lead to a conflict of interest with the legitimate interests of the institution, the Appointing Authority may, having regard to the interests of the service, either forbid him or her to undertake it or give its approval subject to any conditions it thinks fit. The form mentioned in article 20(1) of the referred Commission Decision is provided to staff members before they leave the service.

The Commission Decision as well as related information for staff are available on the EFCA intranet. All staff members must regularly follow a training on ethics and integrity. The obligations under article 16(2) of the Staff Regulations are covered at that training.

Before leaving the service, staff members are reminded of their obligations under article 16 of the Staff Regulations. In particular, on leaving the service, staff members must sign a confidentiality undertaking provided by the Appointing Authority, stating that they are aware of their continuing obligations to EFCA, in particular under Articles 16, 17 17a, 19 of the Staff Regulations and, as appropriate Articles 11 and 81 of the CEOS.

As laid down in paragraph 3 of the same article, the activities expressly listed as examples under Article 4, paragraph 3, do not constitute occupational activities within the meaning of Article 16, second paragraph, of the Staff Regulations provided that:

- (a) they do not give rise to lobbying or advocacy vis à vis staff of their former institution;



- (b) are not remunerated;
- (c) are carried out in the staff member's personal capacity.

Moreover, in accordance with article 21(2) of the referred Commission Decision, when assessing the possibility of any actual or potential conflict of interest, the Appointing Authority takes into account factors such as:

- (a) any relation between the occupational activity and the work carried out by the former staff member during the last three years of service;
- (b) whether the occupational activity would involve working on specific files for which the former staff member was responsible during the last three years of service;
- (c) whether the occupational activity would risk harming the reputation of the former staff member and EFCA, for example by retroactively casting doubt on the former staff member's impartiality while he or she was still in service, thereby tarnishing EFCA's image;
- (d) the quality of a future employer (for example whether it is a public authority or a private/commercial company) or the situation of self-employment;
- (e) whether the envisaged activity would involve representing outside interests vis-à-vis EFCA;
- (f) whether or not the envisaged activity is remunerated.

Following paragraph 6 of the same article, for former senior officials<sup>3</sup>, the Appointing Authority shall, in principle, prohibit them during the first 12 months after leaving the service from engaging in lobbying or advocacy, vis-à-vis staff of their former institution, on behalf of their business, clients or employers on matters for which they were responsible during the last three years in the service. This is without prejudice to a possible "cooling off period" as in paragraph 3(b).

Thus, the criteria for assessing whether the activity should be forbidden in the interest of the service, are known to all staff at EFCA, including the Executive Director. It must be noted that in the case of EFCA, only the Executive Director falls under the definition of 'senior officials' under the referred Commission Decision. In accordance with Article 32(2)(a) of EFCA's Founding Regulation, the Administrative Board is the Appointing Authority for the Executive Director. Thus, as mentioned above, the Executive Director must ask permission to the Administrative Board to engage in an occupational activity after leaving EFCA. The Administrative Board deals with such requests on a case-by-case basis. If, from the information provided by the leaving staff member or other sources, it was clear that he or she would engage in an activity that created a conflict of interest, then the Administrative Board would ensure to cut off their access to confidential information with immediate effect, and take any necessary follow up action that would be required.

In this context, it should be noted that EFCA uses ARES, a document management system for the handling of sensitive non-classified information. ARES access and user rights are linked to the position a staff member occupies and adjusted/ terminated where the staff member moves to another position or leaves EFCA.

Moreover, Article 17 of the Staff Regulations obliges staff members and former staff members to refrain from any unauthorised disclosure of information received in the line of duty, unless that

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<sup>3</sup> The term 'senior officials' refers to officials occupying functions corresponding to the basic post of Director-General in grades AD16 or AD15 as well as those occupying functions corresponding to the basic post of Director in grades AD15 or AD14. Basic post in this context, and in accordance with Annex 1 of the Staff Regulations, means all positions falling within the function group of Director-General or Director, as the case may be.

information has already been made public or is accessible to the public. As mentioned above, staff members are requested to sign a confidentiality undertaking to that respect, upon leaving the service, and also when entering the service.

In addition, staff members dealing with non-classified sensitive information sign a specific declaration of confidentiality and absence of conflict of interest, e.g. when taking part in a recruitment or procurement procedure or a selection of external experts under a call for expression of interest.

Finally, any failure of a staff member or former staff member to comply with these obligations, whether intentionally or through negligence on his or her part, makes them liable to disciplinary action.

**9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

**Reply:**

EFCA uses the publication means within its limited resources. Vacancies are published on EFCA and EPSO websites and advertised within the EU Agencies Network.

In order to facilitate integration of expatriate children in the local schools, EFCA maintains a scheme for provision of tuition in mother-tongue languages and supplementary support for Spanish and English. The scheme is successfully run-in collaboration with the schools, and well received by parents and children alike. Furthermore, a period of 2 years of exemption from Galician language for children is being granted.

Since the composition of reserve lists is based on remit, the very high number of applicants from Spain and high number of applicants from Portugal is reflected in the composition of the reserve lists.

Finally, the fact that Vigo is a remote place with low possibilities for spouses/ partners to find work causes significant challenges for EFCA outside of its remit in attracting qualified staff from abroad.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

**a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

SNE posts in the establishment plan	SNE posts occupied end of 2019
In the 2019 Single Programming Document, 4 SNE were mentioned as authorised under the EU budget, with the footnote “Based on budget availability, EFCA’s estimation would amount to 7 SNE”.	On 31 December 2019 the number of SNE positions filled was 6. This figure does not include SNEs covered by ad hoc grants.

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**
- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

**Reply:**

**b)** No vacant posts for SNE’s.

**c)** The cooperation with Member States is going well. SNEs are not only seconded for implementation of EFCA’s tasks, but also to foster and enhance Operational Coordination between the Member States

*Agencies’ climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:**

So far, no target has been set in CO2 reduction.

CO2 emissions of 2018 have been of 2020,15 tons

CO2 emissions of 2019 must be considered in a different way. Indeed, as of 2019, we have taken into account the emissions produced by the EFCA chartered OPV Lundy Sentinel.

The total CO2 emissions of 2019 has been of 4248,85 tons. Of which 3878,38 produced by the OPV for its operational activities; 1543,95 tons produced by the EFCA building and activities.

An offsetting of 1174,70 tons of CO2 has been deducted for the recycling of electronic waste.

- 12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

The contract signed between the EFCA and its Energy supplier (electricity only) states that the power supplied shall be produced by 100% CO2 emission free sources.

## *Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

### **Reply:**

During 2019, EFCA issued 13 press releases covering different areas of its work, all of them related to the operational work of EFCA and how it contributes to the implementation of the EU Common Fisheries Policy, the EU Maritime Security Strategy through the European Coast Guard cooperation and the EU Development project PESCAO.

Specifically, these were the issues of the press releases:

- Call for Technical Assistance to ECOWAS for PESCAO
- Joint fisheries surveillance operation organised in West Africa in the framework of the EU project PESCAO
- Fisheries Committee for the West Central Gulf of Guinea (FCWC) Extension of deadline for supply contract
- EFCA Administrative Board adopts its annual report for 2018
- Frontex, EMSA and EFCA open second annual European Coast Guard Event
- EFCA's chartered patrol vessel is ready for pollution response operations
- EFCA at Seafood Expo 2019
- Workshop on the analysis and preliminary recommendations resulting from FCWC and SRFC member countries' legal review
- EFCA provides support to the second joint West African fisheries surveillance operation of 2019 organized by the Sub-Regional Fisheries Commission (SRFC) on 6-14 May 2019
- Third workshop and exercise COASTEX 19 of the European Coast Guard Functions Forum
- The Sub-Regional Fisheries Commission (SRFC) organises a training course for Gambian fisheries inspectors in the framework of the PESCAO programme
- European enforcement and fisheries authorities enhance their cooperation on illegal fishing
- Abuja hosts a PESCAO training session on fisheries control and inspection techniques for Nigerian inspectors
- Sub-Regional training under PESCAO project for Operators of FMC (Fisheries Monitoring Centre) of Cape Verde and Guinea Bissau
- Enhanced cooperation between European fisheries and enforcement authorities as result of the Joint Action Day
- EFCA adopts its Work Programme for 2020 and multiannual strategic priorities with a renewed approach to cooperation
- EFCA participated to the European Coast Guard Functions Forum (ECGFF) plenary conference in Venice

These press releases were sent both in English and in Spanish to a wide range of international media specialised in Fisheries and Maritime issues. Moreover, they were always agreed with the Commission and institutional partners when relevant (e.g. other EU agencies, MS, etc.) so they could reach a more ample audience.

Finally, these stories were also promoted through EFCA social media.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:**

The Communication Strategy Plan ensures that EFCA activities are well known for the target audiences and stakeholders aiming at increasing EFCA's public visibility. The online strategy was reinforced in 2019.

In view of supporting the Communication Strategy defined by the European Commission, EFCA participated in the Seafood exhibition in Brussels joining the stand of the Commission.

The online presence was especially addressed in 2019, with the development of a social media strategy, further clarifying EFCA's editorial line in every platform and other general rules. The strategy has been implemented since then. Also, the cooperation with DG MARE on social media has been constant throughout the year, through the sharing of the planning of posts and content.

One video was produced this year, illustrating EFCA's participation in the context of the multipurpose exercise Coastex 2019 in Catania and EFCA's support to the European Coast Guard Functions Forum workshop, that was used in different formats on the social media.

EFCA's website was regularly updated as well as its social media channels Twitter, Facebook and LinkedIn.

Publications were produced also aimed at disseminating EFCA's work online. They included a short version of the Annual Report as well as the Programming Document 2019.

Moreover, as indicated in reply 13, EFCA issued 13 press releases covering different areas of its work, and these were promoted online.

On the offline activities, different groups of visitors were received by EFCA.

Also, with the objective of promoting the European Union values locally, EFCA celebrated Europe Day, marking the anniversary of the Schuman Declaration at its premises. Prominent authorities attended as well as various stakeholders. The event received excellent media coverage. Moreover, this year EFCA participated in the Vigo Sea Fest, a summer event that includes different leisure activities. EFCA also attended events of local stakeholders when invited.

Under the interagency cooperation, EFCA participated in European Maritime Day. It shared a stand together with Frontex and EMSA and was part of an interagency workshop on the added value of the European Coast Guard cooperation. EFCA material and video were displayed and EFCA staff was present in the stand. This stand also had a massive echo among the social media platforms of all the partners involved. Moreover, EFCA coordinated communication actions with the Italian Coast Guard and EMSA and Frontex both in the framework of the exercise Coastex 2019 and the ECGFF plenary in Venice, including their online dimension.

## EFSA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

EFSA applies by analogy Commission Decision (2018) 4048 of 26 June 2018 on outside activities and assignments and on occupational activities after leaving the Service. In accordance with Article 16 of the Staff Regulations and Article 21 of said Commission Decision, EFSA in principle prohibits former staff members, occupying functions corresponding to 'senior officials', from engaging in lobbying or advocacy, vis-à-vis staff of their former institution, on behalf of their business, clients or employers on matters for which they were responsible during the last three years in the service (hereinafter referred to as the "lobbying ban") during the first 12 months after leaving the service. According to the afore-mentioned Commission Decision, the lobbying ban only applies to former staff members occupying functions corresponding to the basic post of Director-General in grades AD16 or AD15 and to the basic post of Director in grades AD15 or AD14. since EFSA's establishment plan foresees only one post corresponding to the type of post of Director, that is the Executive Director, the lobbying ban may only apply to EFSA's Executive Director.

In addition, EFSA may also impose a 'cooling off period' preventing the former senior staff member from having professional contacts with former colleagues or from representing opposing parties.

As regards the definition of lobbying activities, these are interpreted by EFSA as those activities carried out with the objective of directly and indirectly influencing the formulation or implementation of policy and EFSA's decision-making process, irrespective of where and how they are undertaken. In particular, "directly influencing" may be intended as implying a direct contact with EFSA or other actions following up on such activities, while "indirectly influencing" as using intermediate vectors targeting EFSA. Based on this definition EFSA considers, non-exhaustively, the following as lobbying activities: (i) contacting EFSA staff members; (ii) preparing, circulating and communicating letters, information, material or discussion and position papers; (iii) organising events, meetings or promotional activities and social events or

conferences, to which EFSA staff members are invited; (iv) voluntary contributions and participation in formal consultations or other open consultations on envisaged EFSA activities.

EFSA is in the process of further clarifying its policy with the aim to provide concrete practical guidance to (former) EFSA staff, in particular senior staff, wishing to engage in after-service occupational activities. This, in particular, includes reflections on how to better implement the recommendation made by the European Ombudsman to the EBA, by giving more clarity on the criteria for when it may forbid moves to job positions, notwithstanding the respect of the principle of proportionality and the necessary case-by-case assessment.

**9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

**Reply:**

EFSA is closely monitoring and proactively seeking to ensure a balanced representation of as many EU nationalities as possible. The new recruitments in the coming years will be an opportunity for EFSA to reach a more balanced representation of staff coming from the different Member States.

EFSA took the following measures:

- Active promotion of EFSA's career opportunities in all EU Member States in close cooperation with EFSA's scientific network and focal points.
- Promotion of equal opportunities during selection procedures, including balanced composition of the selection board in relation to nationality.
- Enhanced dissemination of EFSA's vacancy notices through specialised job boards and relevant social media channels using targeted campaigns and participation to international job fairs.
- Enhanced collaboration with EU agencies to increase the visibility of career opportunities . A joint reserve list with ECHA was established in 2019.
- A further investment in the traineeship programme as a pipeline for the future talents of EFSA.
- Enhanced relocation services and integration initiatives to support newcomers and their spouses.

EFSA is also investing in the development of an Employer Branding framework and plans to conduct a Market Research Study in order to gain more insights on what prevents professionals from under-represented or not represented Member States to apply to EFSA's recruitment calls.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

- a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

SNE posts in the establishment plan	SNE posts occupied end of 2019

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?
- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

Overall EFSA has a constructive relationship with Member States including the availability of experts. This translates into 15 SNEs positions occupied on 31/12/2019 out of the available 16. The vacant position is due to the usual turnover and has not been filled in by other categories of staff.

To be noted that:

- The SNE capacity is not part of the Establishment Plan
- 1 SNE position out of 16 is funded by DG NEAR – Pre-accession Program

*Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:** At the moment EFSA is partially measuring CO2 emissions and we do not have targets.

EFSA's activities are based on the shared environmental responsibility principle, in accordance with the EMAS regulation. EFSA has adopted an environmental management system and communicates the environmental effects of its business, its environmental policy and the planned actions to improve its environmental performance.

Many solutions have been adopted to minimise environmental impacts, such as energy and water consumption.

The building is thermally insulated and provided with the following systems:

- a geothermal heat pump and a solar thermal system for the self-production of thermal energy from renewable sources (when this thermal energy is not sufficient, it is supplemented by the thermal energy purchased by the city's district heating network);
- two photovoltaic systems for the production of electric energy;
- technological solutions to contain the energy consumption of the air conditioning system;
- rainwater collection for toilet flushes and irrigation, which reduces the use of high quality water.

Moreover, EFSA has already implemented some best environmental practices for sustainable offices in order to improve environmental performance related to consumption, as indicated by the decision (EU) 2019/61.



In addition, since years EFSA is increasing year on year the tele-meeting rate which moved from 18,3% of 2016 to 30,1% in 2019, year in which 719 tele-meetings for 2.909 experts' days (17.454 hours) were held and is increasing year on year, also before COVID 19 crisis. This way of working is constantly reducing the physical meetings, lowering the CO2 emissions for all related travels which would on the contrary be done by the experts (travels by air, own car, other means of transport). This will be a dedicated point of attention also once the health crisis is over.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:** Electrical: 100% renewable energy. Thermal: 77% renewable energy self produced (solar and geothermal), 23% bought by supplier (mix of energies).

*Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**Reply:**

EFSA invests significant resources in ensuring its activities – both those of a corporate and scientific nature – are promoted. With regard to web and social media please see the following answer. With regard to media, EFSA's activities target a wide array of media at an EU and national level in print, online and broadcast outlets. This is reflected in the fact that in the ECA report cited in the question by the CONT Committee, EFSA ranks as the third most-mentioned agency in media articles after FRONTEX and EUROPOL.

Highlights from 2019 include 24 interviews with EFSA's Executive Director and 73 interviews with EFSA's senior managers and scientific experts. The interviews focussed on pesticides, antimicrobial resistance, food contact materials, genetically modified organisms, animal health and welfare, and many other topics of interest to EU citizens.

The data EFSA gathered in 2019 regarding its media activities shows that, through interviews with EFSA's Executive Director and its Chief Scientist alone, it reached an approximate audience of 85 million people in the EU. Additionally, in 2019 EFSA organised or took part in media events to build its network with journalists. The events included: the joint EFSA-ECDC Panel 'From evidence to confidence: science and the EU agencies' at the World Conference of Science Journalists in Lausanne, which was attended by more than 1,200 science journalists from around the world; and the first ever media seminar organized by EFSA in partnership with the Emilia-Romagna press association. Forty-one Italian journalists came to EFSA's premises to learn about the contribution it makes and the role it plays with regards to the EU food safety system.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:**

EFSA continued to invest in its online and social media presence in 2019. It increased its overall number of followers on social media by almost 50% to 120,000 compared to the previous year, with Twitter and LinkedIn being the two most popular platforms. The number of interactions on EFSA's social media, as well as traffic to EFSA's website via social media, increased by almost 40%.

These spikes in social media performance can be attributed in large part to EFSA's #EUandMyFood campaign that was launched in April 2019 in the run up to the European elections. It was designed to raise awareness about how the EU food safety system – through the work of EFSA, the European Commission, and Member States – enhances the lives of citizens. The campaign marked a departure from the way EFSA had traditionally communicated, relying more on non-technical multimedia materials such as videos and animations that were aimed specifically at non-specialist audiences and citizens. Overall, the online campaign materials attracted about 2 million views in six weeks and were distributed by 20 of our Member State campaign partners to localised audiences.

In terms of online presence, EFSA met or exceeded the annual target it set to measure website performance in 2019. Almost 5.5 million website visits were registered, a marked increase when compared to the target of 3.8 million and the 2018 results of 3.7 million. This surge was the consequence of a series of improvements that EFSA made to its website in 2019, both to its “back-end” (better integration with Google's indexing system) and “front-end” (improved search section, new topic format).

## EIGE

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- g) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- h) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **Reply:**

Since 6 April 2019, Commission Decision C(2018) 4048 on outside activities and assignments during employment and on occupational activities after leaving the service, has served as EIGE's legal basis on such matters. It places a two year obligation after leaving the service for the ex-staff member in question to request clearance from EIGE before accepting to engage in an occupational activity whether gainful or otherwise.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

#### **Reply:**

EIGE uses a mix of internet channels to promote its vacancies. Applications from nearly all Member States have been received. Due care is given during selection procedures to maintain a dynamic staff body which also reflects geographical diversity in line with the requirements of each vacancy. As at the end of 2019, EIGE's staff originate from 20 Member States.

10. Specific questions to the Agencies that should engage **national experts**, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:

- g) How many posts for national experts do the Agencies dispose in the establishment plan and

<b>SNE posts in the establishment plan</b>	<b>SNE posts occupied end of 2019</b>
<b>5</b>	<b>4</b>

how many were occupied in 2019?

- h) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

- i) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

Despite several attempts to ensure a full complement of Seconded National Experts (SNEs), this has proved to be an ongoing challenge for EIGE. The four SNEs on board at the end of 2019 were from Belgium, Germany, Greece and Poland, respectively. Prior to on boarding these experts, there had been 15 other secondments at EIGE since 2010. The SNE model of employment may not be attractive enough to national governments and public universities, which would typically support such secondments (for a period of one to two years). Nonetheless, EIGE has put efforts to intensify the promotion of such posts through targeted letters and networking.

On the question of assessing the cooperation with Member States regarding the availability of experts for the implementation of EIGE's tasks as foreseen in its Founding Regulation, there is always scope to improve such cooperation in the light of converging priorities and complementary long-term objectives.

### *Agencies' climate footprint*

11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?

**Reply:**

EIGE has started in 2020 to collect data regarding the level of CO2 emissions related to business travels. EIGE is planning to set CO2 reduction targets in 2021, following an analysis of the available data.

12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?

**Reply:**

According to the information provided by the local authorities, about 1/3 of consumed electricity is produced locally, in Lithuania, and close to 60% is from renewable sources; the rest is being produced from thermo power plants. There are no nuclear power plants in Lithuania.

### *Publicity and dissemination of information and knowledge from the Agencies*

13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?

**Reply:**

EIGE has worked proactively with journalists since the adoption of its first Knowledge Management and Communications Strategy 2016-2018. The results are becoming evident, and the Agency's media references have increased each year. In 2019, EIGE's media coverage increased by more than 80 % compared with the previous year. EIGE was mentioned in 2,375 mainstream media (newspaper, TV, radio) publications across all 28 EU Member States. This year, EIGE was quoted in several leading publications, such as *The Economist*, *Forbes*, *El Pais*, and *Le Monde*.

To gain media interest, EIGE organises press briefings and provides journalists with reader-friendly communication products, explaining the results of the Institute's research. In 2019, EIGE organised four press briefings and two targeted meetings with journalists, and published 10 press releases.

As EIGE is becoming better known as a knowledge centre for gender equality, journalists also regularly contact EIGE directly to request an interview, comment or data. In 2019, EIGE received 65 requests from journalists.

EIGE also works closely with policy makers to ensure the usage of EIGE's resources in EU policymaking. In 2019, EIGE and its findings were referenced 238 times, which is a 6.5 % increase compared to the previous year. Outputs include reports, conclusions, draft documents, speeches and press releases of the European Commission, the European Parliament, the Council of the EU and its presidencies, the EESC and the European Committee of the Regions, European political parties and EU-level civil society organisations. EIGE's research informed several European Parliament resolutions in 2019, such as: Gender equality and taxation policies in the EU; EU accession to the Istanbul Convention and other measures to combat gender-based violence; Experiencing a backlash in women's rights and gender equality in the EU.

14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?

**Reply:**

To increase public visibility and online presence, EIGE posted actively on Twitter, Facebook and LinkedIn. EIGE adopted a more conversational and less formal tone on its social media channels and engaged with followers through polls, live questions during conferences and testimonials of EIGE employees on LinkedIn, in order to increase dialogue with citizens and reach new audiences.

EIGE produced audiovisual content to present the results of its work in an engaging way, and published these on its website and social media channels. EIGE also live streamed its annual flagship event, the Gender Equality Index conference.

To ensure best synergies, EIGE has worked together with its stakeholders to share content to broader audiences.

## EIOPA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in your Agency in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
  - b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

EIOPA's Management Board (MB) adopted in 2018 the Commission Decision on outside activities (C(2018)4048) including a stringent framework to handle potential cases of conflicts with regard outside activities after leaving EIOPA.

EIOPA's MB also adopted in October 2020 revised EIOPA's Ethics Rules that include two new provisions echoing the recommendations of the European Ombudsman to the EBA: the possibility to withdraw immediately the access to confidential info and the possibility to forbid certain activities or to impose restrictions, considering the past role and responsibility of the staff during the past years at EIOPA, his/her future role and the sector of the intended activity. They also include an example of non-authorized post-EIOPA activity. The rules are currently pending the Commission's agreement under Article 110(2) of the Staff Regulations.

EIOPA's Advisory Committee on Conflict of Interests (ACCI), comprised of a member of the Board of Supervisors, a member of the Management Board and EIOPA's Ethics Officer, informed the Board of Supervisors in October of its preparedness to handle potential conflict of interests with regard EIOPA's Chairperson until the end of her/his mandate and after s/he has left EIOPA. The ACCI presented detailed workflows and examples of authorized and non-authorized activities after leaving the agency and of those requiring a case-by-case assessment, with potential mitigating measures, taking into consideration the criteria set out in Staff Regulations, Article 16, and the above-mentioned Decision of the Management Board on Outside Activities, Title I.

Finally, a strong and clear message on applicable ethics rules after leaving EIOPA was included in the vacancy notice for the new Chairperson.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

**Reply:**

EIOPA ensures publication of the vacancy notices on EPSO web page and several other social media, in addition to EIOPA’s own website, to reach as many EU citizens as possible.

Thus, EIOPA currently has 26 nationalities represented within its staff members, with an historical “over-representation” of the host country nationality.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

**a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

SNE posts in the establishment plan	SNE posts occupied end of 2019
25	17

b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

Indeed, in 2019 there were 8 SNEs posts unfilled. EIOPA as well as NCAs need highly specialized staff members to be able to work on dedicated topics. Availability of experts from NCAs for the implementation of the tasks is also partially achieved by their strong involvement in the EIOPA working structures. The NCAs were not always in the situation to release their staff. The posts were not filled by other categories of staff.

In the past months, efforts have been made by all parties involved (National Competent Authorities and EIOPA). There was a wider campaign launched in summer 2020, now concluded, whereby most SNE posts will be filled.

***Agencies’ climate footprint***

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:**

In line with the European Court of Auditors’ recommendation to all EU institutions and bodies, EIOPA is in the process of implementing the European Eco-Management and Audit Scheme (EMAS). As part of the implementation process, the Authority has established multiannual targets improve its environmental performance and lower the impact of its operations on the environment. This includes, amongst others, reductions in the consumption of heating, cooling, electricity, and water as well as of consumables like office supplies. Furthermore, as of 2021, EIOPA is committed to

reduce the number of on-site meetings with external participants as well as mission travel by 35% compared to 2019 figures. As EIOPA does not own and operate its own building and facilities but instead occupies rented office space, control over the Authority's total CO2 emissions is somewhat limited. It is for this reason that EIOPA is not in the position to establish "hard" target values for its overall CO2 emissions.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

The contract with EIOPA's electricity provider foresees sourcing from 100% renewable energy.

*Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**Reply:**

Internally, EIOPA conducts more rigorous media monitoring to identify how the activities of the Agency is portrayed in the media. This will enable the Agency to identify where we want to improve our cover and on what issues and target our communication accordingly.

Separately, EIOPA continues to enhance its social media presence and aims to develop more short-form content that is more easily shared on these channels.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:**

To increase the public visibility, in 2019, EIOPA continued to organise events, workshops and roundtables for its stakeholders. These included the annual conference which attracted approximately 700 participants (400 in the room, 300 through live stream). This was the first time that EIOPA had livestreamed its annual conference and, based on the positive outcome in terms of viewers, the agency will adopt this approach in the future.

Other flagship events organised in 2019 include Consumer Protection Day (organised jointly with the EBA and ESMA) and the Global Insurance Supervision conference.



EIOPA staff also participated in events organised by third parties which are a valuable opportunity to explain the organisation's mission and tasks.

EIOPA also continued to welcome visitor groups to its premises.

To make technical content more accessible to a wider audience, EIOPA developed infographics and factsheets. These were disseminated through the website and on social media.

EIOPA continued to engage with the media.

EIOPA also launched a 'Back to school/Back to university' initiative encouraging staff to return to the school or university and give a presentation on EIOPA's work and, more broadly, the European Union.

More broadly, EIOPA engages with a wide range of stakeholders, including academics and consumer representatives, through its two stakeholder groups, covering occupational pensions, and insurance and reinsurance.

As regards the online presence, EIOPA continued to work on the development of a new website (launched in February 2020), with improved functionality.

In addition, EIOPA maintained its presence on social media, notably through Twitter, LinkedIn and Facebook.

## EIT

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.

- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **EIT Reply:**

a) EIT follows the relevant provisions of the Staff Regulations and the EIT Code of Conduct, which include provisions on Conflict of Interest. High level staff, like all statutory staff, pursuant to applicable rules, has the obligation of submitting a form declaring whether they intend to engage in an occupational activity, gainful or not, within two years of leaving the service. An Ethics Officer has been appointed to ensure staff's compliance with the highest standards in terms of good conduct and to guarantee the independence and objectivity of decision making.

b) No, there are no such transitional periods currently in place. However, in line with the EIT's Ethical and Organisational Code of Conduct, Article 4.5 Obligations after leaving the service, the ex-staff have the obligation of submitting a form declaring whether they intend to engage in an occupational activity, gainful or not, within two years of leaving the service. If that activity is related to the work carried out during the last three years of service and could lead to a conflict of interest situation, the Appointing Authority could forbid the staff member from undertaking it or give its approval subject to any conditions it sees fit. The EIT has 30 working days to notify the ex-staff member of its decision. The EIT is currently updating these guidelines regarding conflict of interest for staff. The guidelines will include specific measures and criteria for assessing postemployment restrictions, including taking-up duties in private sector of high-level officials) and prohibitions as well as to ensure their follow-up.

9. **In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

#### **EIT Reply:**

EIT has adopted a target for diversification of its staff in terms of nationalities, by reaching in the next 5 years a coefficient of 65% of international staff (currently the ratio is 57%):

1. EIT Recruitment policies

- a. EIT has reinforced relevant provisions through its recruitment guidelines, which recommend nationality diversification of qualified candidate pools for open positions and diversification of nationalities in terms of the recruitment panels
- b. EIT aims at constantly increasing its outreach when advertising its open positions through various dissemination channels (specialised websites, social media etc) in order to approach wider and more diverse audience, and respectively – diversify its candidate pool
- c. Trainee programme – EIT applies the principle of diversity when recruiting annually trainees
- d. Exit interviews - ex-staff members providing their feedback on their experience at the EIT, including the expat experience and possible means of improvement.

2. EIT social policies

EIT has put in place social policies, that include improved schooling and kindergarten packages and funding of social activities (sports, language courses) etc. aimed at attracting and retaining a bigger scope of expat staff.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

- d) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

SNE posts in the establishment plan	SNE posts occupied end of 2019
Two	None

- e) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?
- f) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**EIT Reply:**

The recruitment of SNEs for EIT has had limited success. Although in the past EIT has succeeded to attract and recruit SNEs with great expertise, who have made meaningful contribution to the agency, there is a recurrent challenge of (1) attracting a larger pool of high quality candidates each time there is an available post and (2) reaching a final agreement for sponsorship for an extended period (or at all) with the seconding authority. The possible reasons are that EIT needs very specific profiles EIT, and competition with other EU bodies (Commission, other agencies) for a limited pool of national experts in Member State administrations etc. The availability of experts in Member States is very limited. By the end of 2020, the EIT managed to fill one of the two SNE positions available.

## *Agencies' climate footprint*

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

### **EIT Reply:**

The EIT has so far not set CO2 reduction targets but nevertheless takes a series of measures to reduce its CO2 footprint. The EIT office building has a LEED SILVER certificate issued by US Green Building Council. This year the EIT reduced travel by 90% in comparison to 2019 due to COVID-19. In the future it is planned to reduce the travels by at least 40% compared to 2019. This target is to be achieved through increase of online meetings and events, interviews of perspective candidates etc. The EIT has phased out the use of plastic water bottles or paper cups installing water filtering machines, thus reducing their use by 100% - due to installation of water filters in lieu of plastic water bottles. For future EIT aims to reduce the paper use in the office by 80%, through introduction of electronic paperless systems (i.e. Sysper, ARES, Bluebell already in use). In same context the EIT targets to reduce the use of electricity by 30%, through utilisation of energy saving office equipment. The EIT purchases Energy Star labelled computers, copiers, printers, kitchen equipment. The continuous increase in the number of virtual meetings also contributes to the achievement of the set target.

The EIT incentivises its staff members to also contribute to the reduction of the CO2 emissions, via targeted social policies, such as use of public transport rather than by car (subsidizing public transport tickets). Furthermore the EIT Community is strongly dedicated to CO2 reduction, especially the EIT Climate-KIC, with a promoted sustainability action which foresees to disseminate such measure within the EIT Community, as well as, across EU.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

### **EIT Reply:**

Not applicable, since EIT is using a building rented by the hosting government.

## *Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

### **EIT Reply:**

The EIT continues to increase its pro-active engagement with media and continues to build relationships with journalists across Europe. This ensures the EIT's results and activities reach a broader range of stakeholders and citizens, increasing awareness of the EIT Community's impact.

This is delivered through the publication of timely press releases about EIT activities, monthly newsletters targeted specifically at journalists and events. This generates regular coverage of the EIT in the media:

As a result of the pandemic and the launch of the EIT's Crisis Response Initiative, the EIT put in place online press briefings: [https://www.youtube.com/playlist?list=PLtrbh42hbiPoNf7xHcbABdM0\\_MKzFoMrt](https://www.youtube.com/playlist?list=PLtrbh42hbiPoNf7xHcbABdM0_MKzFoMrt). For example on September, the EIT announced that 207 innovation projects and ventures will be supported by the EUR 60 million additional funds. This was covered through a dedicated online press conference with Gioia Ghezzi (Chair of the EIT Governing Board), Martin Kern (EIT Director) and four EIT Crisis Response innovators. Since its launch in May 2020, the EIT Crisis Response Initiative has generated more than 200 articles in the media.

In addition and to accompany its fully digital EIT Awards ceremony in December 2020, a tailored media programme has been put in place to enable journalists to meet the EIT as well as the talented innovators, entrepreneurs and graduates powered by the EIT's activities: More information can be found here: <https://eit.europa.eu/eit-awards-2020/2020awards-media>.

The EIT fully recognises the importance and potential of strong press engagement with print, online and broadcast media. However, staffing constraints impact not only the resources dedicated to media relations within its communications section but also the Institute's ability generate engaging content to share with media.

#### **14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

##### **EIT Reply:**

In 2019, the EIT continued to focus its external communications activities on one overarching objective, namely to **increase the level of awareness, visibility and understanding of the EIT Community** (the EIT and its eight Knowledge and Innovation Communities), its activities and achievements across the European innovation landscape. To achieve this objective, the EIT carried out a **comprehensive communications campaign** as foreseen in its 2019 Annual Work Programme.

The promotion of the EIT and its wide range of entrepreneurial education, business creation and acceleration services and research driven innovation was achieved through an **integrated communications approach** across the EIT's external communications tools and channels, including **website, social media channels and press engagement**. Emphasis was placed on simplifying messages, reaching out to new and less experienced audiences, maximising the use of digital tools and channels, and strengthening the collaboration with its eight Knowledge and Innovation Communities.

To improve the user experience for visitors to the **EIT website, a comprehensive update** to the design, menu functionalities was carried out, leading to the launch of an updated website: [www.eit.europa.eu](http://www.eit.europa.eu). These improvements strongly contributed to a **19.4% increase in visitors** to the EIT website in 2019 compared to 2018 with a 18.6% increase in subscribers to the EIT newsletter. The re-designed EIT website also created stronger links between **EIT social media channels**. Social media following increased on all EIT channels in 2019:

Twitter followers 2018: 42600

Twitter followers 2019: 50626

→ **18.8% increase**

LinkedIn followers 2018: 13562

LinkedIn followers 2019: 23579

→ **73.9% increase**

Facebook followers 2018: 52308

Facebook followers 2019: 54221

→ **3.7% increase**

Instagram followers 2018: 1121

Instagram followers 2019: 2283

→ **103.7% increase**

This was achieved through a stronger emphasis on **opportunities open to citizens** and the **promotion of successful ambassadors and success stories** emerging from EIT activities.

The EIT also continued to increase its **pro-active engagement with media** and continued to build good relationships with journalists across Europe. This ensures the EIT's results and activities reach a broader range of stakeholders and citizens, increasing awareness of the EIT Community's impact. This was delivered through the publication of timely press releases about the EIT's activities, the launch of a monthly newsletter targeted specifically at journalists and a dedicated event for journalists at the European Parliament as part of the **European Science Media Hub** in June 2019, as well as a **dedicated programme for journalist during the EIT's annual stakeholder conference, INNOVEIT**.

INNOVEIT is the EIT's annual event that brings together hundreds of participants from across business, education, research and civil society to discuss the future of innovation and the EIT Community's key role in boosting innovation across Europe. The event and accompanying promotion campaign on social media also highlight the **achievements of inspiring and talented students, entrepreneurs, innovators and women leaders** within its Community as part of the **EIT Awards**. To support the promotion of the EIT Awards, videos of all nominees were commissioned and widely shared across EIT channels:

<https://www.youtube.com/watch?v=nUT4ZptTzy8&list=PLtrbh42hbiPr-zP2gIxltvTK89Vst7VCh> and [https://www.youtube.com/playlist?list=PLtrbh42hbiPo06NqU2h8VpHq0\\_QzRgCl1](https://www.youtube.com/playlist?list=PLtrbh42hbiPo06NqU2h8VpHq0_QzRgCl1).

Furthermore, the EIT organises **EIT Awareness Days** together with national authorities across Europe to ensure national stakeholders' understanding of all the opportunities linked to working with the EIT Community. The EIT also actively participates and is represented in many conferences across Europe to ensure it **directly meets and contributes to stakeholders' discussions**.

In addition to being available on the EIT website, promoted on social media and the EIT newsletter, all EIT publications are also systematically published in the **EU bookshop**, ensuring access to all citizens.

## EMA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
  - a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
  - b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

All staff of the Agency are, in accordance with Article 16 SR, required to inform the Agency of their intention to engage in an occupational activity whether gainful or not. This applies for every such activity intended to be undertaken for a two-year period following their departure from the Agency. Since October 2013, EMA's Joint Committee (JC) has issued a "*Best Practice Guide for Staff leaving the Agency*", in the interest of transparency and continuous improvement, which is intended to raise awareness of all EMA staff members and to clarify and explain the procedures under Article 16 SR.

Regarding specifically senior staff of the Agency, EMA's JC recently issued a new general opinion (27/2020) on 4<sup>th</sup> November 2020, on criteria and restrictions for senior staff applying for occupational activities after leaving the service. The JC opinion is in line with the European Ombudsman recommendation of 28.02.2019 and highlights restrictions and prohibitions following a senior staff member's application under Article 16 SR, including, enforcing the prohibition to take up employment in a pharmaceutical company as defined in EMA rules on handling declared interests of staff for a period of maximum two years; or prohibition to engage in lobbying or advocacy vis-à-vis the staff of the Agency on behalf of their business, clients or employers on matters for which they were responsible during the last three years in service and to limiting interactions between the former staff member and Agency staff from 6-24 months.

In addition to the above, a new Executive Director decision on transparency measures dated 11<sup>th</sup> December 2020 defines the specific register for senior staff leaving the Agency that the Agency will publish on its corporate website. The register will include the name, date of departure, type of post held at the Agency, name of future employment and job title, date of decision and restrictions applied, and a link to the actual Decision (with minimal redaction). The register will be published before the end of the year.

9. **In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

**Reply:**

The Agency believes in the culturally diverse working environment, having regards to the principles of meritocracy and fair treatment.

To ensure geographical balance among its staff, the Agency is advertising its vacancies to the widest-possible audience, using sourcing broadly and equally accessible for all nationalities. As a result, up to Q3 2020, applicants on the EMA reserve lists represent 25 Member States. In all selection procedures, close attention is paid to the national diversity among the members of the selection panels.

Talent Acquisition Service within the Agency is exploring other potential actions and strategies (e.g. distribution of its vacancies to the members of the Management Board for further dissemination to their respective nations, organizing targeted online events for nationals of less represented nations, establishing links with academic institutions from all Member States) to diversify the pool of candidates. To the extent possible, those actions and strategies will be aligned with DG HR Strategy and will form a part of the Agency new HR Strategy.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

- a) **How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

<b>SNE posts in the establishment plan</b>	<b>SNE posts occupied end of 2019</b>
30 (FTE)	31 (headcount on 31.12.19) or 28 (in FTE for 2019)

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?
- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

All posts were occupied end of 2019. There is good cooperation with Member States regarding the mix and depth of expertise and availability of experts. The Agency is mindful that in times of crisis (e.g. COVID-19) the Member States may have reduced capacity in this respect.



## *Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

### **Reply:**

EMA has had in place an Environmental Strategy, an Environmental Policy as well as an Environmental Management System since 2015. Due to the relocation of the Agency to Amsterdam in 2019 and occupancy of temporary premises during a majority of 2019 no targets were set for this year since there would be no comparison over time nor opportunities to introduce improvement actions. Following occupancy of the new premises in the EMA building in Amsterdam as of January 2020 the environmental management activities have resumed with review of all system documents to enable the work to continue in the years to come.

- 12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

### **Reply:**

In 2019 the energy used by the Agency at the premises in London were to 100% from renewable energy. At the temporary premises in Amsterdam energy was provided via the National grid through the building and facility maintenance service provider with a combination of nuclear and renewable sources and also via gas boilers with natural gas. From January 2020 the Agency is occupying the EMA building with electricity provided via 100% renewable energy from windmills and solar panels. Heating and cooling are provided via the Amsterdam central heating and cooling grid with the main heat source being gas but plans are to use all available fossil free heat sources to replace it (source: <https://group.vattenfall.com/press-and-media/newsroom/2020/heating-of-amsterdam-every-source-needed>).

## *Publicity and dissemination of information and knowledge from the Agencies*

- 13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

### **Reply:**

The Agency's relocation to the Netherlands significantly increased public awareness of EMA's activities in medicines regulation and its role to monitor the safety of medicines available to patients in Europe. Despite the Agency's move to Amsterdam, EMA increased its efforts to strengthen media relations. Upon the relocation a press briefing was organised to introduce the Agency to Dutch

media representatives and journalists accredited with the EU in Brussels. This resulted in regular media interaction and coverage of relevant EMA topics. In addition, EMA published more than 200 reports, brochures and leaflets that provide background information on the Agency's activities and were partly highlighted in media reports. The Agency maintains a press office that follows up on any media queries immediately and provides background information as necessary.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:**

Based on its framework strategy for external communication 2016-2020, EMA developed and implemented a communication plan for 2019 to increase public health impact by simplifying messages, reaching out to new and less experienced audiences, maximising the use of digital tools and channels, and strengthening collaboration and partnership with national competent authorities as well as with patient-and-consumer and healthcare-professional organisations.

EMA further strengthened its social media engagement in 2019. EMA's Twitter account grew to 45,200 followers by the end of the year, an increase of 18% compared to 2018. EMA's LinkedIn profile had over 110,000 followers at the end of 2019, an increase of 110 % compared to 2018. This increased attention and visibility was also a result of the Agency's effort to produce more graphic and audio-visual content that can easily disseminated via social media channels.

EMA increased the publication of easily accessible and user-friendly content on its corporate website, [www.ema.europa.eu](http://www.ema.europa.eu), and published more than 9.000 pages in 2019, a two fold increase compared to 2018. The Agency also made refinements to its new corporate website throughout the year, focusing on the search functionality.

EMA received positive feedback on its online activities from stakeholders including patients, healthcare professionals, academia, industry and media representatives.

## EMCDDA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

As far as the EMCDDA is concerned, the agency has in place clear rules and procedures in relation to 'revolving door' practices and on the safeguarding of EMCDDA information/data, fully in line with the relevant provisions of the EU Staff Regulations.

These rules relate to the staff 'exit procedure' and address the risk of conflict of interest that this may entail. They apply to all EMCDDA staff members leaving the agency, including middle management and the Director, and define their obligations to enable the competent appointing authority to identify, assess and manage actual or potential future conflicts of interest.

These rules and procedures have been communicated to all the EMCDDA staff, middle managers and the Director and have been published on the EMCDDA intranet. They explicitly establish that staff members intending to engage in an occupational activity, whether gainful or not, within two years of leaving the service shall inform in writing the EMCDDA appointing authority. If that activity is related to the work carried out by the staff member during the last three years of service and could lead to a conflict with the legitimate interests of the agency, the EMCDDA appointing authority may, having regard to the interests of the service, either forbid him/her from undertaking it or give approval subject to any conditions it thinks fit. In the case of the EMCDDA Director, the EMCDDA Management Board, in its capacity as appointing authority, shall, in principle, prohibit him/her, during the 12 months after leaving service, from engaging in lobbying or advocacy vis-à-vis staff of the EMCDDA on matters for which he/she was responsible during his/her last three years of service.

In this context, the assessment and decision of the EMCDDA appointing authority take into account the following elements and criteria:

- any relation between the occupational activity and the work carried out by the former staff member during the last three years of service;
- whether the occupational activity would involve working on specific files for which the former staff member was responsible during the last three years of service;

- whether the occupational activity would risk harming the reputation of the former staff member and the EMCDDA (for example by retroactively casting doubt on the former staff member's impartiality while he or she was still in service, thereby tarnishing the EMCDDA's image);
- the nature of the future employer (for example whether it is a public authority or a private/commercial company) or the situation of self-employment;
- whether the envisaged activity would involve representing outside interests vis-à-vis the agency;
- whether, or not, the envisaged activity is remunerated.

The above-mentioned rules and procedures also cover the discontinuing of the access to ICT services and associated electronic information. In this context they establish that whenever staff departure is deemed to present a clear and possible risk/danger to the EMCDDA assets, employees and/or data, the EMCDDA appointing authority may take some specific and prudential measures such as:

- disable the (ex)employee's network access;
- retrieve any keys, security tokens, IDs, or other physical access devices or alternatively replace locks for which keys were not returned and disable access badge for badges not returned;
- return of any off-site equipment that the (ex)employee may possess (laptops etc.);
- review and return of any removable media and confidential information and/or personal data belonging to or entrusted to the EMCDDA; escort the former employee out of the EMCDDA premises after return by the latter of the office key(s) and access badge, as required.

**9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

**Reply:**

The following measures can be mentioned in relation to this matter:

- Wider dissemination in EU member states of information about the EMCDDA recruitment/selection processes by relying, as required, on additional dissemination channels, such as the EMCDDA network of National Focal Points and the dedicated portal of the EU agencies' network, on top of the publication channels required by the relevant rules.
- Measures aimed at supporting the provision of multilingual schooling services to the eligible children of EMCDDA staff to facilitate the recruitment of nationals from different EU Member States. In December 2019 the Board of Governors of the European Schools gave its approval to the creation of an Accredited European School in Lisbon. The EMCDDA, is actively contributing, in close synergy with EMSA and the relevant national authorities, to the timely and successful implementation of this initiative that should further facilitate the recruitment of nationals from different EU Member States

10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:

a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

SNE posts in the establishment plan	SNE posts occupied end of 2019
1	1

b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

Reply:

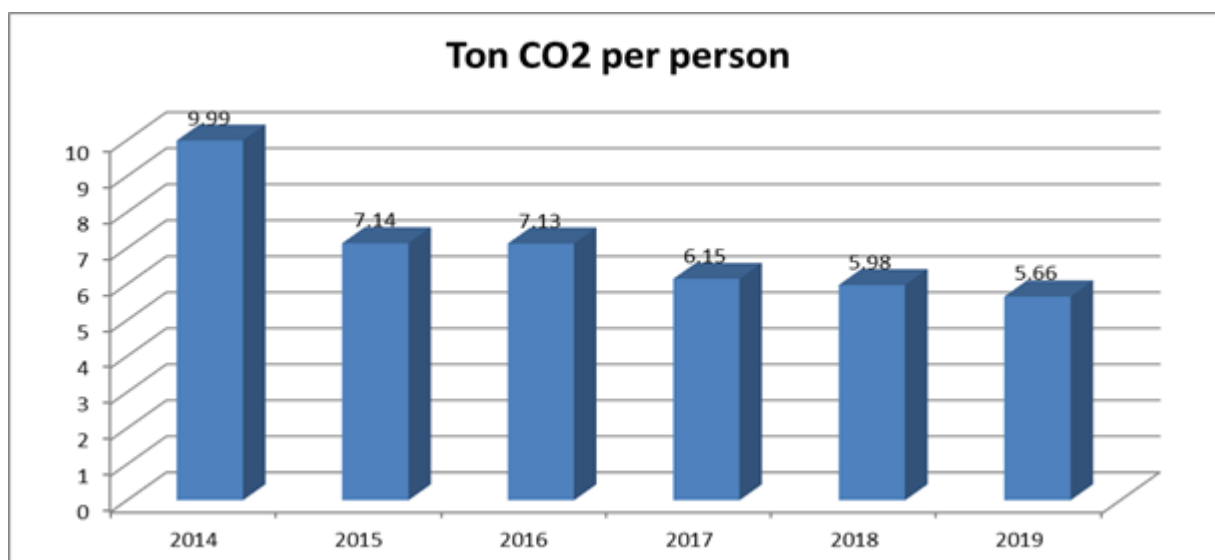
The objective the EMCDDA follows with the recruitment of SNEs is to benefit from the high level of their professional knowledge and experience, in particular in areas where such expertise is not readily available.

In the areas where the Agency does not have internal expertise and capacity the use of experts / SNEOs is extremely valuable.

### *Agencies' climate footprint*

11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?

Reply:



The CO2 target for 2020 was set at 5.5 ton CO2 per person.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

The EMCDDA is using 100% renewable energy.

***Publicity and dissemination of information and knowledge from the Agencies***

13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?

**Reply:**

- The EMCDDA increased its engagement with the media in 2019. EMCDDA experts were highly active in this area, demonstrating to journalists how the agency informs drug policy. Engagement increased by 40% on 2018, with 378 requests from journalists serviced in 2019 to a high standard and on a wide variety of issues (achieved 100% KPI). Staff members regularly received tools to help with consistent messaging (message toolbox). High-level interviews were given by the Director throughout the year, particularly around the launch of the 2019 European Drug Report, the EMCDDA-Europol 2019 EU Drug Markets Report and Lisbon Addictions 2019 conference. These were with major news agencies, print and online media.
- The EMCDDA increased its news outputs and multilingual reach to the media. A total of 143 news outputs were published in 2019, more than double the number in 2018 (62), mainly on account of multilingual versions. These comprised 12 news releases (84 with translations), 37 news items and 22 Director's items (<https://www.emcdda.europa.eu/news/home>). 56 mailchimp press campaigns were also launched in 2019 (8 in EN, 2 in 24 languages). The EMCDDA strives to reach journalists in their own language when possible, particularly for the launch of flagship reports. Twelve monthly news round-ups were also launched and promoted via social media, with around 1 000 readers now registered (over double the number in 2018 when the product was created).
- Two high-level press conferences were held in 2019 in Brussels, both with European Commissioner Avramopoulos and the EMCDDA Director and the latter with the Executive Director of Europol. The first launched the 2019 European Drug Report (EDR) (eight journalists) and the second the EMCDDA-Europol 2019 EU Drug Markets Report (EDMR) (26 journalists). Both reports generated significant interest in news media outlets around the world. As regards the EDMR, in the week following the launch, 1 772 articles mentioning the report were tracked, similar to the 2016 figure. These included articles by major news agencies (e.g. Associated Press, the Press Association, Reuters, Agence France Presse, EFE, ANSA), which were subsequently picked up globally. The report

generated media interest in most EU Member States and further afield. The top countries of coverage were the UK, US and Mexico.

#### 14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?

Reply:

FIGURE 14. EMCDDA online communication channels



The agency undertook a variety of activities to increase visibility, enhance engagement with its audiences and ensure a strong online presence. In addition to releasing high-level publications, it was very active on a number of online communication channels (see Figure 14). The results are listed below.

**Publications:** The EMCDDA produced a total of 32 scientific and institutional outputs in 2019.

**Website:** Over 1.7 million visitors accessed the EMCDDA website in 2019 (i.e. 4 700 visits per day), an increase of 26 % compared with 2018 and of 60 % compared with 2017.

**Social media:** The upward trend in the number of social media followers continued in 2019, with an increase in the number of followers observed for

all of the channels (i.e. an increase in followers of between 7 % for Facebook and 25 % for Instagram).

**Video:** A significant rise in the number of views of EMCDDA videos was recorded in 2019, with an overall increase in lifetime views of 44.1 % compared with 2018.

**Customer engagement:** An ongoing EMCDDA customer needs project engages with the agency's three primary customer groups (EU institutions, national policymakers, professionals working in the drugs field), ensuring that their feedback informs decision-making and service development. A set of qualitative and quantitative techniques were identified and tested by the project in 2019. These included customer journey mapping, needs and gap analyses, personas, surveys, online consultations, face-to-face (semi-structured) interviews, focus groups, workshops, metrics and staff training. Such methods will allow the agency to tune into the 'customer voice', which is essential for embedding and sustaining customer focus and service orientation at the EMCDDA. A number of key events were selected for the application of these techniques during the year, including: product surveys (EDR 2019, EDMR 2019); a 'Getting to know you' questionnaire at the Lisbon Addictions conference designed to collect information from the participants visiting the EMCDDA stand at this event to build customer 'personas'; a training academy on communication with national policymakers; and focus groups with prevention professionals exploring their information needs.

A dynamic EMCDDA–Europol meet the authors' stakeholder event was organised on the launch of the 2019 EDMR in Brussels. This offered around 90 stakeholders the chance to explore the rich

content of the report 'hands-on' and discuss key issues shaping policy. Following TED-talk-style presentations by the two Directors — highlighting key findings and emerging issues — the participants were invited to visit a 'thematic marketplace'. This featured parallel talks by experts from the agencies on five topics: impacts, drivers and cross-cutting themes; technology-enabled drug markets; markets for natural drugs; markets for synthetic drugs and NPS; and organised crime.



## EMSA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

In relation to outside activities in general, EMSA follows the rules of the European Commission in this regard and more specifically, EMSA adopted Commission Decision C(2018) 4048 of 29/6/18 on outside activities and assignments and on occupational activities after leaving the Service by analogy on 05/04/19.

In line with this decision, all EMSA staff members are required to inform EMSA of their intention to engage in an occupational activity at least 30 days before the envisaged start date and during the first 2 years after leaving the service.

Staff members leaving the service are also required to sign and submit a declaration of honour in accordance with Article 21 of the Commission Decision of 29 June 2018 on outside activities and assignments and on occupational activities after leaving the Service.

In the specific case of former senior officials, the Appointing Authority shall, in principle, prohibit them during the first 12 months after leaving the service from engaging in lobbying or advocacy, vis-à-vis staff of their former institution, on behalf of their business, clients or employers on matters for which they were responsible during the last three years in the service. This is without prejudice to a possible "cooling off period" whereby former staff members are excluded from, for example, professional contacts with former colleagues or from representing opposing parties.

In the particular case of the Executive Director, Article 16.1 of EMSA's Founding Regulation establishes that the Administrative Board is the Appointing Authority for the Executive Director and in that respect, the Board is also responsible for the follow up of Article 16 of the Staff Regulations regarding occupational activities of the Executive Director after leaving the service.

**9. In relation to the Parliament’s concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

**Reply:**

Since 2005, by Decision of the Administrative Board , EMSA adopted a social measure “Multilingual tuition for children of EMSA staff in Lisbon” . The primary aim of this decision is to facilitate the recruitment of EMSA staff respecting the obligation to maintain a balance of nationalities. In order to attract or retain staff of different nationalities it is indeed important that under this social measure, EMSA provides access to multilingual tuition to children of staff members for whom no other suitable education can be found in the Lisbon area and EMSA covers the fees accordingly.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

**a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

<b>SNE posts in the establishment plan</b>	<b>SNE posts occupied end of 2019</b>
<b>18</b>	<b>14</b>

**b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**

**c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

**Reply:**

The remaining vacant positions for SNEs are currently under recruitment. None of the vacancies have been (or will be) filled by other categories of staff.

The turnover of SNEs is higher than in other categories of staff due to the short term nature of the secondment.

Under the current circumstances, it is more difficult to attract Seconded National Experts in certain specific areas of work (E.g. very technical areas). As a result, some positions need to be published for longer periods. EMSA encourages the Member States to make experts available and sends specific letters to the National Administrations, the Permanent Representations and relevant stakeholders on this important matter. EMSA normally obtains a satisfactory response.

## *Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

### **Reply:**

EMSA is currently researching in-depth its CO2 footprint and its outreach to CO2 reduction by means of a dedicated CO2 working group. This is part of EMSA's preparations and structures to get registered under the EU's EMAS scheme.

- 12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

### **Reply:**

The Agency uses exclusively electrical energy. The new electricity contract, concluded in 2019, includes the possibility to request that all the energy provided to EMSA originates from renewable resources. In 2021 EMSA is going to switch to 100% renewable energy. Moreover, the solar panels are foreseen to be installed in the Agency in 2021. 100% clean energy produced by them will be auto-consumed by the Agency.

## *Publicity and dissemination of information and knowledge from the Agencies*

13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?

### **Reply:**

EMSA's new 5-year strategy is the result of a very inclusive stakeholder process. The strategy matches the Agency's valuable work with European citizen interests. Both the strategic priorities highlighted together with the roles of the Agency paint a very accessible picture of EMSA. The Single Programming Document builds on this, explicitly mentioning the tangible benefits each of EMSA's actions carries.

- 14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

### **Reply:**

EMSA's communication activities aim to rapidly deliver objective, reliable and easy-to-understand information to the general public and any interested parties. These activities include: social media coverage of key events on multiple networks; publication of a monthly newsletter and ad hoc press releases; a video featuring EMSA staff of the highlights of the year; updating the website, extranet and intranet; answering external enquiries; supporting

EMSA workshops and events; media relations; and publications. Data visualisation has and is increasingly used for awareness-raising of key appropriate activities on multiple channels

## ENISA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **Reply:**

a)

In 2018, the Management Board of ENISA has adopted by analogy the Commission Decision C(2018)94048 of 26 June 2018 on outside activities and assignments and on occupational activities after leaving the Service (MB Decision 2018/19). Accordingly and in compliance with the Staff Regulations of Officials and the Conditions of Employment of Other Servants (in particular Articles 15 to 19 thereof), a specific form on the "Authorisation to engage on outside activities and assignments and on occupational activities after leaving the service" needs to be completed by any staff leaving ENISA. This form includes a formal decision of the appointing authority to authorise (or not) the planned activity or assignment.

b)

In accordance with Article 16 of the Staff Regulations, a transition period of two years is foreseen: any former staff member, "intending to engage in an occupational activity, whether gainful or not, within two years of leaving the service shall inform" ENISA using a specific form (as mentioned in our reply to question 8 a)). Moreover, "the appointing authority may, having regard to the interests of the service, either forbid him from undertaking it or give its approval subject to any conditions it thinks fit."

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

#### **Reply:**

As part of its KPIs as reported in the Annual Activity Report, ENISA is closely monitoring its geographical balance to ensure meaningful presence of nationals from all the Member States. In 2020 ENISA has carried out a recruitment campaign that has been widely advertised at European but also at national levels to attract best suited candidates from all Member States.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

- a) **How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

SNE posts in the ENISA establishment plan 2019	SNE posts occupied end of 2019
9	2

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?
- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

a)

ENISA disposes two national experts as end of 2019 and 2 appointment letters were sent, whereas the 2019 establishment plan had foreseen nine.

b)

Whereas seven national experts post were vacant as end of 2019, ENISA has implemented mitigation actions to close this gap. While certain posts were indeed filled temporary by other categories of staff, ENISA, notably through its Management Board, has widely promoted these vacant posts and these efforts have been fruitful as eight national experts were working as end of December 2020 at ENISA. ENISA is confident for the future to fill in its target of national experts posts.

*Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:**

A formal sustainable strategy and policy remain to be defined and adopted by our Agency and therefore no specific CO2 reduction targets has been set.

ENISA is not the owner of its offices and is thus dependent from its rental agreements and therefore there are limited possibilities to influence the CO2 reduction stemming from rented office.

Nevertheless, ENISA is committed to moderate and monitor its environmental and social impacts caused by its everyday activities.

In 2020, Agency has already launched a few internal and practical sustainable initiatives (use of recycling bins, going green awareness campaign, etc...) and will soon launches new ones (participation to a carbon offsetting scheme, etc...)

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

Given the nature of the rental agreements for both of its offices in Athens and Heraklion, it has not been possible to determine to which extent renewable energies are being used by ENISA.

The Agency is dependent on the electricity and heating provided by from the owners of its both co-shared offices, it is very difficult for ENISA to have an influence on the energy provider or to even monitor the energy used and its source.

*Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**Reply:**

As per Article 4 of the Cybersecurity Act, ENISA founding regulation, one of the core objectives of ENISA is to promote a high level of cybersecurity awareness, including cyber-hygiene and cyber-literacy among citizens, organisations and businesses. In order to do so, ENISA has taken several actions 1) to increase its visibility to reach its stakeholders (e.g. enhanced communication mainly via social media) and 2) to measure the impact of its activities (e.g. in 2021 ENISA Single programming document, a set of KPIs are currently being designed to better capture and assess the impact of ENISA's activities).

For example, in December 2020 ENISA has published a report that presents the findings of a survey of 251 organisations across five EU Member States (France, Germany, Italy, Spain and Poland) with regards to Network and Information Security investments. Overall, 82% of surveyed organisations acknowledge a positive impact of the NIS Directive on their information security. Another example is the EU wide campaign known as European Union Cybersecurity Month, carried out annually in October. This campaign is dedicated to promoting cybersecurity among EU citizens and organisations, and to providing up-to-date online security information through awareness raising and sharing of good practices.

ENISA activities are made available online through dedicated websites and social media channels

#### **14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

##### **Reply:**

2019 represented a fundamental year for the European Union Agency for Cybersecurity. The approval of the Cybersecurity Act provided the Agency with a permanent mandate, more resources and new tasks. Furthermore, the 2019 saw the Agency marking its fifteen-year anniversary. In order to explain to the public its new mandate and tasks, communication activities, like events and campaigns, around these milestones were performed throughout the year.

To increase awareness about cybersecurity, ENISA produced engaging content around its key events, such as the European Cyber Security Challenge, the NIS Summer School, the Annual Privacy Forum, the eHealth Security Conference and the IoT Conference. In particular, the Agency elaborated an awareness online campaign around the European Cybersecurity Month during the whole month of October to promote cybersecurity best practices across organisations and the EU citizens.

ENISA's spokespeople participation in other sector-led events like the Industry event or cybersecurity exhibitions like FIC and Omnisecure increased the visibility and brand image of the Agency in different EU cities.

To strengthen the accessibility of citizens to key information, ENISA conducted a usability evaluation survey of its main website and improved the Agency's online presence by enhancing the website's usability and layout. For example the news section of the website was updated resulting in an increased number of views and downloads of reports. The Agency also developed online tools on various topics related to its work, with the objective of organizing data in a more intuitive way, so resulting in increased dissemination. The Agency also improved its micro-website dedicated to the CSIRTs Network, and the ones dedicated to the key events and campaigns mentioned above (e.g. the European Cyber Security Challenge website was completely redesigned), which proved to be fundamental for engaging more participants and outreach.

To reinforce its visibility on digital and traditional media, ENISA improved its engagement plans around its publications and key events. For example, ENISA published its key reports and deliverables accompanied by press releases with policy messaging and social media activities. Social media were also integrated as a key element in all of the Agency's communication campaigns to achieve greater visibility and engagement. As a result, more than 8,100 (28.3 % increase) new Twitter followers and Facebook fans were gained in 2019 compared to 7,000 new followers in 2018) LinkedIn followers were also significantly increased (+2165 followers).

Following the publication of its new mandate ENISA updated its Corporate Visual Identity and launched a new manual and templates to help reinforce its brand. ENISA also increased its production of visuals and audio-visual contents like the ENISA High Level Event video and videos to promote its key events and initiatives. The Agency contributed also to EU wide initiatives, like the EU Agencies network's campaign for Europe's Day and the Diversity in Cyber campaign.



## ESMA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
  - a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
  - b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

ESMA's Conflict of Interest and Ethics Policy for Staff (CoI Policy) sets out the rules applicable to all ESMA staff, including high-level staff, before taking up a new occupational activity. These rules strictly mirror the relevant provisions of the Staff Regulations and the Commission Decision of 29.6.2018 on outside activities and assignments and on occupational activities after leaving the service.

In addition, in Q4 2020, ESMA introduced further clarification and guidance concerning post-employment occupational activities in light of the EU Ombudsman recommendations adopted in relation to the above described case.

In particular, ESMA's revised CoI Policy clarifies the instances where an anticipated occupational activity after leaving ESMA could be deemed as raising conflict of interest concerns and when an immediate cut off from certain confidential information must be considered.

Such instances, among others, relate to moves to:

- Relevant financial market participants authorised or recognised in the EEA, where the staff member's ESMA tasks over the preceding three years included, for example, CCPs, depositaries, stock-exchanges, listed credit institutions, fund managers or investment firms;
- Private sector organisations which represent the interests of such financial market participants, such as industry associations, or which advise and represent them, such as consultancies;
- Private sector organisations which are directly linked with the staff member's tasks, such as where a staff member is directly involved in the selection of a supplier or involved in a procurement process organised by ESMA.

Furthermore, for staff working in supervision and enforcement, moves to entities directly supervised by ESMA (i.e., for such staff member who has dealt directly with the supervision or enforcement of his/her intended prospective employer over the preceding three years) are in principle prohibited

for a period up to two years. Such maximum term prohibition would in principle be applicable to staff in senior roles.

ESMA Col Policy retains the approach to assess each case individually; in such assessment staff member's seniority (both at ESMA as well as in the anticipated future roles) is duly considered among with other relevant factors. In order to be able to make such an individual assessment and therefore do justice to each case, there are no pre-defined cooling-off periods (apart from the 12-month lobby ban applicable to senior staff vis-à-vis ESMA staff that is prescribed by the Staff Regulations), and the appropriate measures and the length thereof are considered in each case individually. In any event, the maximum period of such measures (restrictions or prohibition of the intended activity) cannot exceed 2 years as from leaving ESMA, in line with the Staff Regulations.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

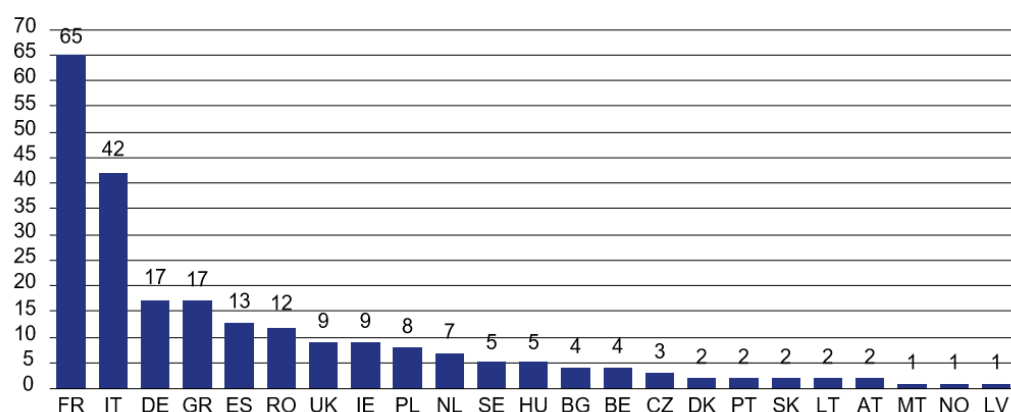
**Reply:**

ESMA objective is to attract quality candidates from all EU Member States and to achieve a satisfying balance of nationalities among its staff. This objective is supported notably by the large dissemination of its vacancy notices. ESMA vacancy notices are published widely not only on its website but also through the EPSO website and are regularly sent to all permanent representations of Member States to the EU. Social media are also increasingly used to ensure a large international visibility of work opportunities within the Authority to attract a large pool of candidates coming from a maximum number of EU countries.

ESMA recruitment is based on merit. Applications from candidates of different nationalities are treated equally. At the end of a recruitment procedure, ESMA normally offers the position to the most suitable candidates. However, in the case of equal merit between candidates with different nationalities, the geographical balance is then taken into account and the post is offered to the candidate whose nationality is under-represented within the organisation.

This geographical diversity is reflected by the fact that at the end of 2019, among ESMA staff (TAs, CAs and SNEs) there were 22 different EU nationalities and one EEA (European Economic Area) national (Norway). The following chart shows, in decreasing order, the distribution of nationalities of ESMA staff (TAs, CAs and SNEs) at the end of 2019.

## ESMA nationalities



10. Specific questions to the Agencies that should engage **national experts**, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:

- a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

SNE posts in the establishment plan	SNE posts occupied end of 2019
12	10

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?
- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

## Reply

As a preliminary remark, it should be noted that SNEs are not included in the establishment plan of the Agency.

At the end of 2019, 10 SNEs were working at ESMA versus 14 one year before, and 12 per the staffing plan. The decrease in the number of SNEs in 2019 was due to several factors, one of them being Brexit.

ESMA continues to liaise with the NCAs and other eligible institutions with a view to increase this category of staff population in the future. This population notably brings expertise and experience but also cross-fertilisation between the organisations involved.

## *Agencies' climate footprint*

11. Has your Agency set the CO2 reduction targets and until when should they be reached?  
What results were achieved in 2019 compared to the two previous years?

### **Reply:**

ESMA is putting in place an environmental management system and continued working towards being registered with the Eco-Management and Audit Scheme. It has conducted an environmental review to determine its significant environmental aspects and to ensure compliance with EU, as well as the applicable national and local, environmental requirements. ESMA's environmental policy, adopted on 13 June 2017, sets the following objectives to reduce the environmental impact of its work and to improve its environmental performance:

- minimise the consumption of energy, water, paper and other resources;
- encourage the prevention of waste and environmental pollution by maximising the recycling and reuse of items and by optimising their disposal;
- take the necessary measures to reduce carbon dioxide emissions and minimise the impact of mobility and travel;
- comply with relevant environmental legislation, administrative regulations and other requirements.

To achieve these objectives, ESMA has been working with its staff and suppliers to reduce waste, improve recycling and reduce travel (e.g. by making better use of technology to work towards a paperless office and to make greater use of video-conferencing). In addition, ESMA's new premises (from 2019) have High Quality Environmental (HQE) certification, which is France's standard for green buildings, based on the principles of sustainable development, for its construction, conception and operation.

In 2019, ESMA recycled 21.9 tonnes of paper versus 20.3 tonnes in 2018, which represented a saving of 373 trees, 180 039 litres of water and 2.9 tonnes of carbon dioxide, and an increase of 8 % in paper being recycled compared with 2018; the increase 1 year ago was 14 %. This increase is due to the move to ESMA's new premises, where staff were encouraged to recycle some of their paper archives, which are now digitalised.

12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?

### **Reply:**

Currently, ESMA rents its premises in a building shared with several other tenants and has very limited influence on the energy mix. To be noted that in France, historically, electricity is mostly provided by a national company (EDF) using largely nuclear energy. The Authority plans to encourage the landlord to use renewable energy as much as possible. The national company EDF is also working in that direction.

## *Publicity and dissemination of information and knowledge from the Agencies*

13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?

### **Reply:**

ESMA promotes its output and activities on a continuous daily basis via a mix of media channels including press releases, news items, website updates and its stakeholder newsletter, all supported by an active presence on social media. In addition to its news output, it promotes its messages via interviews and briefings with the media to highlight the importance and benefits of its work for its stakeholders, both financial market participants and EU citizens.

The ESMA Chair is regularly interviewed by international financial media and ESMA is a constant presence in the financial press, both the major national publications in key Member States and international outlets.

In 2019, in terms of external communications, ESMA published 928 documents (press releases, statements, news items and library documents on ESMA's website), +18% more than in 2018. Additionally, the small team organised 29 interviews and briefings with the media (versus 54 in 2018) and 21 meetings (12 in 2018) with journalists representing 14 different media outlets (10 in 2018). ESMA was mentioned 15,880 times in the media in 2019. The Communications Team also handled approximately 700 emails and phone requests from the media during the year:

- Visits to ESMA's website were approximately 1.1 million in 2019;
- In terms of external speaking events, the number of speaking requests remained consistently high with ESMA speaking at 172 events across the EU and globally from a total of 362 requests received;
- 2019 was also a good year for ESMA on social media, following the progress already made in 2018. ESMA's social media channels indeed again saw significant growth in 2019, in terms of followers, sharing of ESMA's publications and content creation. An extra 10,897 people joined our LinkedIn group (5,200 had joined in 2018) and @ESMAComms on Twitter added 1,600 followers (2,300 had joined in 2018). ESMA ended 2019 with 29,397 followers on LinkedIn, up 58% from the previous year, and 14,100 on Twitter, up 16% from 2018.
- In 2019, the Communications Team continued what it had started in 2018, producing its own audio-visual supporting material, including illustrated videos, video interviews and training videos. ESMA's videos were viewed almost 8,000 times in 2019.

14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?

**Reply:**

ESMA continues to meet its commitment to reach the broadest possible audience affected by its work. This it achieves mainly through:

- 1) ESMA's website channel - where all documents, press releases, news and data are publicised;
- 2) the promotion of this information via targeted press releases, news items, social media and RSS feeds; and
- 3) targeting key media across the European Union to ensure the maximum breadth of coverage.

In the short-term ESMA is engaged in refreshing its website to ensure its content is up to date and easily accessible and will begin development of a new in 2021.

ESMA's public visibility has also increased thanks to increased activity on social media channels in particular Twitter and LinkedIn. Both social media have registered an increase of followers in the last year - LinkedIn followers increased by 59% from 18,500 to 29,000 and Twitter increased by growing by 16% to 14,200 followers. This is due to ESMA building capacity to internally produce graphics, fact sheets and videos which consistently strengthen its promotional activity on social media.

## ETF

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
  - a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
  - b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **ETF Reply:**

The ETF regulatory framework to prevent conflict of interest *vis a vis* staff leaving or having left the service, combines relevant provisions of the Staff Regulations with provisions of the Commission Decision C(2018) 4048 which the ETF Governing Board (GB) adopted in September 2018. This comprehensive regulatory framework made unnecessary the establishment of an additional dedicated Policy.

Given the ETF limited size, the only senior official employed is the Director. Requests from former Director(s) to be engaged in activities after leaving the service are subject to prior opinion and assessment by the Chair of the ETF GB. The decision is then taken having regard to the Chair opinion as well as to the respect of the former staff member's right to engage in work and to pursue a freely chosen or accepted occupation.

Still in accordance with the above regulatory framework, the staff obligation to inform the ETF prior engaging in an occupational activity, applies for two years after leaving the service. The outcome may be the authorisation, the prohibition to deal with files, cases or matters related to the work carried out during the last three years of service or the imposition of a 'cooling off period' excluding the former staff member from, for example, professional contacts with former colleagues.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

#### **ETF Reply:**

ETF recruitment is merit-based, and applications from candidates with different nationalities are treated equally. ETF vacancy notices are disseminated and published widely through the ETF and EPSO websites, and through EU delegations and permanent representations. Following a recruitment procedure, the ETF normally offers the position to the highest scoring and most suitable candidate. However, in the event of equal merit between candidates with different nationalities, then the geographical balance is taken into consideration and the post is offered to the candidate whose nationality is under-represented.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

- a) **How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

<b>SNE posts in the establishment plan</b>	<b>SNE posts occupied end of 2019</b>
<b>1</b>	<b>0</b>

- b) **In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**
- c) **How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

**ETF Reply:**

In 2019, the ETF employed one SNE from the period of January to June 2019. However, considering the difficulties experienced in attracting suitable candidates, following the departure of the last SNE from the ETF in mid-2019, the ETF agreed to transform the SNE position into a Contract Agent position. As a result, a new Contract Agent position has been agreed as of 2020 and the ETF no longer uses SNEs.

*Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**ETF Reply**

In 2019 the ETF made the decision to work towards implementing an environmental management system in line with the requirements of EMAS certification.

With this aim in mind, activities in 2019 included establishing a project team with the Facilities Manager in the lead, and with the support of colleagues across the ETF in the form of a cross-departmental environmental working group. Resources were allocated and the preliminary and planning phase began. This included an environmental review, identification of legal requirements, definition of objectives and targets ready for implementation of the environmental management system.



The implementation of the EMAS project progressed smoothly in 2020 with the definition of environmental indicators in the context of environmental improvement plans. The indicators, including targets and benchmarks, will help the ETF to measure its carbon footprint as of 2021.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**ETF Reply**

Not applicable for the ETF in 2019 as the ETF used gas for heating and electricity from the Italian national grid throughout the year 2019.

However, within the framework of the ongoing environmental management system, the ETF is working to set up its own electrical cabin in 2021. Once implemented, this will allow the ETF to verify the source of the electricity it uses and to consider using electricity coming from renewables in the future.

*Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**ETF Reply**

The main focus of the ETF's communication has been its stakeholders and beneficiaries. The ETF has run periodic media relations campaigns in conjunction with its major events each year with variable results. In 2019, on the occasion of the ETF 25th Anniversary event in Brussels, the agency engaged on an experimental basis in a media partnership with Politico Europe, with promotion and streaming of the event on the Politico.eu website. In 2020, the agency has further developed this approach with a media partnership with Euronews, and two planned with Politico Europe and BBC Global News in the coming months. The objective of these campaigns is to communicate to a wider public the value and relevance of the ETF's work in supporting the EU as a global actor in the human capital field. In the context of its Communication Strategy 2021-27, the agency is developing a media strategy to ensure a more structured and consistent engagement with the media in the years to come.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**ETF Reply:**

The ETF's new website, which was launched in 2018, contains general information on the ETF, its objectives and achievements in all the EU official languages and the principal languages of its partner countries.

The ETF has developed an important social media presence targeting the general public and young people in particular, with over 26,500 followers on its different social media channels at end 2019 (FaceBook, Twitter, LinkedIn, Instragram, YouTube). The ETF has continued to use video as a means of communicating direct and simple message to a wide public and now has nearly 350 videos on its YouTube channel. The ETF cooperates with the Commission Representation and the Europe Direct network in communicating the EU message locally, with regular visits to schools and hosting school and university groups at the ETF.

The ETF's publications and data, as well as information on the countries where it works and its different actions and activities, are available on its website.

In 2019 the ETF developed a knowledge sharing platform called ETF Open Space, which has over 2,000 members. This is a key tool in achieving the ETF's strategic objective of being a global knowledge hub for skills and employment policies in developing and transition countries.

## eu-LISA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.

eu-LISA has not encountered a situation of a departure of the Executive Director or another senior manager (to take an equivalent function to the role of a CEO).

- a) **What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?**

Should a situation of seeking a permission to work for a private sector organisation closely related to the activity area of the Agency occur, eu-LISA would apply the *Commission Decision of 29.6.2018 on outside activities and assignments and on occupational activities after leaving the Service (C (2018)4048 the final)*, which is applicable by analogy to the Agency by virtue of the Decision of the Management Board of eu-LISA No. 2018-179-REV1 of 6.12.2018.

- b) **Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?**

According to the above mentioned rules, assessing the possibility of any actual or potential conflict of interest in relation to the next employment, are relevant for employment during two years after leaving the Agency and with regard to the tasks performed by the former staff member in the last 3 years of his/her employment.

9. **In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

The Agency has ensured that its Vacancy Notices are published in EPSO website, also using social media channels to reach the broadest spectrum of potential candidates. In case of equal results in the selection process, the geographical balance is taken into account.

The Agency has also kept the Management Board informed about the statistics on geographical balance and recruitment plans for upcoming years.

10. **Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

- a) **How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**

One post was vacant in the end of year.

SNE posts in the establishment plan	SNE posts occupied end of 2019
11	10

b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

1) The selection of the Seconded National Expert (SNE) was ongoing in December 2019, and the new SNE started in 2020.

2) No, the SNE posts have been filled only with SNEs.

c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

The cooperation is sufficient. The secondment calls for National Experts have been successful. Geographical representation could be improved if more Member States submitted applications for the published calls.

### *Agencies' climate footprint*

#### **11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

First and foremost, in 2020, eu-LISA introduced a new environmental Key Performance Indicator (KPI). Environmental KPIs provide organisations with a tool for measurement. They are quantifiable metrics that reflect the environmental performance of an organisation in the context of achieving its wider goals and objectives. The impact of environmental matters on organisational performance is increasing and will continue to do so.

The purpose of this metric is to demonstrate the efforts of the Agency to reduce greenhouse CO2 emissions, to achieve energy savings and to comply with the upcoming EU 2030 target for reducing greenhouse gas emissions.

The data that are collected in 2020 will become the baseline reference. The data sources are the energy metres (electricity and heating) combined with consumption invoices; the water metres, combined with consumption invoices; the invoices for paper consumption; and the weighting of solid waste.

The goal for the Agency is to reduce its carbon footprint in the coming years by reducing energy, water, paper consumption and waste production, as well as raising employees' awareness through interactive and transparent internal communication. Cooperation with local authorities will be pursued, whenever possible. In addition, the Agency will promote the use of energy from renewable sources, increasing the share of energy consumed from renewable sources.

#### **12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

eu-LISA is using renewable and thermo energy.

## *Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

- eu-LISA has facilitated the **publishing of several targeted articles and opinions** in national magazines (i.e. *Horizont Grenzüberchunh, Director*) and interviews of top managers **to broadcasting companies** (i.e. Deutschlandfunk).
- eu-LISA has actively participated in several **joint social media campaigns** of the Network of the Agencies (i.e. *NoMoreRansom, United in Diversity, Fundamental Rights Charter 10<sup>th</sup> Anniversary, Europe Day*) and published the related online highlights.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

- In order to increase public visibility and online presence, eu-LISA produced a **multimedia package** 'Discover eu-LISA' (<https://discover.eulisa.europa.eu>) presenting the Agency and its core business areas in an appealing, easily understandable and interactive way, to raise public awareness through novel and engaging online formats.
- eu-LISA Communication made notable efforts to enhance eu-LISA's **visibility, raise awareness and share relevant information with different stakeholder groups and the general public through its annual conference and two industry roundtables**. The Annual Conference - "*The New Information Architecture as a Driver for Efficiency and Effectiveness in Internal Security*" - was organised under the auspices of the Finnish Presidency of the Council of the EU and brought together close to 200 delegates representing Member States, EU institutions and **fellow Agencies** as well as practitioners from industry and academia. The **high satisfaction rate** expressed by the participants (96,6%) is a definite indicator of success.  
The two industry roundtables, organised together with the Romanian Presidency of the Council of the EU in spring and solely by the Agency in the autumn, totalling a turnout of over 190 participants, provided valuable fora for focused discussions about the practicalities and solutions for architectural design and the development of the future large-scale IT systems entrusted to the Agency. **All these activities, reflected through eu-LISA online communication channels - via videos, photo-galleries and tailored publications - contributed to the overall public visibility of not only eu-LISA but also fellow EU Agencies.**
- eu-LISA was present **at Europe Day activities** in the host country of the headquarters of the Agency, Estonia, to boost visibility and share information in the form of direct contact with EU citizens, complimented by online communication to broader audiences. The 2019 event attracted more than 10 000 visitors. Over 2000 of them actively interacted with the Agency (through special quizzes and games to increase awareness about the core topics) **facilitating further public visibility of the Agency as part of a broader EU network.**

- The Agency took several steps towards improving its public information tools. These included an in-depth analysis of website needs, encompassing measures to ensure that future web developments are in line with both reliability and security requirements that will stem from the EES and ETIAS related public platform requirements. Further to that, additional efforts to **strengthen eu-LISA's online and social media presence, by boosting the activities of the clusters of the EU Agencies**, were introduced leading to a notable growth of numbers in both users and reach.

## EU-OSHA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

a) The Commission Decision C(2018)4048 final of 29 June 2018 on outside activities and assignments and on occupational activities after leaving the service is in force at EU-OSHA since 24.01.2019. All the provisions of the Decision apply to all outside activities, **assignments and occupational activities while in service and after**, whether new or extended.

Specifically, when leaving the service the staff member is reminded about the obligations under Article 16, second paragraph, of the Staff Regulations.

The Appointing Authority shall assess whether the notified activity could lead to a conflict with the legitimate interests of the institution. When assessing the possibility of any actual or potential conflict of interest, the Appointing Authority takes into account factors such as:

- (a) any relation between the occupational activity and the work carried out by the former staff member during the last three years of service;
- (b) whether the occupational activity would involve working on specific files for which the former staff member was responsible during the last three years of service;
- (c) whether the occupational activity would risk harming the reputation of the former staff member and the Commission, for example by retroactively casting doubt on the former staff member's impartiality while he or she was still in service, thereby tarnishing the Commission's image;
- (d) the quality of a future employer (for example whether it is a public authority or a private/commercial company) or the situation of self-employment;
- (e) whether the envisaged activity would involve representing outside interests vis-à-vis the institution;
- (f) whether or not the envisaged activity is remunerated.

**b)** The aforementioned Commission Decision C(2018)4048 states that the Appointing Authority defines an appropriate balance between the need to ensure integrity through temporary prohibitions and restrictions and the need to respect the former staff member’s fundamental right to engage in work and to pursue a freely chosen or accepted occupation. In particular, the Appointing Authority may, during the two years period after the staff member has left the service:

(a) prohibit the former staff member from dealing with files, cases or matters related to the work carried out by him or her during his or her last three years of service, including related or subsequent cases and/or court proceedings and/or

(b) impose a ‘cooling off period’ excluding the former staff member from, for example, professional contacts with former colleagues or from representing opposing parties.

**9. In relation to the Parliament’s concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

**Reply:**

EU-OSHA is an equal opportunity employer and considers candidates for employment without distinction on the grounds of gender, colour, racial, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, nationality, age, sexual orientation or gender identity.

The Agency is conscious of the need to diversify its staff and to this effect ensures equal treatment in recruitment and reclassification. The Agency’s equal opportunities policy includes provisions for the preparation of an annual report. With respect to geographical balance, the situation in EU-OSHA as at 31.12.2019 is as displayed in the table below:

<b>Nationality</b>	<b>Count of employees</b>	<b>% of employees</b>
AUSTRIA	4	6%
BELGIUM	2	3%
BULGARIA	2	3%
DENMARK	1	2%
ESTONIA	1	2%
FINLAND	1	2%
FRANCE	8	13%
GERMANY	4	6%
IRELAND	2	3%



ITALY	4	6%
NETHERLANDS	1	2%
POLAND	1	2%
ROMANIA	1	2%
SPAIN	29	46%
UNITED KINGDOM	2	3%
<b>Grand Total</b>	<b>63</b>	<b>100.00%</b>

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

d) How many posts for national experts do the Agencies dispose in the establishment plan and

SNE posts in the establishment plan	SNE posts occupied end of 2019
	0

how many were occupied in 2019?

e) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

f) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

**Seconded National Experts**

The Agency has adopted implementing provisions for the engagement of Seconded National Experts to support the implementation of specific projects and initiatives, and to develop active networking and strengthen cooperation with Member States.

*Agencies' climate footprint*

**11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:**

EU-OSHA is aware that managing environment starts with mitigating the impact of its activities in the workplace and by extension in the environment.

In this context, although EU-OSHA is not planning to go for an EMAS certification in the near future, it is strongly committed in the development and application/adoption of specific measures/practices regarding environmental management that contribute to ensure cost-effective and environment-friendly workplaces and help in a certain way to the offset of its carbon footprint.

Taking account of its dimension and resources, EU-OSHA has decided to go for a step-by-step approach rather than directly developing and adopting a global environmental strategy with specific CO2 reduction targets and deadlines for the purpose.

In this line, on a regular basis EU-OSHA continuously raises awareness among its population (e.g. staff, contractors, visitors, among others) on the measures developed and implemented and the practices adopted for the purpose. The Agency monitors, to the extent possible, also the related data in order to set goals for improvement.

During the course of 2019, several actions and measures have been (or continue to be) taken; here below a list of the major results:

**Responsible and efficient use of resources** (e.g. water, electricity, paper).

- Double-switch lighting system in all offices that allows reducing light intensity when not required. Moreover, the layout of this lighting system has been re-programmed in a way that energy consumption can be controlled and reduced;
- Lighting activated by presence-sensors in toilet facilities and printing room facilities that allow increased safety and contribute to cost reduction and carbon footprint offset;
- Installation of professional dishwashers for kitchenettes areas. The use of these appliances has substantially reduced the use of energy resource consumption (e.g. washing cycle reduced from an average of 2 hours to a couple of minutes);
- In procurement actions, the responsible and efficient use of resources (products) is set as a minimum requirement (e.g. cleaning services);
- Regular emails sent to all staff to raise awareness on new initiatives/measures, as well as notices/posters placed throughout the premises to the attention of its population for the same purpose.

In parallel, and considering a wider range of resources, staff members are encouraged, as much as possible:

- To make a grouped use of taxi services for mission when there is no public transport available;
- To use video conference facilities instead of travelling, whenever possible; measure much in line with e-Meetings referred to in a specific section below.

**To manage and recycle waste in a responsible, efficient and “green” way:**

For the purpose, specific recycling containers with clear instructions on notices/posters have been provided in kitchen areas:

- For “standard” waste such as paper, plastic, glass and organic waste as well as for special waste such as used oil, batteries and coffee pods, among others;

- The contractor for the provision of cleaning services is directly involved in the management and recycling of any waste deriving from its activities and EU-OSHA's ones.
- Elimination of single use plastic items (e.g. plastic bags from offices, plastic glasses at water fountains and bottles for meetings).
- Currently, office bins are for paper waste only; staff members have received an individual glass bottle; glass jugs are used in meetings;
- Reduction of paper consumption: among other initiatives, paper towels & napkins replaced by the use of hand dryers and metallic trays for glasses, respectively. In addition, and to avoid printer paper waste, staff members are encouraged to use an individual code for printers; this way, they print what they really need and to avoid documents being left without its owner.

**Action taken at the level of the working arrangements:**

- The implementation of the teleworking, contributing to a substantial reduction of the commuting;

**Actions taken in the frame of its activities as a whole:**

- The use of environmental requirements / criteria at procurement level to ensure green solutions as far as possible (e.g. cleaning products, stationery, supplies, recycling requirements, among others).
- The active contribution to the "circular economy": by giving as many uses as possible to its assets through, among other aspects:
  - o Re-use of piece of furniture in spare parts, etc. in its premises;
  - o Regular donation exercises.

**The implementation of e-Tools for a quick progress towards the e-Culture**

- e-Procurement: implementation of e-Tendering and e-Submission, dramatically reducing printing of documents, shipping and delivery costs;
- e-Meetings: in this particular case, EU-OSHA has created several new meeting spaces within its premises, equipped with devices allowing to hold multiple e-meetings in parallel;
- e-Signature and e-Workflows: EU-OSHA is taking benefit of the implementation of ARES since May 2019 and EU-SIGN from September 2020 to reduce paper flows and printing.

**Member of the Greening Network (GN) of the European Agencies and Bodies**

The Agency is an active member of the GN where environmental issues are discussed and related experience and best practices shared. It is also a place where views are shared on how to deploy environmental awareness and responsibility, as well as present issues and practical cases related to EMAS implementation.

In addition, the GN holds a meeting on an annual basis in the seat of the body that has volunteered to host the event. EU-OSHA volunteered and hosted virtually the 2020 GN meeting, for the first time since its creation.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

EU-OSHA is committed to the use of energy renewable energy solutions as far as possible and dealing with the respective contractors for the purpose.

In addition, in its efforts towards carbon footprint reduction, EU-OSHA has recently launched a call for tender for the supply of electrical equipment and for the provision of installation and maintenance services thought for ensuring a step-by-step replacement of its existing traditional lighting equipment towards Led technology that will contribute actively to a better cost-effective and environment-friendly use of energy resources.

### *Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

#### **Reply:**

As a small agency of 65 staff with a pan-European mission, EU-OSHA's approach is to produce policy-relevant knowledge, research and products, develop multilingual online tools, interactive data visualisations and dashboards and to work via intermediaries to disseminate these outputs as widely as possible at European and national levels. The objective is to promote the effective diffusion of ideas and good practices to help implement European policies in the area of safety and health at work and this is prioritised over the visibility in the process of the agency itself. The OiRA (online interactive risk assessment) project illustrates this approach well. An EU policy priority is to improve standards of safety and health in Europe's 22 million micro and small enterprises. The OiRA project was set up over 10 years ago to support this. OiRA – Online interactive Risk Assessment – is a web platform that enables the creation of sectoral risk assessment tools in any language in an easy and standardised way. It is the first initiative at EU level to encourage European MSEs to assess their risks. The OiRA platform and community are developed and maintained by EU-OSHA but the agency works with sectoral and institutional partners at European and member state level who are responsible for developing national sectoral tools. The diffusion strategy aims at bridging the gap between the European level and the workplace by engaging national OSH organisations and sectoral social partners in developing and owning OiRA tools. MSEs using OiRA tools and national media are more likely to associate them with these organisations than with EU-OSHA itself and if they do it is a reflection of the success of the diffusion strategy not its failure. At the same time, the agency can point to the presence of OiRA as an instrument in a growing number of European and national OSH strategies demonstrating that this approach is effective in influencing decision-making on behalf of the Member States, industry and citizens. The agency's role in this and in other areas is that of a facilitator and we are more than happy to share our successes and their public visibility with our many partners and stakeholders. While media visibility is a convenient metric for the CoA to use, it is arguably not the most appropriate tool to draw conclusions about the Agencies' contribution to policy and decision making. Public media discourse around the European project rarely draws attention to the specific contributions of the different EU institutional actors.

#### **14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:**

##### **Public visibility**

In 2019, EU-OSHA celebrated its 25<sup>th</sup> anniversary and promotion actions were implemented throughout the whole year. A ceremony was held on 5 June in Bilbao in the presence of high-level EU and Member State representatives. The event was successfully implemented with a very good attendance rate and high level of satisfaction among our stakeholders.

Information stands and communication actions were also successfully implemented for the High-level conference "The Future of Work: Today. Tomorrow. For All." in Brussels (9 April), the Open Day of the EU Institutions (4 May), Europe Day in Bilbao (9 May), ETUC congress in Vienna (21-24 May) and the A+A fair in Dusseldorf (05-08 November), for promotion of EU-OSHA flagship activities, such as OiRA, ESENER, MSEs, etc.

The 2018-19 Healthy Workplaces Manage Dangerous Substances campaign, started in April 2018, reached its final milestone with the holding of the Healthy Workplaces Summit in November 2019 in Bilbao. More than 250 OSH experts, policy-makers and campaign partners joined EU-OSHA to mark the end of this very successful 2-year campaign and exchange good practice on managing dangerous substances. Regarding cooperation with other EU and international organisations and initiatives, the Agency continued to be actively involved in the Dutch presidency initiative "Roadmap on carcinogens", being in fact a special focus of the Healthy Workplaces campaign 2018-19. Key to the Campaign's success was also the FAST/HWC scheme, by which the Agency supports its network of national Focal Points in the organisation of campaign activities. Under this scheme, national focal points organised across the EU 28 Member States and the 3 EEA countries more than 330 campaign activities, amounting to an increase of more than 70% compared to previous years. The Agency has been producing and publishing reader-friendly infographic reporting the results of its key performance indicators since 2015. The infographics have also been included in the Consolidated Annual Activity Report.

##### **Online presence?**

As part of the 25<sup>th</sup> anniversary of EU-OSHA, the corporate homepage was branded with the Anniversary stamp and a banner and a dedicated web section was published and translated in all languages. 11 articles about the 25th Anniversary were published in the section and promoted with web highlights and social media posts. An Anniversary online quiz was also introduced in the new web section.

Following a web intelligence analysis of the homepage, publications and tools & resources sections of the corporate website to increase visibility and facilitate access, a slight revision was agreed. The revamped website, with special emphasis given to the publication section to make the information more appealing and accessible, was successfully published.

The Agency's campaigns and other communication and awareness raising activities are supported by extensive social media activities, 2 online newsletters, multilingual websites and other online tools including practical e-tools and e-guides, animated videos featuring the popular character Napo and data visualisation tools. Particularly, EU-OSHA has developed 2 new data-

visualisation tools in 2019; the OSH barometer to visualise more than 100 indicators about OSH in the EU, and the ESENER data visualisation tool to compare results of various editions of the survey of enterprises on new and emerging risks.

As regards campaign information products, the database of tools and resources available on the campaign website was enlarged to more than 950 entries, covering entries from all EU Member States. Important progress was also made as regards the development of seven national country versions of the Dangerous Substances e-tool for Austria, Estonia, Iceland, Norway, Portugal, Romania and Slovenia.

The Agency's Online interactive Risk Assessment Project provides cost-free risk assessment tools for use by Europe's micro and small enterprises. 185 sectoral tools have been developed and 90 are under development

## EUROFOUND

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **Reply:**

Eurofound applies the Commission decision of 16.12.2013 on outside activities and assignments. Cases are assessed on a case-by-case basis. There is no pre-defined transitional period.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

#### **Reply:**

No specific measures are taken. Eurofound has nationals from 21 Member States.

10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:
- a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

SNE posts in the establishment plan	SNE posts occupied end of 2019

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?
- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:** n/a

## *Agencies' climate footprint*

- 11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

### **Reply:**

Through various initiatives, building upgrades and technological upgrades Eurofound has actively attempted to reduce its environmental impact. There has been significant investment in Video Conferencing and audio-visual equipment in order to reduce travel both to and from Eurofound.

During ongoing building renovation programmes, emphasis has been placed on removing dated inefficient glazing and replacing it with more energy-efficient solutions.

Currently there are plans in preparation to replace all existing gas boilers with modern high-efficiency boilers to further reduce our consumption.

Eurofound did not set specific CO2 reduction targets for 2019, however there is now a commitment to the full implementation of EMAS certification for 2021 which will establish current baselines and will be used as a guide to a more sustainable working environment with realistic and measurable CO2 reduction from 2021 onwards.

Natural gas consumption has reduced by 0.5% during the period 2017 to 2019.

Electricity consumption has reduced by 11% during the period 2017 to 2019.

- 12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

### **Reply:**

Eurofound uses a mix of natural gas and electricity as our sources of energy to provide heating and lighting. **Our electricity is sourced from 100% renewable sources with 0.000t/mWh CO2 Emissions.**

## *Publicity and dissemination of information and knowledge from the Agencies*

- 13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

### **Reply:**

Reaching the public through uptake of Eurofound research data, findings and analysis in the media was strengthened in 2019, with almost 3,500 references in articles on issues socio-economic issues high in the public debates, and in priority media outlets in the (then) EU 28 Member States in particular, reaching an estimated 202m people. With regular communication to its 4,500 journalists in its online newsroom, Eurofound has become the go-to source for comparative socio-economic



research data and analysis, featuring regularly in the leading newspapers of record in all EU Member States.

Particularly, the outreach at national level with national level data proved effective. European and international national days are used as opportunities to reach out to and engage with the European Commission and the European Parliament to pinpoint issues high in the public debate which Eurofound can contribute to, with tailored news stories and comment and analysis articles (blogs) highlighting Eurofound's experts and expertise. This is communicated to all relevant national level audiences by email and social media channels, as well as in media partnerships with selected media outlets reaching relevant audiences.

Examples where Eurofound has actively inputted to policy development in 2019 include contributions to 185 EU policy documents, of which 52 were **key EU policy documents**. Key EU policy documents are those that initiate policy processes, are of consultative/advising nature or are reports with extensive use of Eurofound's knowledge. Examples include where the Agency's knowledge in the area of **minimum wages** was relevant for the preparation of one of the six specific priorities outlined by the new European Commission President von der Leyen. Eurofound expertise in this area was acknowledged in the **EU 2020 budget** by the European Parliament and Council with an explicit reference to Eurofound about the implementation of a pilot project on this topic.

Eurofound's long-standing expertise on NEETS (those not in employment, education or training) was also used in the Council conclusions on '**Young People and the future of work**' (5 June 2019) to support the key message from the 2017 report *Long-term unemployed youth: Characteristics and policy responses*. This was also reflected in the European Parliament Resolution on European Semester for economic policy coordination: Employment and social aspects in the Annual Growth Survey 2019. Eurofound knowledge on access to public services was also used to support key messages in the Council recommendation on high-quality early childhood education and care systems.

In terms of input to high-level policy debate in 2019, Eurofound provided 212 contributions to policy-relevant events and meetings, with 97 of these to key priority organisations and institutions such as the **European Commission, European Parliament and Council committees such as EMCO and SPC**. Input such as background papers and draft Council conclusions were prepared with **the Finnish and Croatian Presidencies** respectively as input to high-level policy debates.

#### **14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

##### **Reply:**

With the adoption of the revised Foundation regulation, Eurofound updated its communication strategy in 2019 with four distinct but interrelated priorities, which are (1) increased focus on policy, (2) partnerships and collaboration, (3) outreach to the national level and (4) the adoption of a Digital First approach. This formal update had been underway for over a year, drawing on qualitative research, user survey feedback results, performance indicators and literature reviews. It also saw the dissemination and promotion approach refined and improved to ensure optimal response to key public debates and legislative initiatives and taking into account stakeholders' priorities, the EU agenda, Eurofound expertise and strategic collaborations.

Eurofound's events programme continued to work towards increasing the impact of Eurofound research on decision-makers as well as raising the agency's public visibility as part of the EU debate. Eurofound organised 9 own and 7 joint events and contributed actively to 230 external events across the EU. Many of these contributions to events reached Eurofound's key stakeholders such as the EU institutions (e.g. EMCO, SPC or high-level presidency events) or national governments (e.g. the Irish Parliament's Joint Committee on European Union Affairs), civil society or academia. Eurofound's visits programme also continued to be an important multiplier and vehicle to increase the agency's public visibility. It is a consistent feature of the agency's daily communication work and, in 2019, 25 visits took place with over 240 visitors ranging from, among others, national Ministers and Ambassadors, to universities and research institutes, to trade union representatives and students.

Timely and policy-relevant blogs have also contributed to public visibility as these comment and analysis pieces are regularly posted not only on the Eurofound website but also on external online platforms such as Social Europe Journal. A total of 18 blogs were published in 2019 on topics as diverse as gender pay transparency, seniority entitlements or the future of manufacturing.

In order to reach stakeholders and audiences in their native language, Eurofound continued to provide executive summaries of research reports in 21 languages in line with its multilingualism policy. In 2019, all policy briefs were also fully translated into German, French and Spanish. Limited ad hoc, demand-driven translation requirements were facilitated as well as updates to the website (in 22 languages).

Eurofound continues to regularly keep its stakeholders, target audiences and the general audience informed about its work through email marketing, its social media channels and media. During 2019, the numbers of email subscribers grew by 12%, the followers on social media channels by an average of 8% (across the three channels Twitter, LinkedIn and Facebook) and the number of journalists subscribing to Eurofound news grew by 17%. Eurofound's corporate monthly newsletter continues to be very efficient in keeping target audiences informed about the Agency's work. Metrics on email marketing show that this channel continues to grow and expand as the primary promotion vehicle contributing to public visibility, online presence and brand recognition. The move to also include more thematic newsletters was welcomed by the stakeholders. The popular *Living and Working in Europe* (LWE) report took a four-year perspective broadly covering the mandate of the (then) outgoing European Commission and Parliament, 2015-2018, and explored Eurofound work of that period. A dedicated and interactive web page featured key statistics of each chapter and formed a crucial part of the media outreach and a coordinated social media campaign.

Specifically, in terms of online presence, Eurofound has made several updates to its website, such as the option for users to subscribe to a publication notification and the social media sharing functionality, which is now fully GDPR-proof. Major upgrades to the publication and topics sections were also carried out. The publication pages now bring together report, executive summary, and working papers on a single page. In addition, key findings and an overview of tables and graphs are available directly to the user and the upgrade of the topic section resulted in a more user-friendly display of the EU context, published and ongoing research for key areas within Eurofound's remit. A new version of the Eurofound data style guide was also developed throughout 2019 and deployed in December, further improving the Agency's cross-channel character.

## EUROJUST

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
  - a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?

**Eurojust:** All staff members leaving Eurojust are requested to complete the "*Engagement in an occupation after leaving Eurojust*" form, including that they are aware of their continuous obligation to inform the Appointing Authority for two years after leaving the service, should they wish to engage in any occupational activity or assignment, whether gainful or not. If the envisaged activity or assignment is related to the work carried out by the (former) staff member during the last three years of service, and could lead to a conflict with the legitimate interests of Eurojust, the Appointing Authority may, having regard the interests of the service and after consulting the Joint Committee, either forbid the (former) staff member from undertaking that activity, or give its approval subject to conditions.

- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

**Eurojust:**

No.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

**Eurojust:**

No specific measures have been taken because all the EU nationalities are represented at Eurojust, with the exception of Cyprus and Luxembourg. In 2019, 17% of Eurojust staff had the Dutch nationality. The next three most represented nationalities among temporary and contract staff were Italy, Spain and Romania with 9% each.

10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:

- a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

**Eurojust:**

SNE posts in the establishment plan	SNE posts occupied end of 2019
21	22 (Eurojust had 21 posts authorized for 2019, but 22 SNEs on-board, out of which 18 were paid and 4 were unpaid. Eurojust exceeded the authorized number given that there was no cost impact for 4 SNEs)

- b) In case of vacant posts for national experts,  
1) what are the main reasons for not filling all posts?

**Eurojust:** The main reasons for not filling the SNE posts are the low level of applications received and the difficulties in identifying suitable candidates.

- 2) have these posts been filled by other categories of staff?

**Eurojust:** No.

- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Eurojust:**

All EU Member States are represented at Eurojust through the National Member and Assistant/Deputy National member(s), which ensure a continuous cooperation between Eurojust and the National authorities in their respective member states. Where allowed by the national legislation and the authorities, Member States second experts to Eurojust.

### *Agencies' climate footprint*

11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?

**Eurojust:**

Eurojust has not set CO2 reduction targets. The setting of CO2 reduction targets is foreseen to take place in connection with the implementation of EMAS.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Eurojust:**

According to the information provided by Eurojust's energy providers, Eurojust's sources of energy are (approx.):

- Renewable energy ("green" electricity, earth heating/cooling): 70%
- Nuclear: 0 %
- Thermo (gas): 30%

Note: Electricity consumed is coming from 100% renewable sources: sun, wind and water.

*Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**Eurojust:**

In 2019, Eurojust published around 140 news items and press releases on the operational outcomes in casework, the Agency's analytical reports published during the year, including the analysis of EU judicial cooperation instruments and key organisational developments. Eurojust also started publishing news on final outcomes in court proceedings in cases supported by the Agency, to demonstrate how the Agency contributes to justice being done. The news was proactively disseminated to around 2,000 journalists who subscribe to Eurojust's press releases via email and posted on the website. Eurojust also organised three press conferences (in September 2019 in Brussels, on the launch of the Counter-Terrorism Register at Eurojust and on major cases, press conferences held at Eurojust premises including on stopping fraud with IP TV. As a result, Eurojust was mentioned around 11.3k times in regular media and 28.8k times on social media during the year. In Europe, most coverage was generated in the UK, Spain, Romania and Hungary, followed by France and Germany.

The President of Eurojust also gave one-to-one interviews i.a to Frankfurter Allgemeine Zeitung (daily German newspaper), l'Echo (a Belgian business newspaper, French daily newspaper Le Monde, Spanish news agency EFE and Politico.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Eurojust:**

In addition to the measures listed in the answer to question 13, Eurojust also organised public events, including an Open Day for the general public, during which 350 members of the general public visited the Agency and was offered a rich programme about its activities, and a stakeholder event in Brussels on the theme Digitalisation of Justice.

Eurojust's corporate Twitter and LinkedIn accounts, started in 2018, were updated at least every second day in 2019, with in total over 500 social media posts. Both channels grew considerably in terms of followers and generated substantive reach, on average 2,8k impressions per day on Twitter and 4,6k on LinkedIn. The growth is entirely organic, since Eurojust does not use any paid promotion of social media content.

In 2019, Eurojust also changed its approach to its Annual Report. The 2018 Annual Report, published in April 2019, was produced following a new format, focussing on concrete outcomes, impact and main changes and challenges during the year. It was written in plain English to be accessible to a broad audience and rich in infographics. The results were promoted also via social media channels.

In 2019, Eurojust also started producing and disseminating a new quarterly newsletter, available via email subscription and renewed its visual identity, to create a compelling, new toolbox for graphic design, including the systematic production of case narratives in an infographic format,

During 2019, Eurojust's staff was also heavily engaged, behind the scenes, in the preparation of a completely new website, based on user research and involving the choice of a new content platform, definition of user requirements and a complete rewrite of the content. The website was launched on 1 October 2020.

## ERA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
  - a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
  - b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

**Reply:** a) and b) The Agency is applying by analogy the Commission Decision on outside activities and assignments and on occupational activities after leaving the service which stipulates that for former senior officials (Executive Director level) the appointing authority (ie. the Management Board of the Agency) shall, in principle, prohibit the staff member during the first 12 months after leaving the service from engaging in lobbying or advocacy, vis-a-vis staff of their former institution, on behalf of their business, clients or employers on matters for which they were responsible during the service.

In addition the appointing authority may, during the two years period after the staff member has left the service impose a 'cooling off period' excluding the former staff member from, for example, professional contacts with former colleagues or from representing opposing parties.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

**Reply:**

ERA currently employs staff members from 21 different nationalities.

ERA publishes its vacancies on its website, on the EPSO website, the EU Agencies' website and also communicates them to the National Safety Authorities (NSA).

10. Specific questions to the Agencies that should engage **national experts**, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:

- a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

SNE posts in the establishment plan	SNE posts occupied end of 2019

- b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?
- c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

- a) 4 SNE posts in the Single Programming Document; SNE are not in the establishment plan; 2 SNE posts were occupied end of 2019
- b) 1) Due to the limited number of specialised resources in the railway sector, Member states are not keen to release their staff for a secondment in ERA. Also the new nature of ERA tasks (authorisation, certification and approvals) makes impossible the participation of SNE in these activities in order to avoid any conflict of interests and ensure ERA independence and impartiality. As a result, and despite the permanent calls for expression of interest published on our website, there is a very low level of applications received.
- 2) SNE posts have not been filled by other categories of staff.
- c) As explained above, the Member states have not a big capacity to allow a secondment of their staff to ERA.

***Agencies' climate footprint***

11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?

**Reply:**

**ERA has not set any CO2 reduction target.**

12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?

**Reply:**

ERA has a contract for the provision of energy awarded to EDF as a result of the call for tenders organised by the local French authorities. As per EDF information, the used sources of nergy in 2018 was:



- 86,3% nuclear,
- 8,5% renewable sources (out of which 6,6% water),
- 1,5% coal,
- 2,7% gas,
- 1,0% fuel.

Environmental impact indicators are available at the website [www.edf.fr](http://www.edf.fr).

### ***Publicity and dissemination of information and knowledge from the Agencies***

13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?

#### **Reply:**

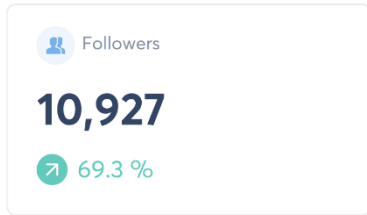
The multi-annual work programme 2022-2024, together with the annual programme 2022 are drafted in line with the intervention logic principles and take into account the outcomes of the SPD 2022 Workshop held with the Management Board in June 2020. The work is organised around the agreed set of seven strategic statements, which project the Agency's raison d'être in relation to its stakeholders. The drivers of the work programme are the expected outcomes and impacts, which are supported by the Agency's planned projects and services, with their respective short-term outputs. The seven strategic statements show the direction of travel to which the Agency plans to embark in order to make the railway system work better for society, subject to its remit and accountability ceiling.

14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?

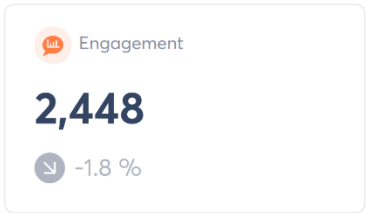
#### **Reply:**

The Agency implemented a series of webinars on a range of activities associated with the Agency's mandate and actively focused on two social media platforms twitter and LinkedIn, with a greater emphasis on LinkedIn (publications and links to monthly webinars). The results for the two platforms in 2020 are;

For LinkedIn:



For Twitter:



# EUROPOL

## *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
  - a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
  - b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

At the end of 2019, the Europol Code of Conduct was updated by a cross-organisational team of the 'Europol community' (representing staff from various functions and levels, as well as the Liaison Bureaux of EU Member States), with a view to promoting a shared ownership of the Europol Code of Conduct, which is a precondition for delivering the objectives of the Europol Strategy 2020+ and to serve the security interests of all EU citizens on a day-to-day basis.

The Code of Conduct of Europol contains an own section on the aspect of independence and impartiality, highlighting that "everyone must prevent and avoid any potential conflict between their personal and work-related interests", while emphasising that "no one shall exploit their authority or position at Europol to obtain any personal benefit or privilege, also after having left the organisation".

As part of Europol's ethics framework, guidance to all Europol staff on conflict of interest management, a 'no gift culture' and whistle-blowing arrangements are in place. A dedicated e-learning module on Europol's ethics framework is part of the newcomers programme and internal communication activities about the expected behaviour under Europol's ethics framework are continuously developed, for instance, a 'value of the month' campaign to maintain pro-active communication, which is the key success factor for upholding common awareness on Europol's ethics across all staff, has been introduced in 2020.

Regarding the duties arising from Article 16 of the EU Staff Regulations (EUSR), Europol would like to refer to the corresponding publication on Europol's website, which includes the annual report as provided for in Article 16 of the EUSR.<sup>4</sup> Article 16 of the EUSR stipulates that in case of former senior staff members, "the appointing authority shall, in principle, prohibit them, during the 12 months after leaving the service, from engaging in lobbying or advocacy vis-à-vis staff of their former institution for their business, clients or employers on matters for which they were responsible during the last three years in the service."

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<sup>4</sup> <https://www.europol.europa.eu/publications-documents/information-concerning-occupational-activities-of-senior-staff-members-after-leaving-service-article-16-of-staff-regulations>

In line with the respective implementing provisions of the European Commission, senior staff members refer in practice to the Europol Executive Director and the 3 Deputy Executive Directors (i.e. 4 staff members in total).

When leaving the service of Europol, all staff members, including senior staff, sign a declaration confirming that they are aware of their obligations under Article 16 of the EUSR. If intending to engage in an occupational activity, staff members are obliged to notify Europol using a specific form, at least 30 working days before the envisaged start date. This notification (further details are available in the annual report published on Europol's website), must include, inter alia, information on any relation between the occupational activity and the work carried out by the former staff member during the last three years of service, whether the occupational activity would involve working on specific files for which the former staff member was responsible during the last three years of service, and whether the envisaged activity would involve representing outside interests vis-à-vis Europol. Afterwards, Europol assesses the intended activity based on the aforementioned notification, in line with the provisions foreseen under Article 16 of the EUSR.

Europol follows defined criteria for 'lobbying' and 'advocacy' activities of former senior staff members, as published on the website.

In that context, it is noteworthy that Europol also applies a minimum of 36 months of absence period between the end of last Europol contract and the entry into force.<sup>1F<sup>5</sup></sup>

With respect to the financial year 2019, 1 Deputy Executive Director left Europol, who did not declare the intention to engage in an occupational activity, whether gainful or not, following departure from Europol (details are published on the website of Europol).

To complement the governance arrangements, Europol has also established, since 2010 when Europol became an EU agency, an Internal Investigations Service (IIS), with a view to responding to any identified instance of misconduct in terms of a breach of professional obligations. To date, Europol has not identified any 'revolving door' issues in relation to former senior staff members, as it was the case reported by the European Ombudswoman.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

**Reply:**

One of Europol's six values is Diversity, concerning which the essence statement is: "We foster diversity in the workplace. We uphold an inclusive corporate culture. We create and maintain conditions where we have equal opportunities to develop and contribute."

Europol promotes the principle of equal employment opportunities through Europol's website and prominent statements in recruitment documentation such as vacancy notices and the recruitment guidelines (available on the Europol website). While there is no quota in place, Europol strives for a broad representation of nationalities and strong levels of national and cultural diversity amongst staff. Europol widely disseminates vacancy notices through a multitude of channels such as the Liaison Bureaux, EPSO, LinkedIn and other (social) media for optimal exposure. Additionally, Europol

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<sup>5</sup> Europol only employs temporary agents, thus no official as the for instance the EU institutions

has now fully transitioned to online/electronic applications. Europol drafts inclusive vacancy notices and designs test and interview materials to minimise potential geographical bias. Europol also closely monitors the geographical representation among staff on a monthly basis.

In line with Article 10(1) of the Europol Regulation all Member States are represented in the Management Board (MB) of Europol. The geographical balance of the Member States is also reflected in the composition of the two MB Working Groups - dealing with Corporate Matters and Information Management.

10. Specific questions to the Agencies that should engage **national experts**, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:

a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

SNE posts in the establishment plan	SNE posts occupied end of 2019
71 (Seconded National Expert (SNE) staffing levels adopted by the Europol Management Board for 2019)	64

b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

**Reply:**

For b)

1) Out of the 7 vacant SNE positions at year-end 2019, 4 recruitment procedures were finalised with successful candidates identified. The posts became vacant during the last part of the year and, considering the length of the recruitment procedures, this was the main reason for not filling all posts.

2) These posts were not filled by other categories of staff.

For c)

Europol closely cooperates with Liaison Bureaux for the best possible dissemination of secondment notices. Since Q2 2020 the selection process for SNEs has been fully electronic, minimising the impact of postal delays and missed timelines, thus enabling better access to Europol SNE vacancies. Member States comprehensively follow-up on SNE applications of their nationals through their Liaison Bureau community and tend to support early availability to allow implementation of tasks.

In terms of so-called SNE deployments as Guest Officers (GOs) for secondary security checks in migration hotspots, which depend entirely on sufficient secondments of personnel from the Member States, Europol has maintained a good level of cooperation with Member States. In some

cases, Member States apply varying levels of restrictions on seconding officers for the purpose of deployment as GOs (e.g. seconding for shorter periods than the implementing decision of the Europol Management Board (MB) on SNEs allows for), which may impact deployment levels. Europol strives, in cooperation with the Member States, to ensure adequate deployment levels and meet the needs at the migration hotspots and areas of disembarkation. To date, secondment levels have always been sufficient to maintain deployments to all the stations where Europol requires a presence of GOs.

### *Agencies' climate footprint*

11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?

**Reply:**

Europol has CO2 reduction targets in place to be reached by 2022, which includes an Eco-Management and Audit Scheme (EMAS) registration, to reduce CO2 by 4.5% and green procurement.

The performance in 2019 (compared to 2018) was a total CO2 reduction of -10.1% (thus exceeding the target), including a reduction of CO2 related air travel by -10,3%.

12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?

**Reply:**

Europol uses energy from renewable sources: electricity (wind): 99,43%. Energy from non-renewable sources covering earth gas: 0,57%. Europol does not source nuclear or thermo energy.

### *Publicity and dissemination of information and knowledge from the Agencies*

13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?

**Reply:**

Europol has a dedicated Corporate Communication Team with the main tasks to convey: Europol's added value for the EU, for Member States and its citizens and Europol's role in the JHA landscape of the EU to highlight synergies between institutions and bodies of the EU.

In 2020, Europol's Corporate Communication Team published almost 180 press releases and news items, underlining operational results in cooperation with Member States, other agencies and cooperating partners, and carried out over 80 media interviews using the media as a tool to

communicate with the general public and citizens. Europol often teams up with other decentralised agencies of the EU, such as Eurojust, EMCDDA, Frontex and CEPOL to demonstrate synergies, please see some examples below:

- <https://www.europol.europa.eu/newsroom/news/europol-and-european-commission-lead-new-project-to-target-organised-crime-in-eu-eastern-neighbourhood>
- <https://www.europol.europa.eu/newsroom/news/stronger-together-eu-agencies-join-forces-to-respond-to-covid-19>
- <https://www.europol.europa.eu/newsroom/news/transnational-access-to-electronic-evidence-for-criminal-cases-trends-and-latest-developments-within-eu-and-beyond>
- <https://www.europol.europa.eu/newsroom/news/close-to-%E2%82%AC13-million-worth-of-cigarettes-seized-eu%E2%80%99s-eastern-borders>
- <https://www.europol.europa.eu/newsroom/news/eu-drug-markets-impact-of-covid-19>

14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?

**Reply:**

In addition to the mentioned traditional activities of the press office, using media as an amplifying element, Europol also used social media to directly reach out to stakeholders and increase the agency's online visibility and presence. Europol's social media reach is growing and the agency is active on Twitter (110K followers), Facebook (80K followers), LinkedIn (109K followers) and Instagram (27K followers). Europol continuously creates content on these channels to keep the agency's followers up-to-date and informed and to create awareness on the activities of Europol in cooperation with Member States as well to disseminate prevention campaign material to the public (e.g. COVID-19, e-commerce, ransomware). The launch of the EU Most Wanted Criminals 2020 campaign, called "Every 2 Minutes", generated significant interest on social media, with a total of 508.000 impressions on Twitter (total tally of all the times the Tweet has been seen by users) in the first 24 hours, for instance. All of Europol's official social media channels were utilised to promote the campaign.

In 2020, Europol has ensured Continuous operational delivery during the COVID-19 pandemic, including high-profile operations, combined with proactive communication to the general public, in particular through Europol's website (such as Operation Emma<sup>6</sup>, the recent crackdown of a drug ring smuggling cocaine from Brazil into Europe<sup>7</sup>, the takedown of dark web vendors leading to 179 arrests<sup>8</sup>, a Europe-wide operation to tackle unlawful sanitary waste disposal<sup>9</sup>, and operational support to the recent terrorist attacks in the EU.

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<sup>6</sup> <https://www.europol.europa.eu/newsroom/news/dismantling-of-encrypted-network-sends-shockwaves-through-organised-crime-groups-across-europe>

<sup>7</sup> <https://www.europol.europa.eu/newsroom/news/over-40-arrested-in-biggest-ever-crackdown-against-drug-ring-smuggling-cocaine-brazil-europe>

<sup>8</sup> <https://www.europol.europa.eu/newsroom/news/international-sting-against-dark-web-vendors-leads-to-179-arrests>

<sup>9</sup> <https://www.europol.europa.eu/newsroom/news/covid-19-waste-crime-europe-wide-operation-to-tackle-unlawful-sanitary-waste-disposal>

## FRA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.

a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?

b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

a) FRA has adopted, by analogy, through EB decision 2018/06 the Commission Decision C(2018)4048 on outside activities and assignments and on occupational services after leaving the service in 2018. The adoption has replaced a previous decision adopted in 2013, which also provided guidance on implementing Art. 16 of the Staff Regulations. The senior staff in the Agency is composed of the Management Team (i.e. Director and Heads of Unit) and the two Advisors that are attached to the Director's Office. It is important to mention that FRA does not have in its structure high-level officials.

When leaving the services, staff members should inform the Appointing Authority about their intention to engage in occupational activities by filling in the appropriate Declaration document. The criteria to assess potential conflict of interest are mentioned in the Executive Board decision 2018/06. Together with this document, the staff member should also acknowledge the rules concerning the protection of documents, information and post-service activities by signing a dedicated reminder.

The internal procedures are also completed through the IT and facilities intervention, which cuts the staff member access to internal systems and sensitive information after the person's last day in the office. This measure can be expanded to the moment when the staff members informs the Agency on the change of the job, if he/she occupies a function that have access to sensitive information.

All staff members are trained in the areas of fraud prevention, ethics and integrity. Furthermore, FRA provides staff with additional info sessions on the rules for outside activities and assignments as well as on occupational services after leaving the service. In addition, all staff can easily access the information on applicable legal framework and relevant guiding documents via dedicated intranet pages.

b) As mentioned previously, FRA's structure does not have high-level officials. Nevertheless, each staff member (including the Management Team) is actually bound by the provisions of the decision previously mentioned.



9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

FRA continuously monitors the fulfilment of its establishment plan with different nationals from all the Member States. Its first measure is to promote, through its website and with every published vacancy notices, the Agency's commitments as an equal opportunities employer and therefore it encourages applications without distinction based on gender, colour, racial, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, nationality, age, sexual orientation or gender identity.

The second measure is to advertise the jobs on the EPSO website and on the website of the EU Agencies Network. Another measure is represented by the publication of the vacancy notices for Temporary Agent posts in all EU languages.

Currently the workforce of FRA represents 22 nationalities out of a total of 27 Member States.

10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:

a) How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?

<b>SNE posts in the establishment plan</b>	<b>SNE posts occupied end of 2019</b>
<b>9</b>	<b>7+1 (cost free)</b>

b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?

In 2020 one of the position could not be published due to the circumstances represented by the pandemic crisis, and therefore it is proposed to plan it for 2021.

The other unfulfilled post has been advertised in September 2020, and at the date of providing the present information, the selection process is still undergoing.

c) How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?

Not applicable to FRA, as this provision it is not foreseen in its founding regulations.

11. Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?

The Agency did not set any hard targets in reducing CO2 emissions. However, it takes measures to reduce its environmental footprint through building/operational regulations and recommendations for staff, including the use of electricity and heating providers which produce energy from renewable sources, reducing staff travels (missions) and encouraging staff to participate in meetings or trainings remotely, encouraging staff to make use of public transport and makes use of bicycles, utilising new cooling technologies for its datacentre to reduce electricity consumption. All the above contributed

actively to CO2 reduction throughout the last 2 years. For 2021, the Agency plans to further review its current practices to set goals and adopt new measures to reduce CO2 emissions.

12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?

The Agency makes use of renewable energy. In particular, the electricity provider produces energy from renewable sources (mainly water), the datacentre cooling system operates for 60% of its time by using modern heat exchange technologies and finally, it uses the district heating provider (Fernwärme) allowing the offices to be heated through the circulation of hot water heated via waste incineration methods.

13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?

To measure the Agency's contribution to EU policy and cooperation through media articles is challenging. Media outlets generally report on newsworthy topics, including data and findings from the Agency where relevant, such as on antisemitism, discrimination of ethnic minorities, including Roma and Travellers, racism, LGBTI people and violence against women. The media articles, however, do not necessarily reflect to which extent the data and findings influence policy and/or decision-making on behalf of EU Member States, industry and citizens.

The Agency through its means (e.g. the service provider in 2019) analysed the mentions across various media using the name of the agency in all EU official languages and that of the Director. On average, up to 40 media mentions were found per week in 2019. As no single automated tool can pick up all articles, nor can it automatically sort and filter them to ensure they are all relevant, it shows the challenges of measuring outreach in the media. This may also depend on a number of factors beyond the control of agencies of which general media interest linked to the remit of a particular agency should be noted – such as policing, food safety or disease.

Besides media mentions, the Agency recorded 215 references to FRA's work in policies, legislation, Parliamentary questions, positions/opinions/conclusions, academic papers and various reports of the European Parliament, EU Council, European Commission, International organizations, academia and others in 2019. To complement its improved media monitoring in 2020, the Agency continues to monitor references to its data and findings in the above listed documents.

To improve the monitoring of its impact, the Agency further fine-tuned its media monitoring, including key words relating to its research data, and increased its direct engagement with expert journalists in the areas of its work. With these measures, the Agency doubled its weekly media mentions to 80 references to FRA findings and survey data per week by 2020. In most cases, media referred to FRA's surveys and reports on antisemitism, Roma and Travellers, LGBTI equality, being Black in the EU and violence against women. The number of interview requests with experts also increased over 2020, including requests from renowned international and national media outlets,

such as The Economist, the New York Times, Washington Post, as well as Deutsche Welle, El País, France TV Info, Le Figaro, The Guardian and Reuters. Furthermore, the Agency started to build up its relations with influencers to increase its link to citizens. This resulted in increased engagement rates on social media of up to 1.5 % on Twitter.

14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?

To assess the Agency's visibility and online presence in a given year requires to include all communication activities, ranging from the number of events organised, publications disseminated – in print and online – and its presence on social media (Twitter, Facebook and LinkedIn). This will provide a more complete picture of the Agency's results in awareness raising and information dissemination in 2019.

In 2019, FRA set four communication priorities: 1) celebrating the 10-year anniversary of the Charter; 2) promoting the results of FRA research on severe forms of labour exploitation; 3) highlighting evidence to fight antisemitism; and 4) fostering a fundamental rights compatible migration narrative.

In this context, FRA organised two conferences with the Presidencies of the Council of the EU, with the Romanian Presidency a conference on several labour exploitation and with the Finnish Presidency on the 10-year anniversary of the EU Charter of Fundamental Rights. Both conferences included rights holders as participants, videos on the topics and livestreaming, thus raising the Agency's public visibility, particularly online.

In line with its communication priorities, FRA also released an e-media toolkit on migration to enhance quality journalism on this topic.

For the Agency's public visibility, it is worthwhile to mention the cooperation with the Vienna-based international human rights film festival 'This Human World'. It co-hosted the festival's opening, supported eight film screenings and facilitated a series of panel discussions on a variety of human rights topics, such as the inclusion of Roma and on migration. Through this activity, FRA was able to engage in an unconventional way with the audience of the film festival (15,000 people) and promote fundamental rights and its work.

In terms of publications, FRA disseminated 99 941 print publications and it topped the 2019 ranking in terms of publication orders at the EU Publications Office among all EU Agencies with 9 232 copies orders. FRA published 238 publications in English and other EU languages, including reports, papers, and handbooks, easy-to-read and online publications, which were widely downloaded from FRA's website

From the top 10 FRA publications, there were 63 887 downloads. Due to the relevance of FRA's findings, publications in the area of justice, equality and privacy were downloaded the most.

FRA increased its presence on three social media platforms – Facebook, Twitter and LinkedIn – with a followership of 57,441 on Facebook; 50,998 on Twitter; and 21,778 on LinkedIn.

## FRONTEX

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
  - a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
  - b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

### **Reply:**

- a) Frontex applies the relevant Articles in the Staff Regulations and Conditions of Employment as well as its implementing provisions on outside activities and assignments and on occupational activities after leaving the service.

Frontex requires ALL staff members leaving the Agency to fill in the form "Declaration of the intention to engage in an occupational activity after leaving Frontex", in accordance with articles 16 of the Staff regulations and Articles 11 and 81 of the Conditions of Employment of Other Agents.

There is no need to inform the Appointing Authority in the following situations:

1. Taking up employment at a European Union institution or body in the meaning of the Treaty on European Union and/or the Staff Regulations (i.e. including Agencies).
2. Engaging in the following activities provided that:
  - they do not give rise to lobbying or advocacy vis à vis staff of your former Institution
  - are not remunerated
  - are carried out in your personal capacity
  - any unpaid activity that has no link with the activities of the European Union, is carried out in a purely private capacity, and is undertaken from time to time only, upon need, in particular:
    - i. charitable and humanitarian activities;
    - ii. activities relating to sport or wellbeing;
    - iii. activities deriving from political, religious, trade unionist and/or philosophical convictions;
    - iv. craftwork, artistic or cultural activities;
  - Unpaid teaching activities, unless they are performed for a commercial entity;

- the mere ownership of assets or holdings, or the management of the personal or family fortune, whether in a private capacity or as a shareholder of a company, but not running a business;
- the mere membership of a professional order or association, unless the code of conduct of the order or association conflicts with the staff member's obligations under the Staff Regulations.

For former senior staff, the Appointing Authority shall, in principle, prohibit them during the first 12 months after leaving the service from engaging in lobbying or advocacy, vis-à-vis staff of their former institution, on behalf of their business, clients or employers on matters for which they were responsible during the last three years in the service. This is without prejudice to a possible "cooling off period".

Activities giving rise to lobbying or advocacy are defined in the Transparency Register established pursuant to the Inter-institutional agreement on this matter between the European Parliament and the Commission of 16 April 2014 (see Title III "Scope of the register"). For the purpose of the form, lobbying and advocacy activities vis-a-vis the Commission/Frontex includes all activities carried out with the objective of directly or indirectly influencing the formulation or implementation of policy and the decision-making processes of the Commission/Frontex, irrespective of where they are undertaken and of the channel or medium of communication used.

- b) There are no transitional periods, but the obligation to comply with the obligation to declare, as per the answer to question a). The decision is taken by AACC.

**9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?**

**Reply:**

As of May 2019, the scope of publication of Frontex vacancies has been further enlarged amongst others to use the EPSO webpages to widen our reach out to candidates in all Member States. The European School Warsaw (under accreditation) has been set up. Social measures in regard to top-up reimbursement of schooling costs under certain conditions for defined staff population as well as supplementary aid for the disabled have been introduced.

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts: How many posts for national experts do the Agencies dispose in the establishment plan and**

**A) how many were occupied in 2019?**

**b) In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**

- c) **How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

**Reply:**

- a) In the establishment plan 2019 there were 194 positions for national experts, at the end of the year the occupancy was 168 seconded national experts (SNE).

SNE posts in the establishment plan	SNE posts occupied end of 2019
194	168

- b) In 2019 the main reasons of not filling the SNE positions were:

- no approval from the MS
- rejection of the secondment offers by the selected candidate
- no suitable candidate was selected after interview/competency test

- c) Frontex engages the largest number of SNEs among the EU Agencies. In general, the cooperation with Member States works very well and apart from some specific expert profiles, Member States can nominate sufficient number of candidates for Frontex to make a selection and fill vacant positions. It has to be noted that most of SNEs in Frontex come from specific police / Border Guard / Coast Guard environment and that the 2019 EBCG Regulation puts also a lot of new tasks and responsibilities on the national law-enforcement services (including their own contribution to the European Standing Corps).

### *Agencies' climate footprint*

- 11. 1Has your Agency set the CO2 reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

**Reply:**

Frontex premises are currently located in two leased A class buildings. One of them (Warsaw Spire complex) holds BREEAM Excellent certificate and the Green Building of the Future award. The other one - Wronia 31 - holds two green certificates: BREEAM Outstanding in post construction phase and Green Building Standard. Emissions from the buildings are therefore very low.

It is envisaged that Frontex new headquarters, which by contrast to the current premises will be owned by the Agency, will mark at least 'excellent' under the BREEAM label certification system. The new headquarters, which should be constructed by 2025, is conceived to be aligned to the EU goals of climate neutrality in 2030 and no net emissions of greenhouse gases in 2050. Assessment of carbon footprint generated by Agency's operations and measures of reducing the impact will be part of Agency's environmental policy, which is under preparation.

It should be considered that Frontex is one of the most dynamic and fastest-growing EU agencies and that by 2027 the European Border and Coast Guard standing corps should count 10 000 operational staff to help European countries with border control and migration management.

**12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

**Reply:**

The present premises are located in leased buildings which are connected to the municipal power grid. The energy supplied to the buildings originates from renewable sources notably from wind farms. The buildings do not have their own renewable or thermal energy sources.

Preparing future Permanent Premises for Frontex HQ, the agency executed internal assessment of possibilities for combining alternative energy resources with municipal feed. The share of renewables in electrical energy-mix is systematically growing and it is approx. 10-12% (according to PSE) in the last months. The share of renewables in city heat production is approx. 4%. Future seat of the agency is perceived to be powered at least 20% from renewable energy resources. The above includes local substantiating municipal feed of both heating and electrical power supply. It is expected that the share in renewable energy will be a combination of resources such as photovoltaics, heat pumps, biomass (the latter as part of municipal energy mix) etc.

The above, together with optimising energy consumption of the building in order to achieve the best nearly zero energy level (possibly nZEB-20% or more) will significantly contribute to CO2 reduction targets.

*Publicity and dissemination of information and knowledge from the Agencies*

**13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

**Reply:**

The press office of Frontex regularly provides information regarding the agency's tasks, mandate and ongoing operational activities to journalists and researchers. On a weekly basis, the agency produces an information package with the latest data and updates on Frontex activities and distributes it to interested journalists, researchers and others. Frontex spokespersons regularly provide interviews and statements to major European and international news outlets, while the Frontex Executive Director takes part in interviews, provides statements and speaks at press briefings several times a year. Frontex issues press releases on all major events and news items on its website and social media and, on a monthly basis, publishes an update of the migratory situation at EU's external borders.

This year, the Executive Director gave nearly 20 interviews (print and on camera) to news outlets from countries including Germany, Spain, France, Italy, Greece, Romania, Hungary and Portugal regarding the development of the European Border and Coast Guard Standing Corps. In addition, every February, the Executive Director holds a press briefing in Brussels to inform the media about the agency's activities the previous year.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:**

Frontex has a multilingual website and uses several social media (Facebook, LinkedIn and Twitter) to reach its public. The growing number of followers across these channels indicates interest in the work of the agency. The social media channels require on going production of fresh multimedia content.

In 2019, Frontex produced 38 videos that were used on Frontex's website, social media, as well as at international events or for internal purposes. We also produced dozens of graphic elements and animations, which in clear and visually attractive way reinforced the agency's key messages transmitted on our website and social media. In 2019, Frontex designed and produced graphics, slogans and videos that were successfully used for the recruitment of the first wave of candidates for the European Border and Cost Guard Standing Corps, the first EU uniformed service. This recruitment campaign also increased the visibility of the agency across digital channels (for instance, the vast majority of Frontex website traffic was generated in the last few months of 2019 and coincided with the launch of the SC recruitment campaign).



## GSA

### *Staff policy*

8. ECA, in its 2019 Annual Report on EU Agencies, is referring to the procedure when the Executive Director of EBA resigned to take on the role of CEO in the Association for Financial Markets. The Board of Supervisors gave its approval, but the European Ombudsman, after opening an inquiry into the situation, found that the EBA's decision not to forbid its Executive Director from becoming the CEO of a financial industry lobby organisation, was maladministration. EBA accepted the recommendations by the Ombudsman and adopted measures to implement them.
- a) What is the policy in other Agencies in the situations when high-level official seek permission to work for a private sector organisation closely related to the activity area of the Agency?
- b) Are there any transitional periods during which high-level officials cannot take up duties in private sector to avoid damaging revolving door moves?

#### **Reply:**

The GSA applies by analogy *Commission Decision of 29.6.2018 on outside activities and assignments and on occupational activities after leaving the Service*. In line with its Art. 20, all staff members, including former staff members, must inform GSA beforehand of their intention to engage in an occupational activity, whether gainful or not, by using a specific form. This obligation applies for two years after leaving the service. If that activity is related to the work carried out by the staff member during the last three years of service and could lead to a conflict of interest with the legitimate interests of the GSA, the Appointing Authority (AA) may, having regard to the interests of the service, either forbid him or her to undertake it or give its approval subject to any conditions it thinks fit.

The application of this policy is overseen by the GSA Internal Control Coordinator (ICC) in cooperation with the HR Department. When a request from a former staff member is received, it is assessed by the Joint Committee (composed of representatives nominated by the Appointing Authority and Staff Committee). The request is further assessed by the Conflict of Interest Advisory Committee (COIAC). COIAC advises the Appointing Authority on the case, who finally takes the decision, that is formalised, recorded and communicated. In this, the Appointing Authority is careful to define an appropriate balance between the need to ensure integrity through temporary prohibitions and restrictions and the need to respect the former staff member's fundamental right to engage in work and to pursue a freely chosen or accepted occupation.

9. In relation to the Parliament's concerns regarding geographical balance, what measure did you take to assure the appropriate and meaningful presence of nationals from all the Member States?

#### **Reply:**

The Agency continues to further improve employer branding, including highlighting the uniqueness of this European project, and visibility through robust online presence of the Agency in key social media platforms and media. The agency invests in expanding the field of candidates it reaches, by utilising extensive and targeted advertising of the vacancy notices through specialised job boards as well as social media.

In addition, the Agency consistently shares and promotes any new vacancy notice within its Administrative Board and Security Accreditation Board. Thanks to these channels, we reach the Agency ensures that all Member States are informed of opportunities in the Agency.

These measures have resulted in an increased number of applications received, in addition to other member states, from nationals of member states which have previously not submitted many applications, eg Portugal, Croatia, Slovenia, Denmark, Sweden and Malta. The positive consequence is a wider diversity of EU member states within our staff population, in particular an increase of colleagues coming from member states whose current staff level is lower than would otherwise be expected given their overall population (eg Germany, Austria and Denmark).

**10. Specific questions to the Agencies that should engage national experts, according to their founding regulation/establishment plan, or that need for their workload the assistance of national experts:**

- a) **How many posts for national experts do the Agencies dispose in the establishment plan and how many were occupied in 2019?**
- b) **In case of vacant posts for national experts, 1) what are the main reasons for not filling all posts; 2) have these posts been filled by other categories of staff?**
- c) **How do the Agencies assess the cooperation with Member States regarding availability of experts for implementation of its tasks as it is foreseen in the founding regulations?**

**Reply:**

a)

SNE posts in the establishment plan	SNE posts occupied end of 2019
2	3 (including one cost-free SNE)

b) Not applicable.

c) The Agency values highly the cooperation with Member States with regard to SNEs. SNEs are a valuable source of expertise for the Agency and it is found to be a mutually enriching exercise for both the Agency and the respective national administration.

The Agency published an open-ended call for SNE covering many domains of its activities in June 2019. This approach has proved to be successful and in December 2020, the Agency is hosting 7 SNE (including one cost-free).

## *Agencies' climate footprint*

- 11. Has your Agency set the CO<sub>2</sub> reduction targets and until when should they be reached? What results were achieved in 2019 compared to the two previous years?**

### **Reply:**

The Agency has not yet adopted CO<sub>2</sub> reduction targets.

- 12. What are the energy-mix sources of energy used by your Agency (share of 1. renewable energy, 2. nuclear, 3. thermo)?**

### **Reply:**

For the Agency HQ and not considering the remote Agency sites:

- Thermal energy (HQ)– 6.500 GJ / year (from which local solar energy source - 200 GJ)

The share of energy sources supplied via the operator is not available in detail. However, about 3 % of the thermal energy used for heating and hot water is produced via a local solar system installed in the building. The solar energy is primarily used as the energy support for hot water.

- Electrical energy (HQ) – 1.700 MWh / year

The share of energy sources supplied via the operator is not available in detail. However, the operator declares a support for renewable energy. The general split of energy sources within the Czech Republic is as follows (2018-2019):

- Fossil sources – 73%
- Nuclear energy – 16%
- Renewable sources – 11%

## *Publicity and dissemination of information and knowledge from the Agencies*

- 13. The ECA Special Report on the Future of Agencies (SR 22/2020) concludes that apart from Agencies' own limited reporting on performance, the media visibility of Agencies' contribution - positive or negative - is also limited. Very few of the new articles in the ECA data analysis contained any qualitative information on the contribution of Agencies to EU policy and cooperation, or their influence on decision-making on behalf of the Member States, industry and the citizens. What activities and measures are implemented by the Agencies to improve this situation?**

### **Reply:**

The Agency focuses on user needs and promoting EGNOS and Galileo and the benefits of EGNSS, for business, institutions and citizens alike (see for example the multimedia and multilanguage #AccuracyMatters #Usegalileo campaign with over 50 mln views). Examples include the GNSS

Market Report and the GNSS Technology Report that have become global references for specialised media, industry decision makers and the scientific community in and beyond GNSS. This has been considered of more importance than promoting the Agency itself.

With regards to Member States, the Agency regularly involves its Administrative Board members who act as multipliers for the promotion of services, initiatives, events, competitions, calls and vacancy notices. It is also worth noting that there are many articles, events, news, etc. that are connected to the Commission and EU Space rather than the Agency, albeit that they relate to the Agency's activities.

In the future, with the transformation to EUSPA and the resulting higher scope of responsibilities, the Agency expects to have additional resources in order to create a stronger profile for itself as the European Union Agency for the Space Programme. To achieve this, EUSPA will focus on translating and localising news and events, demonstrating how EU Space serve users and citizens across Europe.

**14. Which measures did the Agencies implement in 2019 in order to increase their public visibility and online presence?**

**Reply:**

In 2019, the Agency has invested in a wide portfolio of communication activities and tools to promote EGNOS and Galileo. Different communities on social media have been growing at a rapid pace, especially on LinkedIn, thanks to a regular feed of fresh multimedia content and also driven by the #accuracymatters campaign. This is being flanked by a weekly newsletter "Watch this Space" that the Agency has consistently managed to grow in terms of subscriptions.

In 2019, the Agency also launched an Instagram account to reach out to new users. In addition, the Agency participated to dozens of events attracting hundreds of thousands of participants (for example, World Mobile Congress, World Air Traffic Management, and World ITS), and also provided support to events organised at the national level. We consolidated as well new channels with online webinars and workshops allowing a wider outreach across all Member States.

During 2019, the GSA continued the update of the GSA website, the European GNSS Service Centre site [gsc-europa.eu](http://gsc-europa.eu), the EGNOS user support website and [UseGalileo.eu](http://UseGalileo.eu) site to reflect Galileo integration in all devices across all market segments.