



EUIPO
EUROPEAN UNION
INTELLECTUAL PROPERTY OFFICE

HR Annual Report 2021

Human Resources Annual Report 2021

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Approved by owner	SP Susana PÉREZ FERRERAS
Authors	JLL Javier LLORET ROIG AB Antonio BERENGUER REGUANT SI Sharon INGLIS
Contributors	HRD Staff

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2021 *highlights*

SELECTION & RECRUITMENT

11

calls for talent, resulting in 81 selected staff members

1100

statutory staff

2

officials authorised to take part in the certification programme

191

people recruited

126

internal vacancies published

42% female representation at director level,

47% representation at managerial positions

54.381,73

days of occasional teleworking taken

69

Seconded National Experts

136

trainees

208

months of parental leave

73

topics treated with the Staff Committee in 17 social dialogue meetings

3.1%

rate of absence due to sick leave

194

staff members were promoted or reclassified

45

CAs changed their function group and 13 changed their statutory link



44

nationalities

249

missions to 30 different countries

FOREWORD

Human Resources Annual Report 2021

We are pleased to share our 2021 Human Resources Annual Report. In the pages that follow, we will update you on the progress we made on numerous HR activities and highlight some of the many ways in which we support the Office and its staff through the implementation of our ambitious multi annual staff policy plan.

Whilst it is true that 2021 continued to be overshadowed by the Covid pandemic, we consistently sought to adapt Office measures to help staff face the exceptional circumstances. Notably, the quota of occasional teleworking was extended to 100 days and an extraordinary occasional teleworking pattern at 100% was implemented for those staff members in a Covid-19 vulnerable group.

Despite these challenging circumstances, efforts were redoubled to attract and develop talent and strengthen the Office position as a workplace of choice, HRD put a strong emphasis on ensuring the necessary resources for the Office to tackle the strategic projects and operational initiatives. Indeed, an exceptional 191 recruitments were completed in the course of the year and 100 new colleagues joined the Office, an excellent response to the increase in volumes. Moreover, the Office achieved 98% of implementation rate of the Annual Staff Policy Plan, a 94% increase in recruitments compared to 2020, including those stemming from the internal competitions.

The strategic Project for Artificial Intelligence and Job Mapping Evolution also progressed with the organisation of workshops with departments in the area of future needs/skills and the first ever “call for innovation” was successfully launched.

In the face of Office growth we must continue to plan and anticipate our future needs, in this sense, a systematic Succession Plan was designed and presented at the end of the year. The plan will ensure for knowledge retention and business continuity through the identification of critical posts and development of staff that are part of potential talent clusters in the Office. A pilot is foreseen for the beginning of 2022 with its full launch by the end of the year.

One of the key projects of the past 6 years, the ERP strategic project, saw the go-live of the remaining ERP modules. Namely, Learning, Talent, Ask HR, Time Management, Working Conditions, Allowances and Task allocation, all of which allow staff to manage HR processes in one tool. It represents the culmination of the main production actions related to the ERP programme which started in 2016 under SP2020 and has, during SP2025, witnessed different releases. This achievement involves a transformational shift in the way staff matters are taken care of, namely through a strong focus on self-service and empowerment.

The Office’s Seconded National Expert programme returned after the upheaval of 2020, reaching the highest number of SNEs in the history of the Office. Equally, the traineeship programme continued to offer first-hand professional experience to young graduates and also achieved a record with 136 new trainees.

With regards staff engagement, we continued our efforts to reinforce an open feedback culture in the Office. As a follow-up of the last Staff Satisfaction Survey carried out in 2020, the Office launched two pulse surveys (January and September 2021) focusing on questions around Empowerment, Senior Management, Supportive Culture, Sustainable Engagement and Working Conditions. Overall

scores improved for the majority of questions at Office level and in most departments reflecting that the action plans deployed have paid off. Moreover, the overall response rate of 75% in the September survey was the highest ever.

The conditions under which the teams work on a daily basis, including hybrid working and teleworking, are essential for staff engagement and satisfaction. In this regard, the Office proactively contributed to the European Commission's preparatory works as well as intensively anticipated the analysis and next steps concerning new implementing rules on working time and hybrid working. After the adoption of the new Commission Decision in 2022, the Office will use the available options to further improve its long-established and well-functioning teleworking scheme, both to the benefit of staff and the service.

All in all, 2021 was a successful year on many levels, we invite you to see for yourselves the remarkable progress on the different strategic initiatives that took place over the year. It remains to be said that none of these achievements would be possible without the professionalism of our HRD colleagues whose commitment to sustainable working conditions, staff engagement, effective talent management and the modernisation of HR processes remains unwavering.



Christian Archambeau

Executive Director



Susana Pérez Ferreras

Director, Human Resources Department

1. Workforce Planning

The Management Board and Budget Committee (MB/BC) approved the EUIPO's workforce planning model in 2017. The model was automated in 2018 and was used to calculate the resources needed to achieve the 2019 Annual Work Programme. In 2019 the model was further improved and fine-tuned.

The model brings together the estimated resources in terms of both headcount and full-time equivalents (FTEs) for budgetary calculations, considering as workforce the figures for: officials (FT), temporary agents (TA), contract agents (CA), and seconded national experts (SNE).

The workforce planning model takes the estimated number of headcounts that the Office has at the end of the year (31 December 2020) as a baseline; converts this figure into a number of FTEs and deducts the historical percentage of part-time, unpaid leave, family leave and parental leave taken during the year. For 2021, the baseline was estimated at 1 152 headcounts.

The model then applies several FTE-growth parameters by activity, based on the increase in volumes, approved projects and additional tasks included in the Annual Work Programme.

The total number of estimated additional resources required to deliver the activities planned for 2021 was 29, giving a headcount objective of 1 181 for December 2021.

As a consequence of some unexpected departures and delayed entries into service caused by the persisting COVID-19 pandemic and the unavailability of posts in the Establishment Plan, the Office ended the year with a total headcount of 1 166, representing 98.7 % of the initial estimation.

The following table shows the Office's estimated and actual staff numbers by department.

Department	Estimated staff numbers at the end of 2021				Actual staff numbers at the end of 2021			
	FT-TA	CA	SNE	Total	FT-TA	CA	SNE	Total
Academy	22	10	4	36	21	13	6	40
Boards of Appeal	120	8	8	136	117	9	9	135
Executive Director, Deputy Executive Director and Cabinet	28	22	2	52	23	25	2	50
Customer Department	77	21	5	103	79	21	4	104
Digital Transformation Department	78	23	3	104	73	20	3	96
Finance Department	62	8	0	70	61	11	0	72
Human Resources Department	52	8	1	61	48	12	2	62
Internal Audit Service	5	0	0	5	4	1	0	5
Infrastructures and Buildings Department	27	10	1	38	25	11	1	37
Institutional and Cooperation Department	54	51	11	116	47	53	13	113
Legal Department	28	13	1	42	26	8	1	35
Observatory	32	15	9	56	32	14	8	54
Operations Department	317	21	24	362	318	26	19	363
Grand Total	902	210	69	1 181	874	224	68	1 166

The total number of FTEs budgeted for in 2021 was 1 105.25, while the actual number at the end of the year was 1 083.26 FTEs. This is an implementation rate of 98 %, one of the best results since the Office introduced the activity-based budget (ABB) in 2016.

Taking into consideration the level of budget execution by type of activity, and clustered by financial allocations, there was:

- an almost complete execution as planned in operations (99.5 %);
- a lower execution than estimated (81.1 % of FTEs) implemented for the Strategic Plan 2025 (SP2025) projects due to delays in the allocation of resources in some projects;

- a higher execution than planned for European Union (EU) Cooperation projects (108.8 %), mainly due to the involvement in new initiatives;
- a slightly lower expenditure than planned on EU-funded projects (93.8 %), due to some delayed entries into service as a result of on-going COVID-19 measures.

2. Staffing

2.1 Selections

In 2021, the HRD carried out a total of 15 external selection procedures, eight for temporary agent (TA) selections⁽¹⁾ and seven for contract agent (CA) selections.⁽²⁾

Seven TA selection procedures were aimed at establishing appropriate TA reserve lists to enable the Office to meet its current and future recruitment needs. They covered three administrator profiles in the areas⁽³⁾ of intellectual property, data analysis, project management, marketing and customer service, talent acquisition, finance and SAP/IT. A total of 120 successful candidates were placed on reserve lists established in 2021 and 92 candidates are expected to be placed on the reserve lists as a result of the procedures that will be finalised in 2022.

One TA selection procedure was launched to fill two specific political posts of Members of the Boards of Appeal.

Regarding CAs, all seven selection procedures targeted function group (FG) IV, covering various specialist profiles such as projects, IT, administration, legal, technical facilities, and quality and business. Five of these selection procedures were organised in combination with the change of FG exercise in order to offer current contract agents the opportunity to advance to a higher FG by participating in a selection procedure via the EPSO CAST Permanent database.

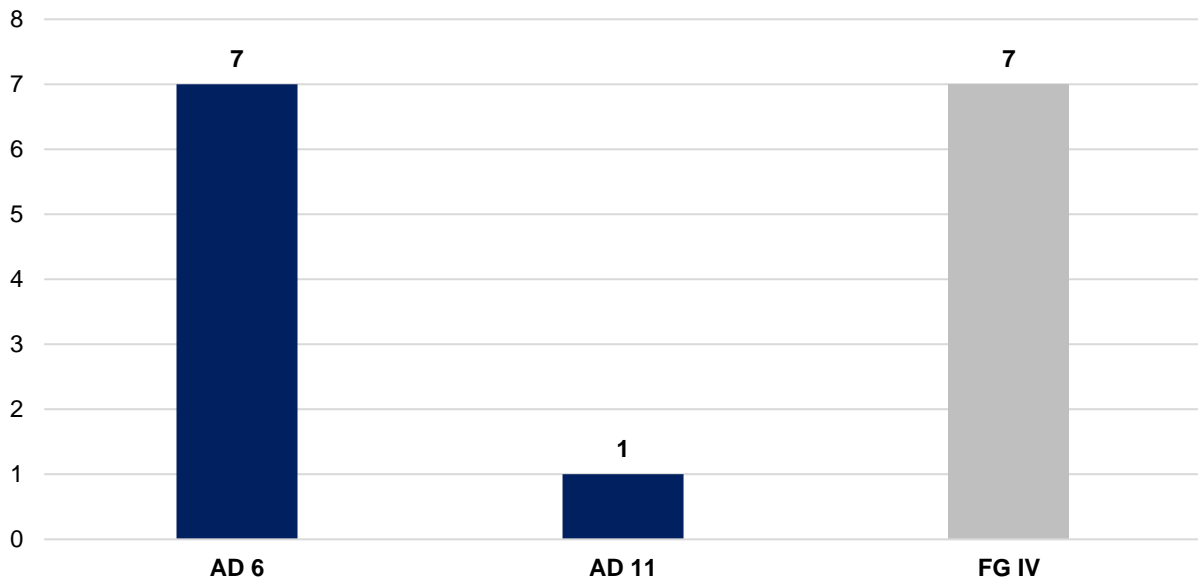
⁽¹⁾ Five TA selection procedures started in 2021. The final results will be known in Q1/Q2 2022.

⁽²⁾ One CA selection procedure started in 2021. The final results will be known in Q1 2022.

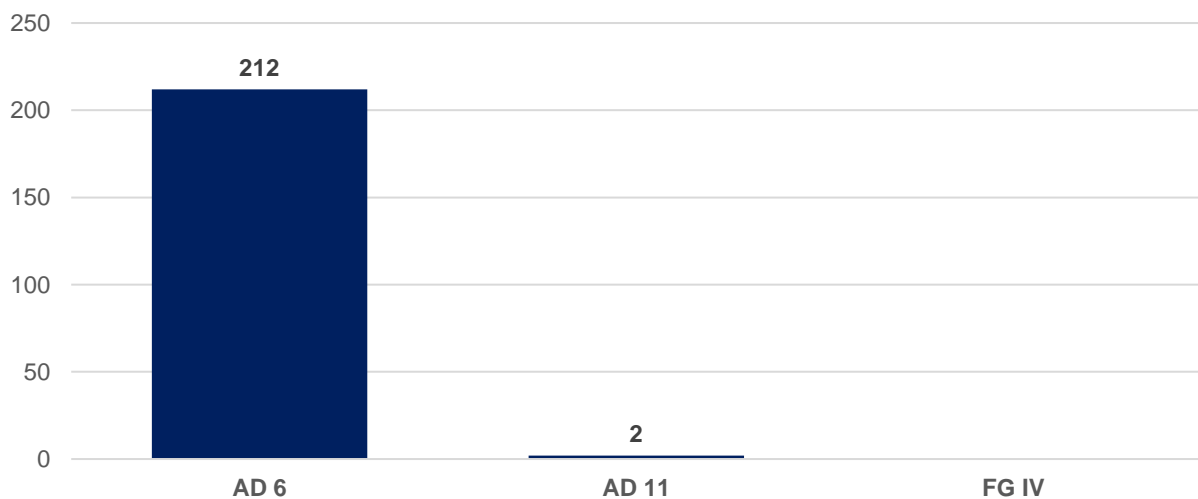
⁽³⁾ Including areas for procedures launched in 2021, but not finalised.

The graphs below show the number of selection procedures launched in 2021 by function group and grade, as well as the number of candidates or appointments to the posts that were established in the vacancy notice.

Selection procedures by FG and grade



Number of appointments to the post as per vacancy notice



Not applicable for CAs

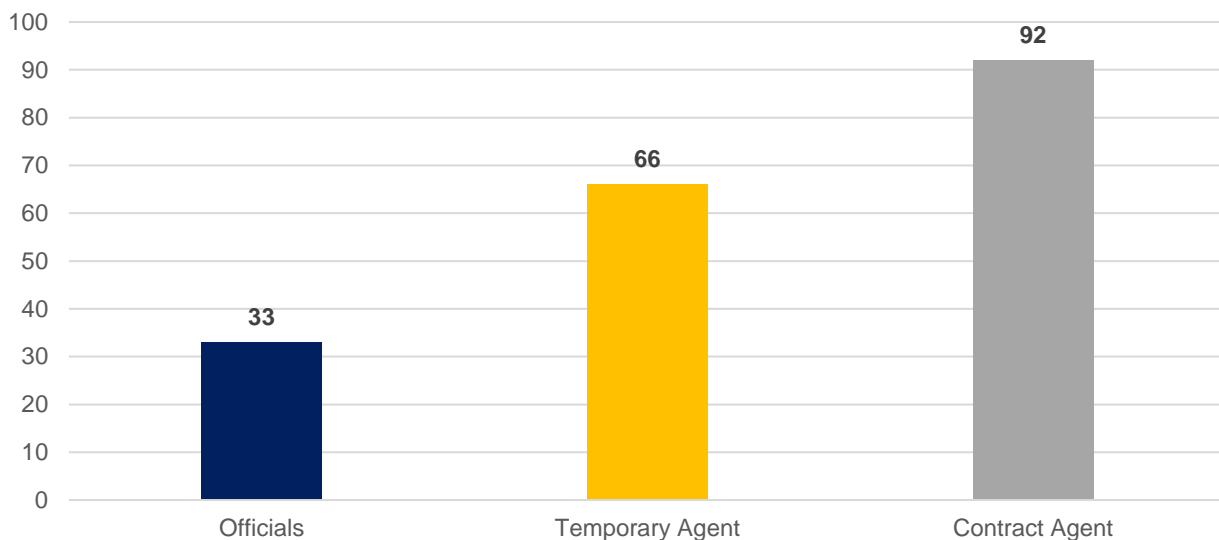
The two internal competitions for non-IP support activities launched in December 2019 were concluded in 2021. The total number of successful laureates placed on the ensuing reserve lists was 17 ADs and 12 ASTs.

2.2 Recruitment

Under the Strategic Driver 3 (SD3) of the new Strategic Plan 2025, the HRD completed **191 recruitments**⁽⁴⁾ in 2021 to ensure suitable staffing levels, substitutions and coverage for new tasks (94 % increase in recruitments compared to 2020).

Of the 191 recruitments, 33 were appointments as officials (FT), 66 were temporary agents (TA) and 92 were contract agents (CA).

Number of recruitments by statutory link



In terms of FT posts, 19 colleagues improved their contractual conditions and were appointed officials as a result of internal competition in the support (non-IP) activities of the EUIPO.

The Office also continued making use of the IP Competition lists established in 2017. This led to the appointment of two officials from the AST and AD lists.

Seven additional appointments resulted from the 2021 transfer exercise open to TAs and CAs of the Office who were either officials in another EU Institution or laureates of an EPSO competition.

Moreover, two colleagues changed their function group by means of the Certification exercise. At the same time, three colleagues returned from leave on personal grounds (CCP) and invalidity.

In terms of TAs, the Office made extensive use of existing and newly established reserve lists taking into account that only a few candidates remained on the EUIPO valid lists to cover FT posts. The majority of the recruitments successfully targeted administrator profiles (53 out of 66) allowing the Office to swiftly engage additional resources to respond to the registered increase in volumes.

⁽⁴⁾Including improvements to existing staff's contracts: change of function group, transformation of contracts, transfers, returns from CCP and invalidity.

As a consequence, most of TA AD vacant posts in the establishment plan were filled towards the end of the year.

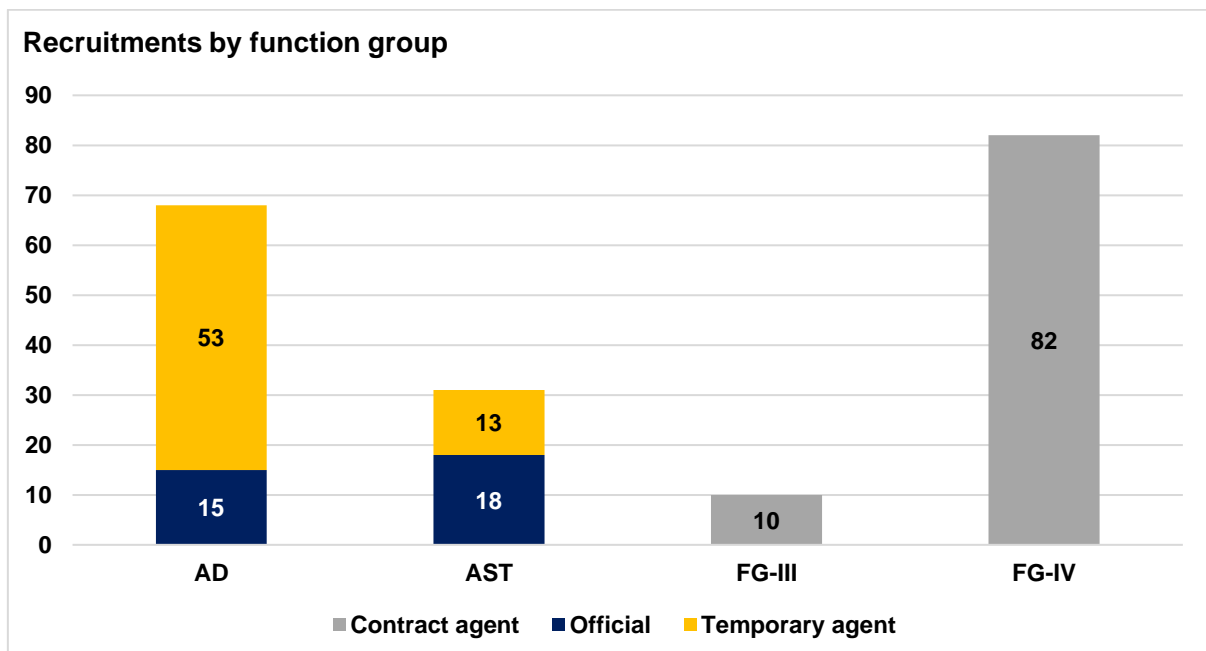
As in the previous 3 years, the Office carried out a new contract agent transformation exercise. As a result, 14⁽⁵⁾ CAs, who had proven merits through good performance and had been successful in a TA selection and included on a valid TA reserve list, will change their statutory link at the beginning of 2022 while remaining in their current departments and services.

In addition, 13 staff members (CAs who had successfully passed Office selection procedures) were recruited as temporary agents with improved contractual conditions as a result of the transformation exercise.

The CA engagement figures resulted from external CAST procedures aiming at filling vacant positions, combined with the change function group exercise in line with the Office’s policy to improve the working conditions of contract agents in lower function groups. Out of the 92 contract agents recruited in 2021, 45 internal CA candidates were engaged in a higher function group.

Overall, taking into account transfers, certification, change of contracts, and change of function group, 47 % of selection and recruitment efforts were focused on the improvement of contractual conditions of existing staff.

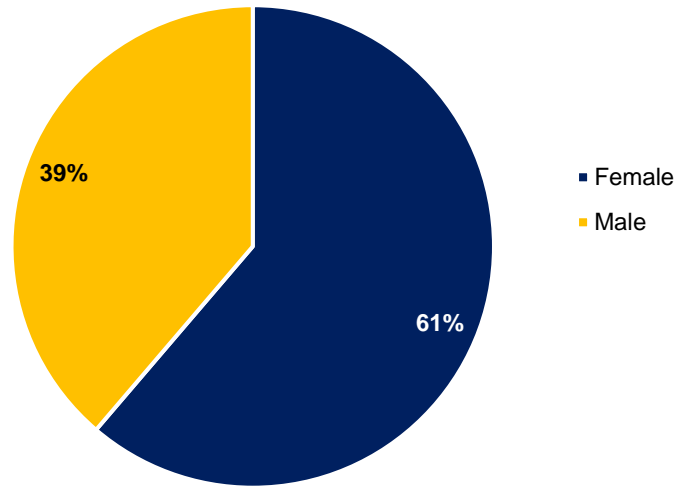
In summary, out of the 191 recruitments, the Office engaged 31 assistants (AST), 68 administrators (AD), 10 support staff (CA FG III) and 82 specialists (CA FG IV).



⁽⁵⁾ One changed during 2021.

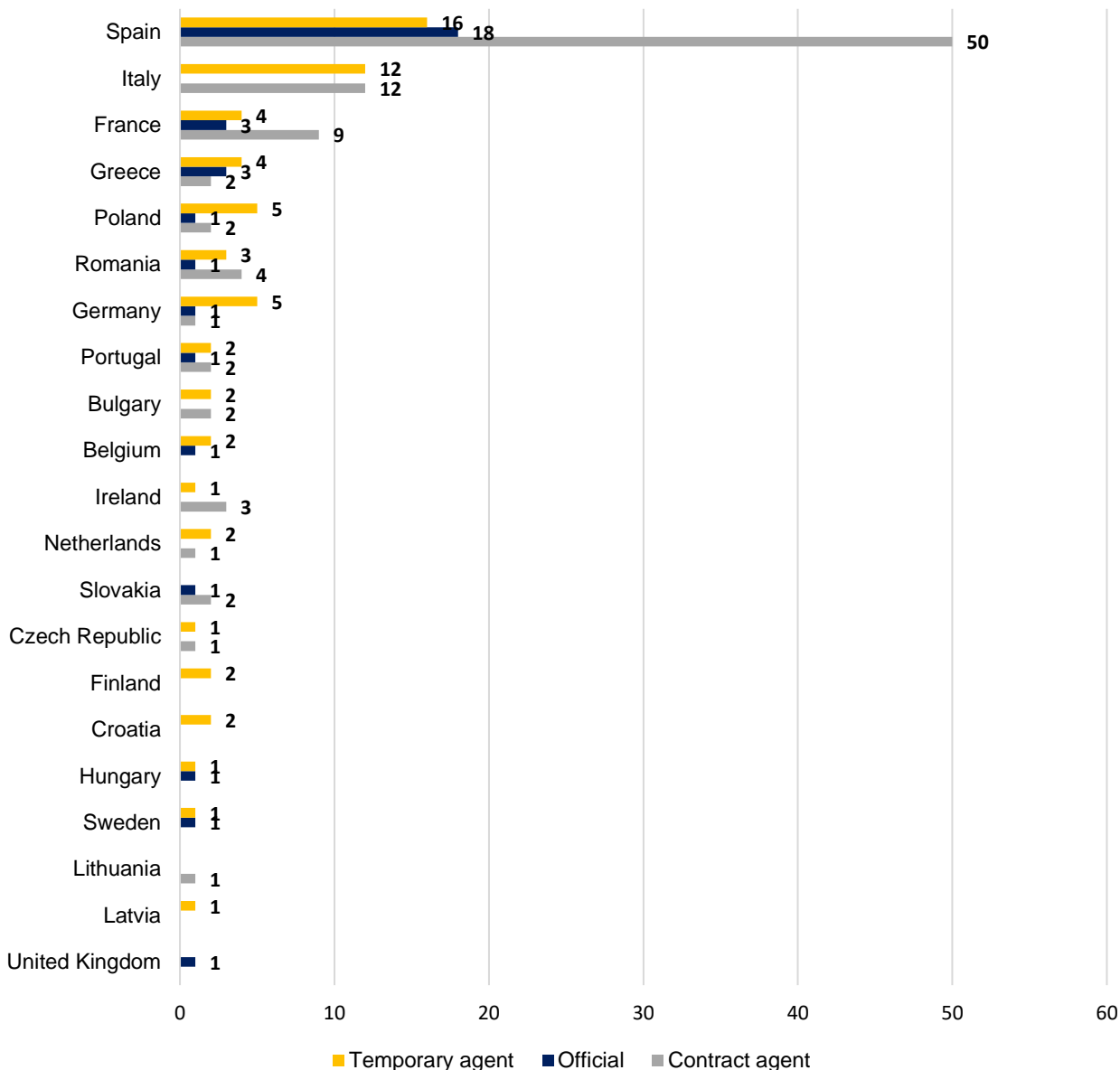
Of those recruited in 2021, 39 % were male and 61 % female.

Recruitment by gender



With regard to nationality, 21 different countries were represented. ⁽⁶⁾

Recruitment by nationality



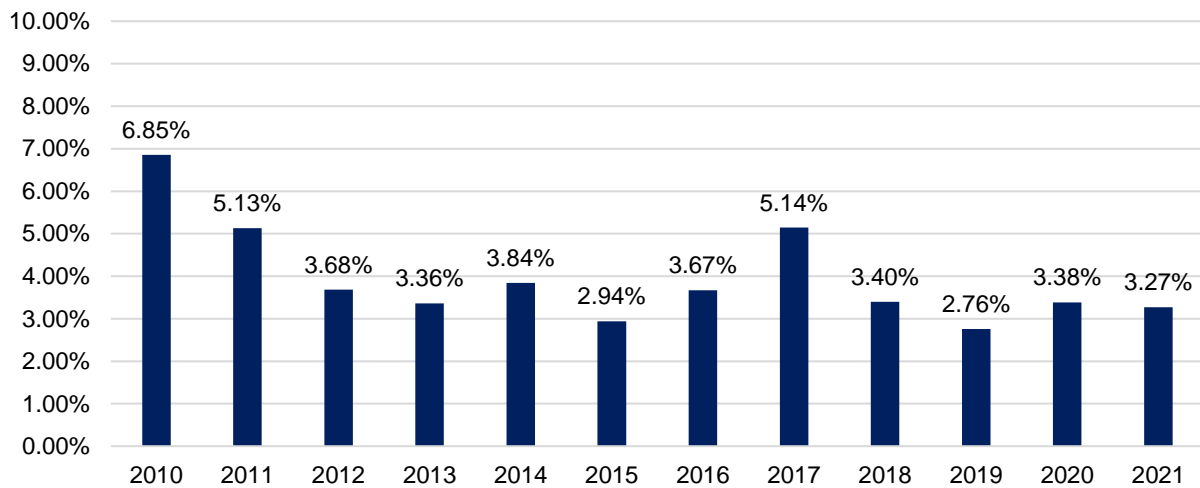
2.3 Departures

In 2021, of the 120 departures/ends of contract, 85 were due to changes of contract (including contract agents who were engaged in a higher function group or converted into temporary agents), 5 were due to end of contract, 14 retirements, 1 leaving in the interest of the service, 13 resignations, and 2 transfers to other EU institutions.

⁽⁶⁾ The UK was represented by an internal candidate who participated in the Certification procedure.

The staff turnover rate stands at 3.27 %.

% Turnover by year



2.3.1 Occupational activities of former senior officials after leaving the service

Under Article 16 of the SR, staff members continue to be bound by the duty to behave with integrity and discretion even after leaving the service. In particular, those who intend to engage in an occupational activity within the next 2 years have to inform the administration, and their envisaged activity may be forbidden or made subject to specific conditions, if related to work carried out during the last 3 years and potentially leading to a conflict of interest.

In the case of senior officials⁽⁷⁾, the appointing authority should, 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 3 years in the service. Information on the implementation of this provision will be published annually, in accordance with Article 16(4) of the SR.

In 2021, one senior official left the service, declaring their intention to engage in non-remunerated honorary activities that do not lead to conflicts with the legitimate interests of the Office and exclude any lobbying or advocacy vis-à-vis its staff. Accordingly, there were no grounds to prohibit them or make them subject to any limitations and the AACC agreed that they could be accepted.

2.4 Contract renewals

Decisions on contract renewals are taken under the [Framework for the workforce management in the Office](#). In 2021, 48 contracts (16 TAs and 32 CAs) reached the end of their term, 9 of which had

⁽⁷⁾ This refers to positions within the types of posts 'Directors-General' or their equivalent in grade AD 16 or AD 15 and 'Directors' or their equivalent in grade AD 15 or AD 14, laid down in Annex IA of the SR. At the Office, the staff members concerned are the Executive Director, the Deputy Executive Director and the President of the Boards of Appeal.

already been renewed once. Renewals for an additional period of 5 years were offered to 21 agents (6 TAs and 15 CAs). Contract renewals for an indefinite duration were offered to 5 temporary agents, and 17 staff members were offered a new contract with improved conditions (1 TA and 16 CAs). One CA and one TA left the Office.

2.5 Office staff posted in third countries

The EUIPO has become the premier implementing agency of IP-related projects outside the EU. Since 2017 it has successfully implemented IP Key China, IP Key South East Asia, ARISE+ IPR and IP Key Latin America projects, which has led the European Commission to entrust the Office with new assignments of the same nature. During 2021, while the development of the sequels of the abovementioned projects ran smoothly, the EUIPO expanded its presence into Africa through the AfriPI project.

Within this context, project leaders and some of the project staff (a sizeable part of the teams for each project) are stationed in the respective non-EU countries, while back-office staff remain in Alicante.

In parallel, the Office secured key positions as IP Attaché in Argentina, China, Switzerland and, in 2022 beginning in Thailand, assigned within the Trade Sections of the EU Delegations to those countries.

Throughout 2021, the EUIPO had 10 members of EUIPO staff deployed in third countries: three of them were reassigned during the course of the year to Alicante. The vacant positions will be filled during 2022 with the novelty that the centre of gravity of the IP Key Latin American II project will move from Argentina to Mexico. The table below shows the number of EUIPO staff deployed in third countries on 31 December 2021:

Country	Staff members deployed
Argentina	1 IP Attaché
Cameroon	1 Deputy Project Leader
China	1 IP attaché + 1 Project Leader (to be filled in 2022)
Mexico	1 Project Leader (to be filled in 2022)
Switzerland	1 IP Attaché
Thailand	1 Project Leader and 1 Deputy Project Leader + 1 IP Attaché (to be filled in 2022)
Uruguay	1 Project Leader (to be filled in 2022)
Zimbabwe	1 Project Leader

The assignment of EUIPO staff to third countries entails a challenge from a security point of view for our agents, as the distance becomes an insuperable obstacle for the exercise of the duty of care by the EUIPO. Hence, on 29 June 2018, the EUIPO signed with the European External Action Service (EEAS) a Service Level Agreement (SLA) regarding Office Hosting and Service Provision within Union Delegations, which included the decision of the Executive Director subdelegating to the High Representative of the Union for the Foreign Affairs and Security Policy his powers of appointing authority and his empowerment to conclude contracts of employment (ADM-18-36). With the intention of formalising the practical aspects of the deployment to each EU Delegation, the following specific Office Hosting Agreements (OHA) were concluded.

- An OHA between the EEAS and the EUIPO regarding the establishment of an Office within the Union Delegation to the People's Republic of China, signed on 4 December 2018.
- An OHA between the EEAS and the EUIPO regarding the establishment of an Office within the Union Delegation to the Argentine Republic, signed on 4 December 2018.
- An OHA between the EEAS and the EUIPO regarding the establishment of an Office within the Union Delegation to the Republic of Zimbabwe, signed on 26 March 2021.
- New OHAs in the concerned countries are currently under negotiations with the EEAS.

Thanks to the fruitful cooperation between the EEAS and the EUIPO, framed by this set of valuable legal instruments, EUIPO staff have counted on the necessary support from the EEAS in their deployment, granting them duty of care and due protection from the Union Delegations, ensuring physical and infrastructure security, emergency, preparedness, country evacuation, protection of classified information, security of communications and security training.

Moreover, those staff members assigned to a country outside the EU qualify for a range of additional rights set out in Annex X of the Staff Regulations (SR).

2.6 Management of agency staff

Various kinds of staff shortages in the Office were counteracted by hiring agency staff (interims), which is a common way of relieving sudden staff shortages and emergencies in the European institutions. In this context, the ad hoc use of interims is a valuable instrument when facing difficult temporary situations, helping departments to relieve the pressure on their teams when it is not possible to redistribute the workload and absorb a peak of work.

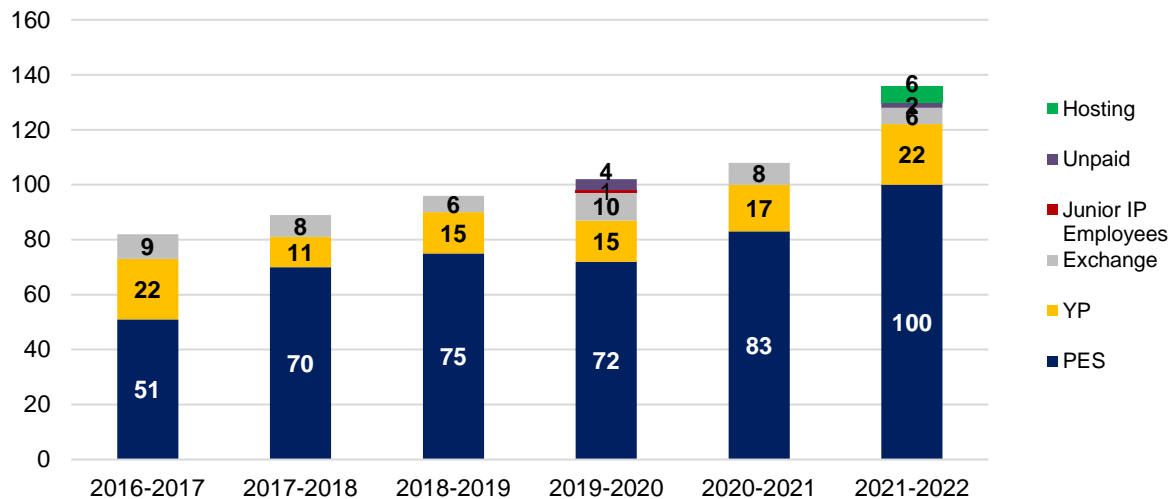
In 2021, the Office relied on the support of 171 agency staff workers, 24.6 % equivalent to AD (category I) and 75.4 % equivalent to AST (category II), who provided their services in line with the departments' workforce needs, mainly in the core business areas, that is Operations Department (25.7 %) and Customer Department (13.8 %). The contracts were mainly to cover peaks of work (62.6 %).

Compared to 2020, there was an increase of 64.4 % in the use of agency staff, mainly due to the unexpected increase of EUTM registrations, oppositions and cancellations, the internal reorganisation of the Office's departments and the support of the SME projects.

2.7 Trainees

2021 was an important milestone as it marked the 20th anniversary of the creation of the first Traineeship Programme for Young Professionals. The Office has been committed to offering valuable learning opportunities for young people at the start of their careers and, in return, it has benefitted from the fresh input of enthusiastic young graduates bringing up-to-date academic knowledge. Thanks to its success, the Traineeship Programme has evolved over the years and grown from offering one programme in 2001 to six in 2021, giving the opportunity for a total of 1.061 trainees to gain first-hand experience in one of the various areas of expertise of the Office and the EU in general.

EUIPO Trainees programmes



The two main Traineeship Programmes running at the Office are the Pan-European Seal Traineeship Programme (PES) and the Young Professional Traineeship Programme (YP), both offering a paid, one-year traineeship.

The Pan-European Seal Traineeship Programme is a vehicle for early talent detection among Europe’s brightest and highest-achieving graduates, from several academic backgrounds (IP and non-IP). It also provides traineeship opportunities to a limited number of graduates from non-EU countries. Every year each university, with which the Office and the European Patent Office (EPO) have signed a Memorandum of Understanding, proposes a list of talented students to be considered for around 100 traineeship positions. In 2021, the Office welcomed 106 PES trainees selected, six of them coming from the EPO - as part of the Exchange Programme established since 2016, from 277 applicants.

The Office also welcomed 22 additional trainees selected from 849 applicants under the Young Professional Traineeship Programme, which is intended to provide young professionals with practical experience in their specific areas of competence.

The Junior IP Employees Traineeship Programme offers grant-assisted traineeships to junior staff from national and international industrial property offices. These placements offer technical training in specific areas of IP administration, in particular as regards trade marks and designs. No such assignment took place in 2021.

The Unpaid Traineeship Programme is intended for university graduates who, in the course of their studies or in some other manner, have already gained some initial experience in the areas of work of the Office and usually receive a grant from a different organisation. Each year the Office offers five opportunities for unpaid traineeships. In 2021, two trainees participated in this programme.

This year, a pilot phase of a new Hosting Traineeship Programme was implemented, in collaboration with the Academy, Customer and International Cooperation Departments with the participation of six trainees. The aim of this programme is for the selected trainees to receive additional training, in particular about IP matters affecting SMEs, with the aim of acquiring a general overview of the IP system both in the EU and at a national level, while creating stronger bonds between the EUIPO and the National or IP Offices. The maximum duration of the pilot was 9 months, out of which the first 3 months included training at the EUIPO.

Despite the difficult times due to the COVID-19 pandemic, the EUIPO always opted for presential traineeships in Alicante, Brussels or Luxembourg premises, offering support and monitoring the situation with the Medical Service of the Office. Furthermore, flexibility has been shown by organising 100 % remote induction training for the new trainees as well as allowing teleworking under some exceptional circumstances.

A satisfaction survey was sent to the former trainees 1 year after the end of their traineeship, to assess among other factors, the programme's success in facilitating trainees' access to the job market. Overall, 62 % of trainees responded positively that it was easy to find a job after the traineeship. In general, in the 2019-2020 survey, the overall satisfaction was maintained at high levels of 86 %.

3. Seconded National Experts

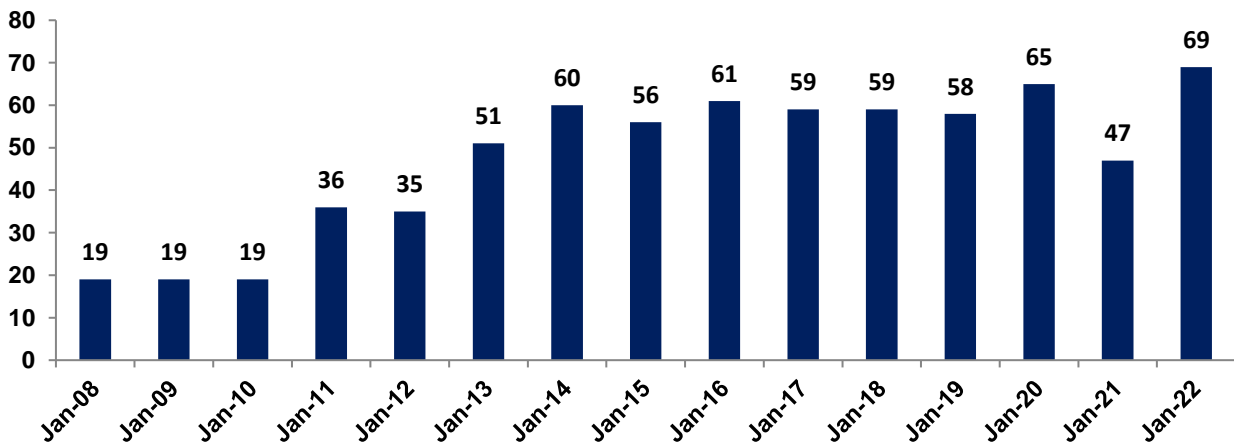
The Office's SNE programme is a fundamental pillar for the international cooperation core activities at the Office. Through temporary secondments to the Office, local, regional, national or intergovernmental public administration staff have the opportunity to obtain a thorough and common insight into procedures and practices relevant to the European Union trade mark (EUTM) and registered Community design (RCD) systems.

Decision No [MB-16-13](#) sets out detailed rules governing the secondment of SNEs to the Office and covers general provisions, working conditions, allowances and expenses, rights and obligations, complaints, administrative and budgetary provisions as well as transitional and final provisions. Over the years, the Office has focused on simplifying and harmonising the global framework of the SNE programme, with all SNEs now being seconded under the same framework. Decision No [MB-18-14](#), amending Decision No MB 18-13, and adopted in July 2018, has accelerated this convergence by allowing its application for all secondments that are renewed or extended, irrespective of the legal framework under which they had been originally signed.

3.1 Overview

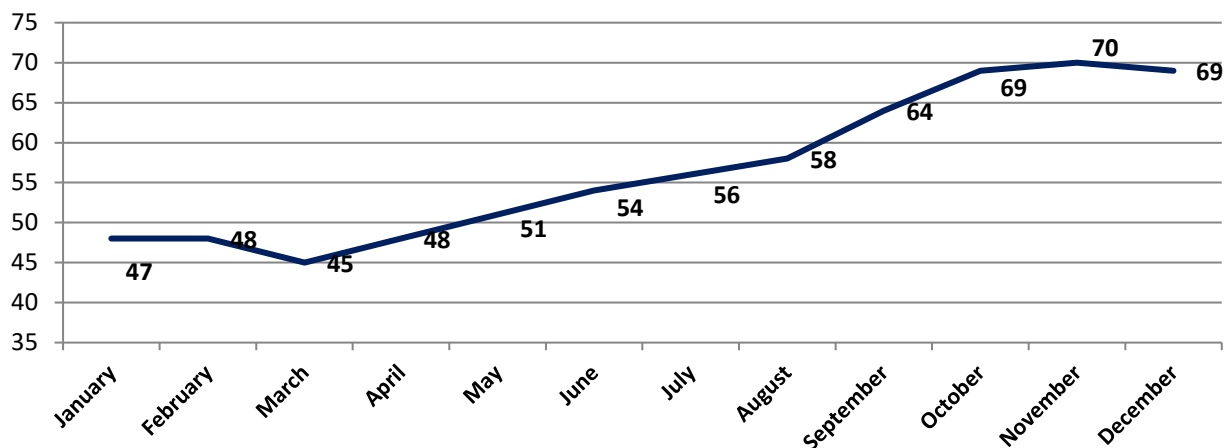
Due to the particular nature and duration of the secondments (which range from 1 to 4 years, or, exceptionally, 6 years), the Office continuously strives to identify and create new secondment opportunities, mainly with the EU Member State’s central intellectual property offices but also seeking to cooperate with new administrations of origin in order to maintain a relatively stable number of SNEs over the years.

Number of SNEs by year



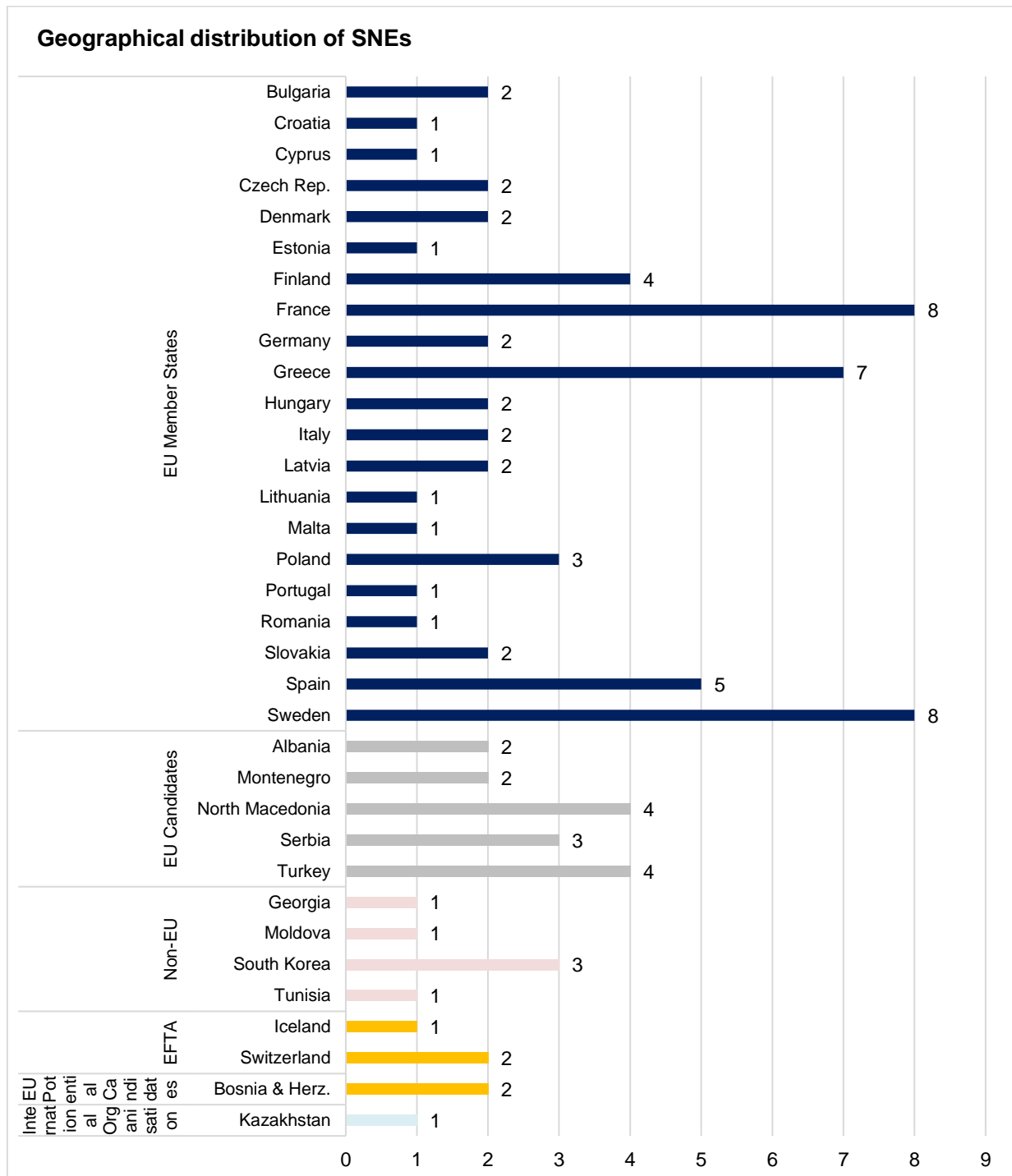
At the end of 2021, a total of 69 SNEs were seconded to the Office, including one SNE who was suspended during December. During the year, the Office welcomed 38 SNEs while 16 SNEs returned to their administration of origin. Despite the negative impact of several factors on the SNE population, such as the consequences of the worldwide COVID-19 pandemic and Brexit, the situation has improved significantly over the months, and the number of national experts seconded to the Office had stabilised by the end of the year.

Number of SNEs per month



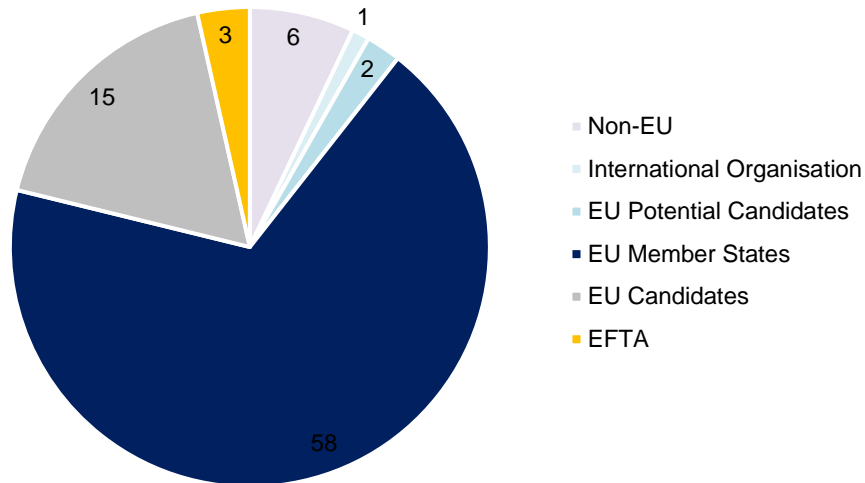
3.2 Distribution by geographical origin

In 2021, 68 % of the SNE’s employers (a total of 85 SNEs by the end of the year) were represented by the EU Member States. Other SNEs came from the EU candidate countries, the EU potential candidates countries, the European Free Trade Association (EFTA) countries and the rest of the world (third countries).



In 2021, the Office was pleased to receive for the first time experts seconded from new administrations of origin in Bulgaria, Cyprus, France, Hungary, Moldova, Sweden and Tunisia.

SNEs by geographical origin



4. Career and Learning

4.1 Learning and development

In 2021, the Office continued to support the professional growth of its staff through several learning and development initiatives.

4.1.1 Calls for talent

Calls for talent enables staff to dedicate up to 20 % of their working time to a talent assignment, mainly in a different department. This initiative, which aims to offer development opportunities to staff has strengthened over the years.

In 2021 the department requests for ‘talents’ and staff’s participation continued to increase. The Office published 11 calls for talent (versus 9 in 2020) for projects in different departments resulting in 81 selected staff members (versus 68 in 2020) out of 111 total applications received.

Department	Talent assignment	Successful candidates
Operations Department	Proceedings	11
Human Resources Department	Career Guidance, Selections, Entitlements, Salaries & Pensions, Working conditions & Time Management	8
Customer Department	SME Programme	15
Customer Department	Linguistic on the job	2
Corporate Governance Service	Data Analyst	5
Observatory	Judges Network	1
Operations Department	Area Expert	20
Digital Transformation Department	IT Architecture, Modernised EUIPO online platform	4
Academy	Learning Activities	4
Digital Transformation Department	Cooperation Platform	n/a
Academy	EUIPO Virtual Campus Programme	11

4.1.2 Mentoring programme

The EUIPO’s Mentoring Programme has been part of the Office Learning Policy since October 2018. The programme aims to support the learning and professional development of EUIPO’s staff through experience and knowledge sharing. The mentor’s role is to provide professional guidance and advice to the mentee for developing insights into the way the Office works, reflecting on professional development opportunities and networking.

The Mentoring programme is composed of:

- the ‘buddy mentoring’, offered to newcomers to support their smooth and effective integration into the Office/new department and the city; and

- the 'leadership mentoring' offered to team leaders with the objective of enhancing their leadership skills and increasing alignment with the Office strategy.

In this context, the Office has established a pool of volunteer buddy mentors, currently composed of 119 staff members from all departments. Newcomers are assigned a buddy mentor at their entry into the Office or assignment to a new department. For the leadership mentoring, the 3rd edition of the programme was launched in December 2021. A pool of volunteer mentors composed of 12 managers was established following a call for interest and paired with 12 team leaders joining the programme as mentees.

Based on the feedback received from newcomers in 2021, the results have been positive; 73 % of mentees confirmed that the programme met their expectations and 71 % were satisfied with the experience. In addition, for the first time, a survey was launched to gather feedback from buddy mentors, and 81 % confirmed their satisfaction with the programme and the same percentage would volunteer to be a buddy mentor again.

For the leadership mentoring programme, a satisfaction survey was carried out at the end of the 2nd edition and HR met with both the mentors and the mentees. Overall, the feedback received was very positive with 86 % of mentees confirming that they were satisfied with the experience gained.

4.1.3 Leadership training

During 2021, the Office offered different training courses to Managers and Team Leaders (TL), both internal and external, in order to support them in their roles and responsibilities. The satisfaction rate of the participants was maintained at similarly high levels to previous years, as shown in the table below.

Training course	Satisfaction %	Learning objective	Trainer
Leadership training for new managers - Managing and Developing Myself	94 %	Support new managers in developing their leadership skills	External
Leadership training for new managers - Managing and Developing My Team	88 %	Support new managers in developing their leadership skills	External
Leadership training for new managers - Managing and Developing My Environment	96 %	Support new managers in developing their leadership skills	External
Lab on Inclusive Leadership (managers)	80 %	Equip the managers with the mindset, skills and behaviours needed to embrace an inclusive culture in the Office	External

Leadership skills training for new TLs	74 %	Equip new TL with essential leadership skills	External
Managers Driver's Licence (new managers)	95 %	Equip new managers with necessary knowledge about Staff Regulations and HR administrative matters	HR
Conducting the appraisal exercise (new managers)	100 %	Gain understanding of the appraisal exercise, how to conduct the annual dialogue and draft appraisal reports	HR
Giving and receiving feedback (TLs)	92 %	Raise feedback awareness and develop feedback skills	HR
Supporting the appraisal exercise (TLs)	85 %	Gain understanding of the appraisal exercise, how to support the annual dialogue and draft appraisal reports	HR
Setting objectives (new managers and TLs)	75 %	Understand and contribute effectively to the appraisal exercise by setting team objectives	HR

4.2 Appraisals

The appraisal exercise is an annual exercise that assesses the efficiency, abilities and conduct in the service of staff working at the Office.

For the appraisal exercise for officials and temporary agents, since October 2014, the Office has applied, by analogy, Commission Decision No C(2013) 8985 laying down provisions for implementing Article 43 and the first paragraph of Article 44 of the Staff Regulations.

For the appraisal of contract agents, since 15 February 2015, the Office has applied, by analogy, Commission Decision No C(2014) 2226 on general provisions for implementing Article 87(1) of the Conditions of Employment of Other Servants of the European Union and the first paragraph of Article 44 of the Staff Regulations.

The 2021 exercise ran from 7 January 2022 until 13 April 2022 in myPortal.

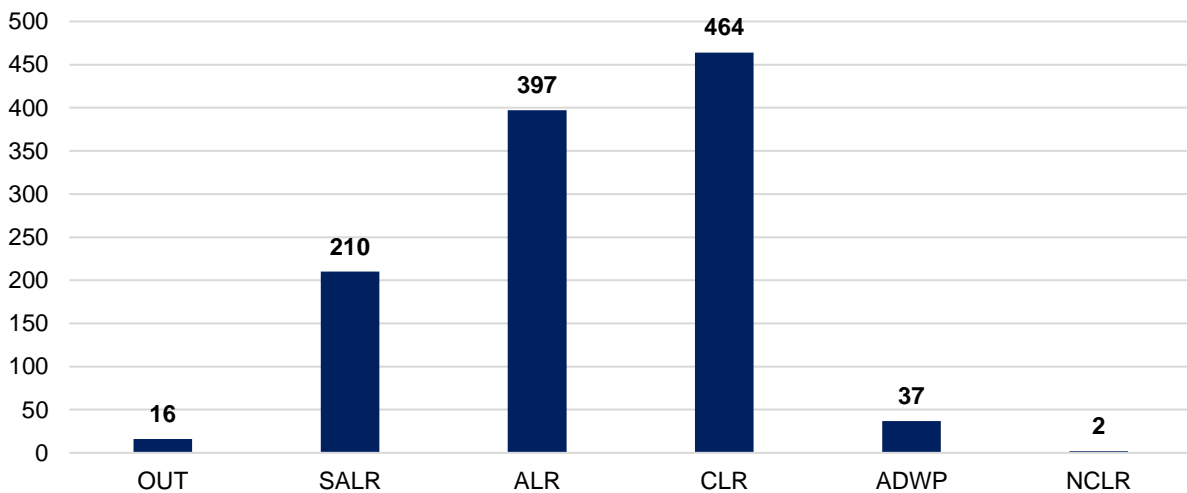
The 'Continuous feedback' exercise took place twice in 2021, from June to July and from October to November. The exercise is mandatory for staff with unsatisfactory performance, newcomers and new reporting officers.

The data presented below was extracted on 7 March 2022, after the finalisation of the appraisal reports by the reporting officers and before they were made available to the job holders.

Overall assessment 2021

55.33 % of overall assessments were higher than CLR (ALR, SALR, OUT). Compared to 2020, which was an exceptional year due to the COVID-19 pandemic, it represents a drop by 9.11 % (64.44 % of staff in 2020 received above CLR). The overall assessments below CLR (ADWP, NCLR) increased, from 2.85 % in 2020 to 3.46 % in 2021.

Overall assessment result



OUT = outstanding, SALR = significantly above the level required; ALR = above the level required; CLR = corresponds to the level required; ADWP = acceptable despite weak points, NCLR = does not correspond to the level required.

Overall assessment by statutory link

In 2021, temporary agents received the highest overall assessments with 61.46 % receiving performance appraisals of OUT, SALR or ALR, followed by officials (57.74 %) and contract agents (52.04 %).

	OUT		SALR		ALR		CLR		ADWP		NCLR		Total No
	No	%	No	%	No	%	No	%	No	%	No	%	
FT	9	1.64 %	121	22.04 %	187	34.06 %	215	39.16 %	15	2.73 %	2	0.36 %	549
TA	6	2.08 %	57	19.79 %	114	39.58 %	103	35.76 %	8	2.78 %			288
CA	1	0.45 %	27	12.22 %	87	39.37 %	100	45.25 %	6	2.71 %			221
SNE			5	7.35 %	9	13.24 %	46	67.65 %	8	11.76 %			68
Total	16	1.42 %	210	18.65 %	397	35.26 %	464	41.21 %	37	3.29 %	2	0.18 %	1 126

Overall assessment by function group

	OUT		SALR		ALR		CLR		ADWP		NCLR		Total
	No	%	No	%	No	%	No	%	No	%	No	%	No
AD*	4	1.08 %	90	24.26 %	144	38.81 %	126	33.96 %	6	1.62 %	1	0.27 %	371
AST	11	2.36 %	88	18.88 %	157	33.69 %	192	41.20 %	17	3.65 %	1	0.21 %	466
CA FG IV	1	0.61 %	17	10.37 %	68	41.46 %	72	43.90 %	6	3.66 %			164
CA FG III			10	18.87 %	17	32.08 %	26	49.06 %					53
CA FG I					2	50.00 %	2	50.00 %					4
SNE			5	7.35 %	9	13.24 %	46	67.65 %	8	11.76 %			68
Total	16	1.42 %	210	18.65 %	397	35.26 %	464	41.21 %	37	3.29 %	2	0.18 %	1 126

SNEs are excluded.

By function group, 64.15 % of administrators were assessed above CLR, followed by 54.94 % of assistants, 52.44 % of FG IV, 50.94 % of FG III and 20.59 % of SNEs.

Overall assessment for staff on lower grades

	OUT		SALR		ALR		CLR		ADWP		NCLR		Total
	No	%	No	%	No	%	No	%	No	%	No	%	No
AD 5-7*	4	1.92 %	51	24.52 %	85	40.87 %	63	30.29 %	5	2.40 %			208
AST 2-5	9	4.50 %	40	20.00 %	74	37.00 %	70	35.00 %	7	3.50 %			200
Total low grades	13	3.19 %	91	22.30 %	159	38.97 %	133	32.60 %	12	2.94 %			408
Other grades	3	0.42 %	119	16.57 %	238	33.15 %	331	46.10 %	25	3.48 %	2	0.28 %	718
Total population	16	1.42 %	210	18.65 %	397	35.26 %	464	41.21 %	37	3.29 %	2	0.18 %	1 126

SNEs are excluded.

This year the lower grades in the AD function group received the highest assessments. In particular, 67.31 % of ADs in grades 5-7 were assessed as ALR, SALR or OUT v 60.12 % of staff in other AD grades. Lower grades in the AST function group also received higher assessments than other grades in the AST function group (61.50 % v 50 %). Both groups of lower grades were assessed higher than the total staff (55.33 %).

Overall assessment per gender

	OUT		SALR		ALR		CLR		ADWP		NCLR		Total
	No	%	No	%	No	%	No	%	No	%	No	%	
Female	9	1.36 %	120	18.13 %	233	35.20 %	271	40.94 %	28	4.23 %	1	0.15 %	662
Male	7	1.51 %	90	19.40 %	164	35.34 %	193	41.59 %	9	1.94 %	1	0.22 %	464
Total	16	1.42 %	210	18.65 %	397	35.26 %	464	41.21 %	37	3.29 %	2	0.18 %	1 126

This year male members of staff received slightly higher assessments than female staff (by 1.57 %).

4.3 Promotions/Reclassifications

4.3.1 Article 45 promotion procedure

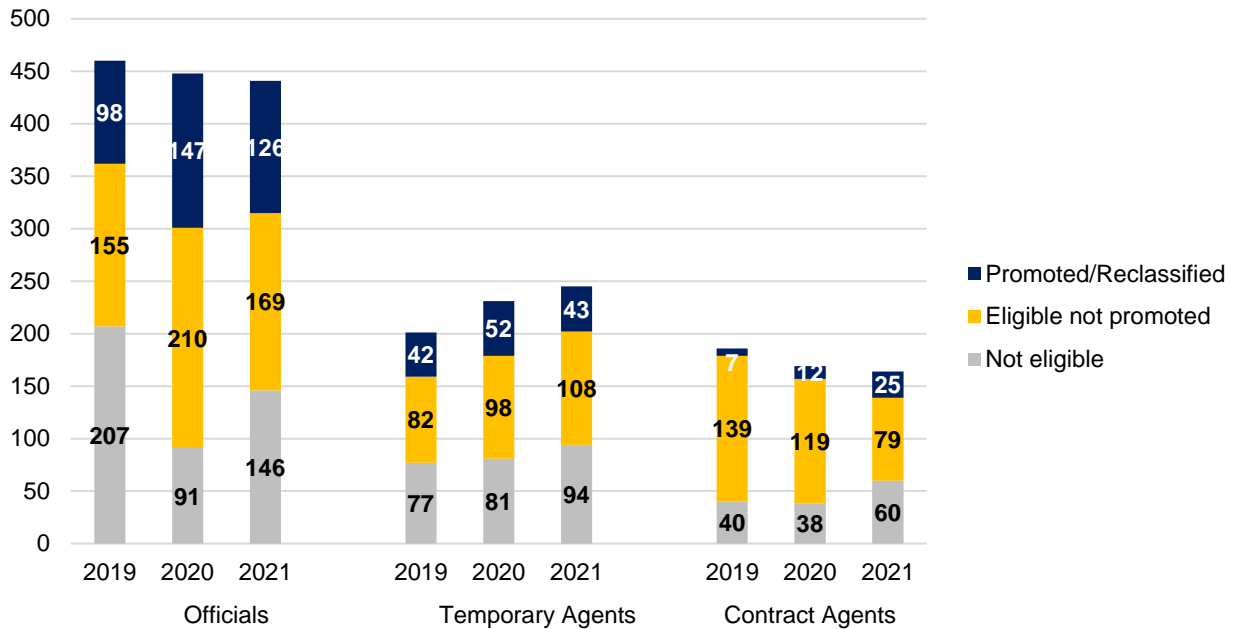
The promotion/reclassification procedure refers to the appointment of a staff member to the next higher grade in the function group to which they belong and is based on Article 45 of the Staff Regulations for Officials, Articles 54 and 87(3) of the Conditions for Employment of Other Servants for Temporary Agents and Contract Agents. The Office has adopted a fully harmonised framework for all categories of statutory staff, while maintaining the principle of comparison of cumulative merits acquired in the grade through a points system. The Directors are responsible for awarding a number of promotion/reclassification points to each member of their statutory staff (with the exception of AD13 Administrator in transition, AD12 Administrator, AST10 Senior Assistant in transition, AST9 Assistant or Assistant in transition, AST7 Administrative Assistant and AST5 Support Agent in transition) based on the merits demonstrated during the relevant period.

The 2021 promotion/reclassification exercise was the first one that was fully digitised and was conducted in myPortal. The new tool allowed a new user-friendly interface for managers, but also more automation with, for example, all staff automatically receiving the respective official decision on promotion/reclassification in their personnel file.

As in previous years, the balance of promotion/reclassification points proposed and awarded in relation to the percentage of the population in each category/function group was respected, while the Office continues to monitor the average time spent in a grade and promotion/reclassification rates provided for in the SR and relevant Management Board (MB) decisions.

The distribution of promotions/reclassifications by Statutory Link is shown in the following graph.

Distribution of promotions/reclassifications by Statutory Link



In the 2021 promotion/reclassification exercise, 194 staff members were promoted or reclassified: 126 officials, 43 temporary agents and 25 contract agents.

The promotions/reclassifications were distributed as follows:

Function group/grade	Promoted officials	Reclassified temporary agents	Total
AD13 - AD14	1		1
AD12 - AD13	3		3
AD11 - AD12	2	1	3
AD10 - AD11	2	2	4
AD9 - AD10	1	3	4
AD8 - AD9	6	3	9
AD7 - AD8	7	2	9
AD6 - AD7	25	6	31
AD5 - AD6	1		1
TOTAL AD	48	17	65
AST10 - AST11			0
AST9 - AST10	Not applicable		0
AST8 - AST9	8	1	9

Function group/grade	Promoted officials	Reclassified temporary agents	Total
AST7 - AST8	11	1	12
AST6 - AST7	17	5	22
AST5 - AST6	9	5	14
AST4 - AST5	9	4	13
AST3 - AST4	23	8	31
AST2 - AST3	1	2	3
TOTAL AST	78	26	104
TOTAL	126	43	169

Function group/grade	Reclassified contract agents
IV 17 - IV 18	0
IV 16 - IV 17	0
IV 15 - IV 16	0
IV 14 - IV 15	10
IV 13 - IV 14	2
TOTAL FG IV	12
III 11 - III 12	0
III 10 - III 11	1
III 9 - III 10	5
III 8 - III 9	6
TOTAL FG III	12
I 2 - I 3	1
I 1 - I 2	0
TOTAL FG I	1
TOTAL CONTRACT AGENTS	25

4.3.2 Top grades promotion/unblocking

Under the framework of the top grades promotion/unblocking exercise introduced in 2015, the Appointing Authority, on the recommendations of the Management and Advisory Committee and after consulting the Staff Committee, decided to publish five AST 'Senior Assistant' posts and two AD 'Senior Expert' posts for promotion. Additionally, for temporary agents, it was decided to publish one AST 'Senior Assistant' post and one AD 'Senior Expert' post for reclassification, offering the opportunity to unblock the careers of seven officials and two temporary agents.

The 2021 top grades promotion/reclassification exercise resulted in the promotion of three FT AST and two FT AD staff, and the reclassification of one TA AST and one TA AD staff.

4.4 Certification

Every year the Office carries out a certification exercise to enable officials in function group AST (assistant) grade 5 or above to be appointed to posts in function group AD (administrator), as provided for in Article 45(a) of the SR.

Applicants admissible for this exercise are classified on the basis of their professional experience, overall assessment level of the three most recent appraisal reports, level of education and non-mandatory training courses, as well as the needs of the service/Office.

The officials included on the final list (following the stages of the procedure in accordance with the legal framework) are subsequently authorised to take part in a training programme organised by the European School of Administration (EUSA). Certification becomes effective when the authorised officials complete this training programme, pass the relevant examinations, and are appointed to a post in the AD function group as a result of a successful application for a vacant post at the Office in the context of internal mobility.

As the changes introduced in the 2018 Certification exercise proved satisfactory, the Office continued to use the same working method in 2021, namely carrying out an interview with the applicants who received the most votes and consulting with the Joint Committee during the process.

For the 2021 Certification exercise, the Appointing Authority decided that three officials could be authorised to take part in the training programme. A total of five officials applied for certification in 2021: all five were found admissible and three were included on the draft list of officials authorised to take part in the training programme (the procedure is currently ongoing). The training programme and relevant examinations will take place in May, June and September 2022. The results will be available in December 2022.

One candidate from the 2019 Certification exercise successfully completed the training programme and passed the relevant examinations during 2021. The successful candidate now has the possibility of applying for posts in function group AD.

4.5 Mobility

Mobility offers statutory staff the opportunity to develop their careers within the Office and is a way of enabling the acquisition and development of new knowledge, skills and competencies.

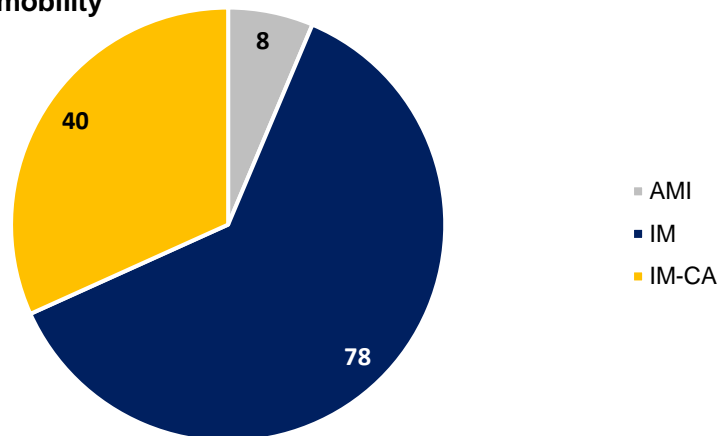
Furthermore, it increases staff satisfaction in terms of employability, challenge, interest and professional well-being.

Mobility also contributes to satisfying the Office's operational requirements, enabling the adjustment of its human resources to the needs generated by its ever-changing environment.

In 2021, the HRD published 126 internal mobility (IM) procedures, which implies an increase of 30 % in comparison with 2020. Out of these procedures, 78 were published for temporary agents and/or officials and 40 were open to contract agents, while the remaining eight were internal calls for expressions of interest for positions with places of employment other than Alicante.

In addition, the HRD published four inter-institutional selection procedures, giving opportunities to officials in other institutions to be transferred to the EUIPO after succeeding in the selection.

Types of mobility



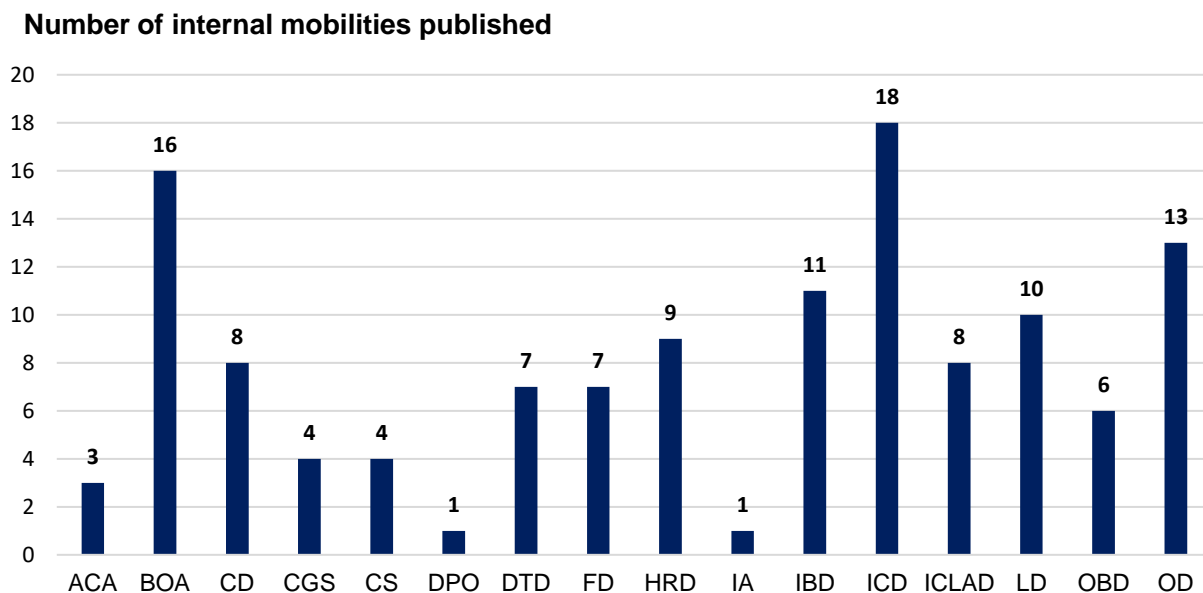
As a result, 56 vacant positions were successfully filled by internal staff during 2021 ⁽⁸⁾. The success rate of the internal mobility procedures in 2021 was 30 % ⁽⁹⁾

When internal mobility was unsuccessful, the posts were filled either through an ad hoc external selection procedure or by recruitment from existing reserve lists.

⁽⁸⁾ Including staff who moved as a result of procedures launched in 2020.

⁽⁹⁾ Only procedures launched in 2021.

The graph below shows the distribution of internal vacancy publications by department.



5. Health and Well-being

5.1 Work-life balance

In order to support their work-life balance, the Office tries to provide its staff with the greatest possible degree of flexibility in their working methods by offering teleworking and different working time arrangements.

5.1.1 Teleworking

Since the revamping of the teleworking framework at the Office in 2013, statutory staff have had the opportunity to enjoy either an Occasional or a Structural Teleworking regime.

During 2019 the Office concluded negotiations with the European Commission DG HR to obtain its agreement on the adoption of a new decision on teleworking aiming at continuing to foster the work-life balance of staff members. The decision was adopted on 24 December 2019 by the Management Board.

With the new decision, the Occasional Teleworking scheme was opened to all statutory staff members and SNEs without the need for a prior agreement. Following the positive trend of the last few years, the easiness of the new decision and the encouragement by the Office management, the use of occasional teleworking rocketed throughout the Office, reaching unprecedented levels for the majority of the staff.

By mid-March 2020, the Office declared universal teleworking as a result of the COVID-19 pandemic and the confinement measures introduced by the health authorities. During the return to the so-called new normality the Executive Director published a Communication on Occasional Teleworking,

increasing the number of days available per year (from 60 to 80) and encouraging staff to benefit from this pattern. In addition, it was decided that the Office would supply certain equipment to occasional teleworkers on a voluntary basis.

At the beginning of 2021, as part of the exceptional COVID-19 measures taken by the Office, 20 days were added to the annual occasional teleworking quota, taking it to 100 days. Overall, in 2021 a total of 54 381.73 days of occasional teleworking were taken by 932 EUIPO staff (officials, temporary agents, contract agents and SNEs). The distribution of the days took place as shown in the following table.

Number of employees	Range of AOT days consumed
57	100
146	90 - 100
100	80 - 90
629	Less than 80

In view of the evolution of the COVID-19 pandemic, in 2020 the Office introduced an extraordinary occasional teleworking pattern at 100 % for those staff members in a COVID-19 vulnerable group. In fact, 100 staff members were granted this type of teleworking until September 2021 and, since then, approximately 20 of them have continued this mode of teleworking.

Structural teleworking at 50 % maintained the trend from the previous year. However, structural teleworking at 90 % experienced a rise of 32 %. Overall, structural teleworking increased by 17 % in comparison to 2021.

Period	2014	2015	2016	2017	2018	2019	2019	2020	2021	2020 v 2021	Trend
ART at 50 %	82	106	108	118	106	114	85	85	85	0 %	→
ART at 90 %	45	37	35	33	32	37	98	98	129	32 %	↑
ART (50 % + 90 %)	127	143	143	148	138	151	183	183	214	17 %	↑

Teleworking has now become part of the Office’s hybrid working methods and a practice broadly endorsed by the entire population of the Office. It allows for reconciliation of professional life with personal constraints but also enables efficiencies in working methods.

Moving forward, the EUIPO actively participated, via the EU Agencies Network and the Standing Working Party, in the discussions on the new working time and hybrid working framework, as part of the preparatory works for new implementing rules adopted by the European Commission in early 2022. In particular, the analysis and next steps were duly anticipated in order to use this opportunity to further enhance the EUIPO teleworking scheme, as this is a key issue for the Office and its staff.

5.1.2 Flexitime and annual leave

Flexitime is the working time regime of the Office. It is intended to provide flexibility to staff, facilitating the reconciliation of professional and personal needs. It applies only to those staff members who are required to clock in/out on a daily basis. Flexitime implies the individual management of working hours. It allows staff to vary the times they start and finish working, while respecting the core hours of the Office and keeping a sufficient degree of regularity in their schedule.

Additionally, flexitime allows staff to accumulate – as full or half days – additional hours worked. Under this framework, in 2021, 904 staff members took a total of 3 817.24 days of flexi-leave, an average of 4.22 days per staff member, which is in line with the previous year's figures.

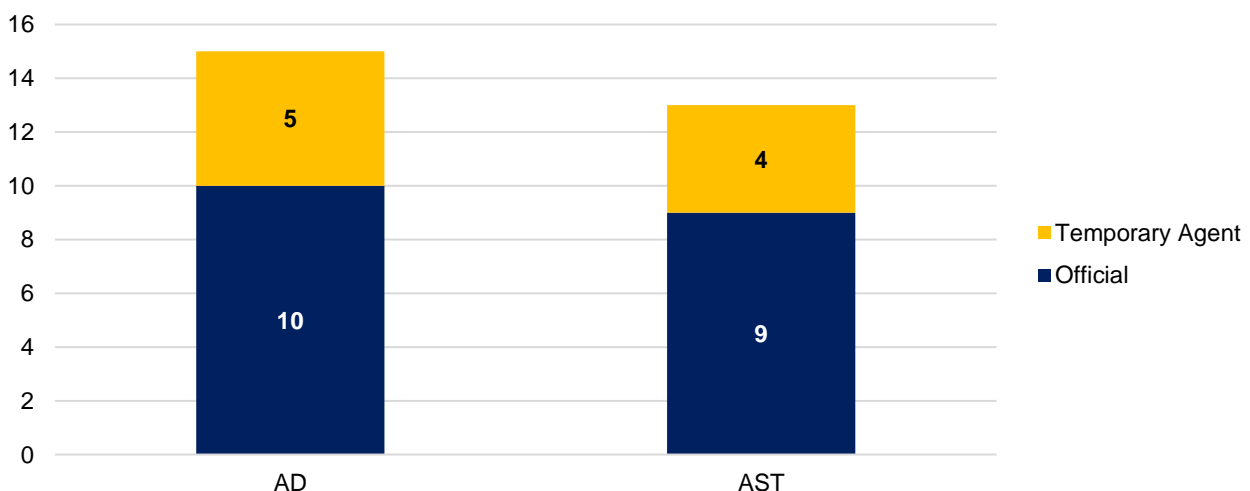
The annual leave entitlement of all staff amounted to 47 669.48 days in 2021, of which 10 401.40 days had not been taken by 31 December 2021. Of these:

- 552.49 days were paid to staff members at the end of service and 47.17 days were transferred to other EU agencies;
- 339.35 days were the result of buying holidays and the 12 months' validity was still in force;
- the Staff Regulations allow for an automatic transfer of 12 days per staff member; an average of 7.96 days were automatically transferred to 2021 including statutory staff and SNEs;
- 576 days that were above the maximum of 12 days automatically transferred were approved by the AA/AACC to be exceptionally carried over to 2022.

5.1.3 CCP and unpaid leave

In 2021, a total of 19 officials were on leave on personal grounds (10 of which were renewals) and nine temporary agents (six of which were renewals) were on unpaid leave. Out of the total of 28, 15 were in function group AD and 13 in function group AST.

CCP and unpaid leave



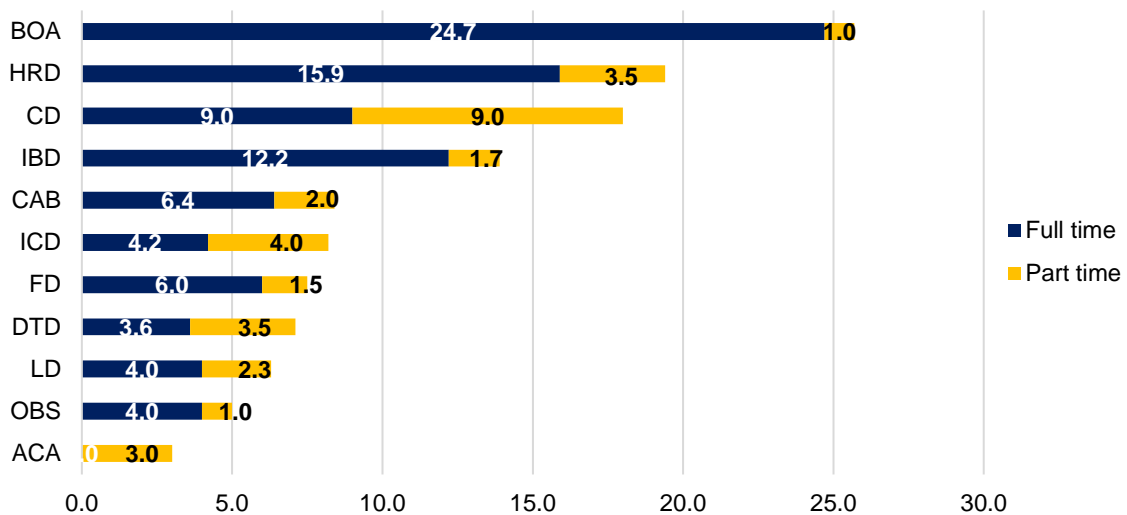
The Office welcomed back four officials returning from CCP.

5.1.4 Parental leave and family leave

Parental leave taken during 2021 increased by 29 months compared with 2020 figures, with 168 requests representing a total of slightly more than 208 months of parental leave during the year.

Parental leave was mostly taken by mothers (76 %). Full-time parental leave accounted for 69 % of the total (143.9 months), while 31 % (64.5 months) was taken in the 50 % modality.

Parental leave by department (months)



CAB includes CS and CGS staff members.

In addition, during 2021, 20 requests for family leave were submitted by 13 staff members, amounting to a total of 23.5 months.

5.2 Medical Service

The Medical Service is responsible for the medical activities related to health surveillance within the framework of the Office's occupational risk prevention activities and the control and follow-up of absences due to sickness or accident.

2021 was a very challenging year for the Medical Service due to the evolution of the COVID-19 pandemic. The Medical Service has been in the front line of the Office's response to the COVID-19 pandemic, assisting the Office and staff members to adapt to the circumstances, following up infection cases and close contacts among staff members.

The additional work involved in monitoring the COVID-19 pandemic, together with the increase in staff numbers, made it necessary to temporarily reinforce the Medical Service.

5.2.1 Preventive and Occupational Area

The Preventive and Occupational Area is responsible for all medical activities related to staff healthcare, such as medical consultations, annual medical check-ups, pre-recruitment medical examinations, necessary actions in the event of medical emergencies or risk to public health, as well as the proposal and processing of ergonomic requests.

The increase in workload of the Medical Service caused by the management of the COVID-19 pandemic led to the necessity of temporarily reinforcing the Medical Service with a part-time doctor and a full-time administrative assistant. The medical visits (both annual and pre-recruitment) were organised thanks to these extra resources and the figures returned to the pre-pandemic normality, as can be seen in the table below.

	2017	2018	2019	2020	2021
Annual medical check-ups performed	747	903	947	432	877
Number of ergonomic measurements	54	36	33	11	42
Pre-recruitment medical visit	126	95	63	47	83
Medical consultations	331	358	479	335	176 ⁽¹⁰⁾

The Preventive and Occupational Area played an essential role in the management of the crisis, actively participating in and providing advice on the design of the Office's strategy against COVID-19, including managing the positive cases reported as well as their close contacts and liaising with the local health authorities.

In 2021, as in previous years, the Preventive and Occupational Area organised, in collaboration with the local public health authorities, an anti-flu vaccination campaign. The number of staff interested in receiving the vaccination increased from the previous year, with a total of 164 in 2020 and a total of 180 in 2021. This number matches that of the staff who expressed an interest in receiving the vaccine in 2019.

5.2.2 Control Area

In 2021, the sick leave rate evolved as in previous years, reaching excellent results. The circumstances caused by the COVID-19 pandemic did not have a negative effect on the favourable trends during the year. However, by the end of the year the trend changed slightly upwards but without affecting the overall result for the year, which ended at 3.11 %. The average rate of short-term sick leave for the year was 3.04 %, still within the level of 'excellence' according to the targets set in the Corporate Balanced Scorecard. For long-term sick leave, despite the increase in the last

⁽¹⁰⁾ Medical consultations over the phone or via MS Teams are not included.

months of the year, the average rate for the year of 0.07 % was the best since the implementation of the rate in 2016.

5.3 Social welfare

Social welfare aims to carry out individual and collective activities in prevention, assistance and, where the need arises, social accompaniment. It also involves the management of social assistance and leisure activities within the Office to support the staff's well-being and social integration.

5.3.1 Welfare officers

Staff consulted the Office's welfare officers in the strictest confidence on professional (stress, burnout, conflict, adjustment, etc.), personal (health, family problems, financial issues, bereavement, etc.) and work-life balance issues.

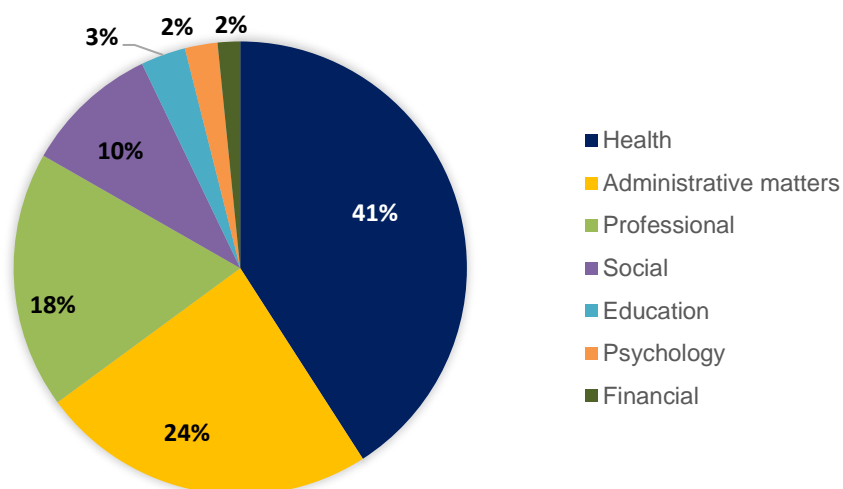
Again this year, health issues have surpassed professional issues, maintaining for the third year in a row the trend that started in 2019.

In terms of the COVID-19 situation, although restrictions have not been as tight as in 2020, the number of psychological requests arising from the effects of the COVID-19 pandemic remained high.

In terms of figures, welfare officers dealt with 687 cases related to health, psychological and social issues, as well as administrative and financial matters.

In 2021, health-related queries increased to around 41 %, followed by administrative matters, which decreased from 30 % to 24 %; professional matters increased from 12 % to 18 %. In addition, social matters increased from 3 % to 10 %. The remainder of the consultations, psychological, educational and financial, did not exceed 3 %.

Cases by category



5.3.2 Social assistance and activities

Within the context of social assistance and activities, different services were organised and offered to staff during 2021.

As in previous years, in November, the Office held the Annual Medal Award Ceremony to honour staff members who reached 20 years of European Public Service and to say farewell to staff members who retired during 2020. Due to the cancellation of the previous year's ceremony as a consequence of the COVID-19 pandemic, the 2019 honourees were also invited to participate in this year's ceremony. The ceremony took place in the Auditorium and was attended by around 100 people, among which 45 colleagues were honoured.

Alongside the welfare activities, and thanks to the support of annual subsidies, more than 150 staff members and relatives enrolled in and organised activities through leisure clubs such as Bacchus club (wine tasting) or golf and football clubs. Others, with specific purposes, operate, benefitting from the Office's facilities and infrastructure without requesting any subsidy (e.g. Solcir, whose mission is to be a platform for solidarity initiatives by organising events to create resources for charity projects). Additionally, a new club 'We Art' was registered in July 2021 with the particular aims of promoting the creativity and cultural education of staff members and their families and organising art happenings and exhibitions.

In the context of the Office's support for staff with children, the Office made available a service of a farm school for children aged between 3 and 12, which was organised following the measures established by the Health Authorities. A total of 62 days of farm school were offered with an average of 31 children enrolled per day.

Likewise, the Office provides the opportunity for staff to receive a partial reimbursement of the language stays that took place during the summer period for their children aged between 6 and 17. Applications were received through the online form.

The Office also continued to provide the support of an expert in Spanish law for staff to have the opportunity to consult and obtain initial legal advice related to private legal matters (e.g. marriage, divorce, rental, consumer issues). During 2021 the legal advisor carried out an average of 111 consultations per month.

5.4 European school of Alicante

Since 2014 the Office contributes through its own budget to the financing of a large part of the European School of Alicante on the basis of a Financing Agreement passed between the European Commission, the European Schools and the Office. At the same time, the EUIPO is deeply involved in the management structure of the European schools, taking part in the various decision-making bodies of the system, like the Administrative Board, the Board of Governors or the Budgetary Committee.

The goal of this investment is to offer EUIPO staff with a high-quality multi-lingual education in Alicante, to ensure the work-life balance of its employees and to contribute making the EUIPO an attractive place to work.

The total number of pupils enrolled at the school at the end of 2021 was 1.063, of which 573 were EUIPO staff's children. To cope with the related costs, the financial contribution of the Office to the school's budget in 2021 reached more than 8.5 million euros, which is equivalent to 58 % of the total school's budget of 14.7 million euros.

Regarding the financing of the pre and post school activities, the contribution of the Office during the school year 2020-2021 was of more than 400.000 €. These facilities hosted 25 children in the pre-school nursery (CHISPA) and 151 in the after-school classes (FARO).

In regards of the COVID-19 pandemic, during the past year the Office was in close contact with the school, taking part in the Health, Safety and Security Committee and in ad hoc weekly bi-lateral meetings between the administration and the medical services of the two organisations.

A transparent and close collaboration with the European school is a key element of the activities in Human Resources.

6. Entitlements

In 2021, the modernisation of HR continued to advance in various ways. An important module for the determination of staff rights was started. The staff can now submit requests for the various allowances (i.e. family allowances, removal reimbursement, etc) directly on the system. The workflow for the determination of staff rights is now completely digitised and integrated with the digital Personal File of the agents where the supporting documents are sent directly. At the same time an automatic notification is sent to the Pay Master Office (PMO) who can access our system to obtain the instructions to prepare the payment. This new system is less prone to errors and ensures improved data protection. In 2021, around 800 school allowances were processed via the new tool. The new tool is also used to process entries into service, changes of place of employment and end of service.

Other modules were put into production to support the recruitment work, such as the creation of the classification for the grading of newcomers and the automatic creation of the Personal File for newcomers.

6.1 Privileges and immunities

The Seat Agreement establishes the provisions applicable to the relations between the Office and Spain, especially regarding privileges and immunities, exemptions and financial facilities granted to the Office and its statutory staff and other measures to be taken by the Spanish authorities to facilitate effective cooperation and support, which are essential for the satisfactory functioning of the Office.

Since the signing of the Agreement in 2011, activities have increased substantially and continued to increase despite all the new efforts required and challenges faced last year.

In 2021, the Seat Agreement team continued consolidating a new way of working in the Office's relations with the Spanish Ministry of Foreign Affairs and Cooperation (MAEC) with the aim of gaining efficiency while fostering the use of electronic communication as much as possible within the applicable rules.

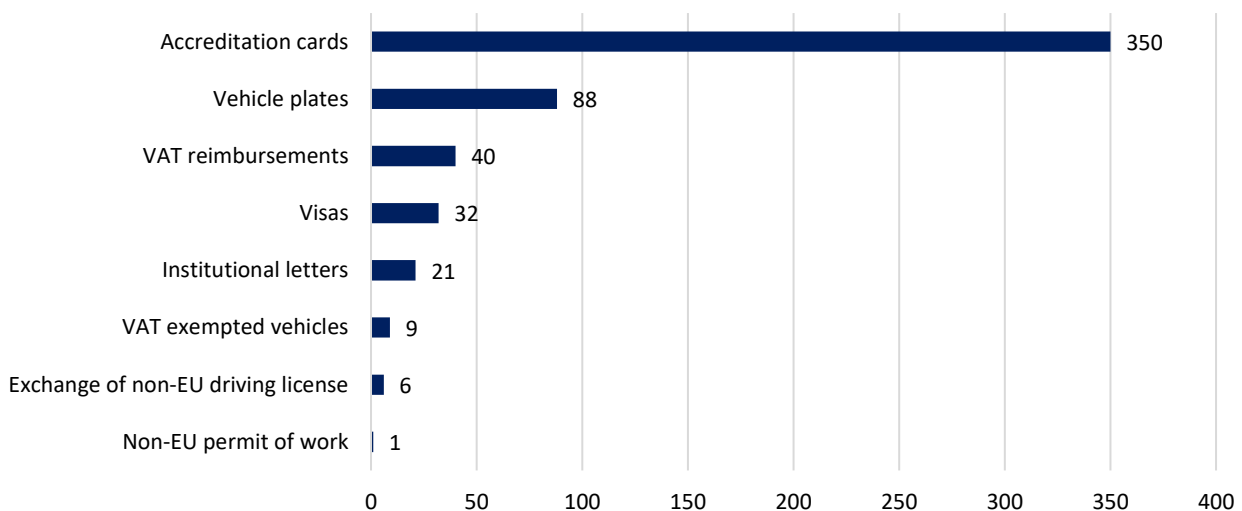
The regular communication between the Seat Agreement team and MAEC changed significantly from the traditional submission of hard copies of letters (Verbal Notes) and original documents to the sending, when possible, of all requests by email with scanned copies of the necessary documents. However, despite the efforts, many of these requests sent by email still need to be resubmitted by certified post, as the MAEC requires the original documents to be able to process the request.

In addition, the Seat Agreement team worked intensively to make the new Employee Self-Service a reality for all Office staff. Specifically, special efforts were made to assist staff in using the three Seat Agreement modules: Accreditation card, Vehicle plates and VAT reimbursement.

Concerning the number of requests sent, the Seat Agreement team carried out a total of 547 Verbal Notes. In comparison to the previous year, the number of verbal notes sent in 2021 has increased by 37 %.

The table below gives an overview of the Seat Agreement procedures that were used most often in 2021 and the number of requests for each of them.

Seat Agreement number of requests



The Seat Agreement team is also involved in the relations with other Spanish Public Administrations such as the regional Health Department for requesting medical cards (SIP card).

In this sense and due to the COVID-19 pandemic, the team worked closely with the regional Health Department. It also promoted internally the request for the SIP medical cards by email and through the Office's information screens, inviting all staff to request these cards for themselves and for their eligible relatives. The promotion was successful, and the number of SIP card requests increased notably, as a result of the need to own an SIP card to be eligible for the COVID-19 vaccine in the Valencian region. Up to 272 requests for SIP cards were processed before the regional authorities decided to facilitate the generation of SIP cards at the health centres in order to cope with the huge amount of requests received from the Office's staff during 2021.

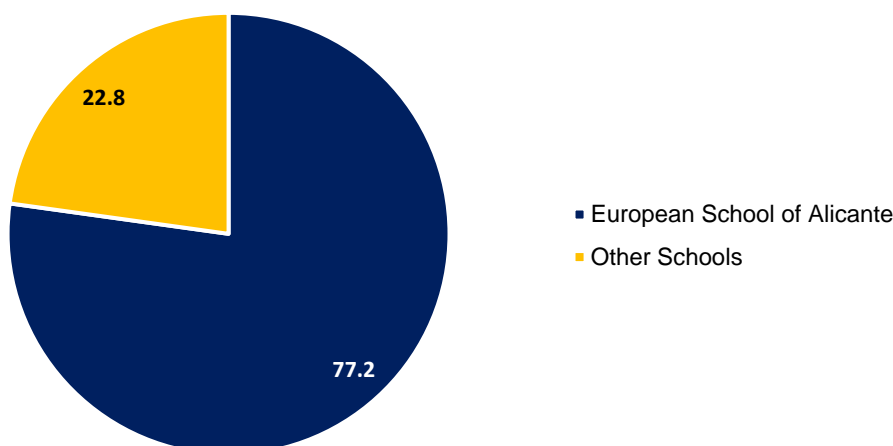
6.2 School allowances

For the school year 2021-2022, 888 requests for school allowances were submitted by staff and processed by the HRD for the first time via the new tool between September 2021 and March 2022.

The process includes verification of information and certificates of enrolment, amendment of data (change of school and/or transport) inserted by the staff and final validation. It also includes the verification and validation by the HRD for a reduced number of files in the case of termination of studies or termination of entitlement to education allowance when the child reaches the age of 26.

For primary and secondary education or equivalent, out of 614 requests, 474 were for children enrolled in the European School of Alicante and 140 in other schools.

Distribution of children in Primary and Secondary School or equivalent



For higher education/university, out of 274 requests, 80 were for children studying in Spain and 194 in other countries. A total of 56 agents requested the transfer abroad of the school allowance.

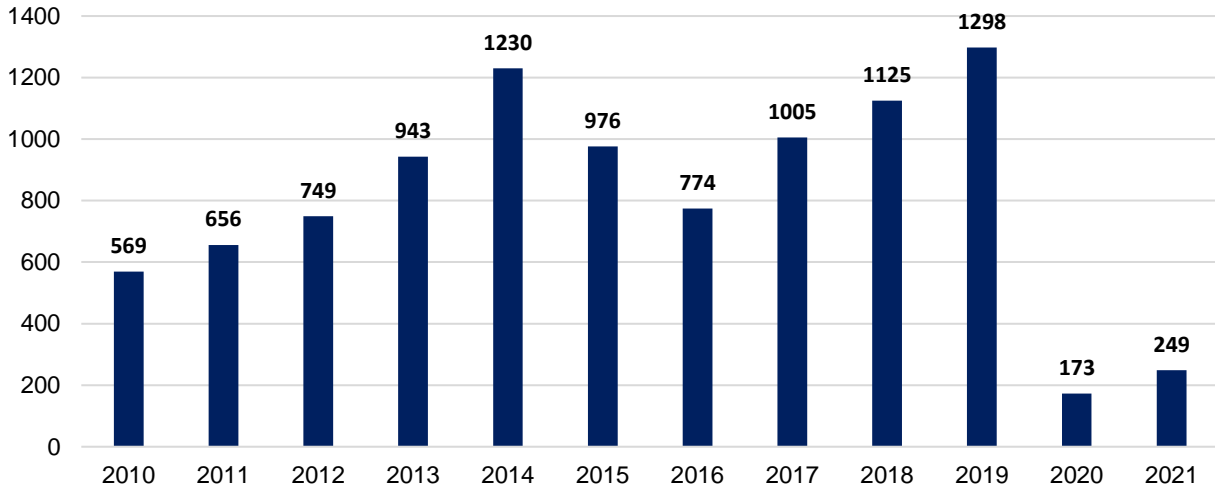
7. Missions

During most of 2021, the activities of the Missions Office were affected by the consequences of the COVID-19 pandemic.

In Autumn the first attempts to get back to normality were seen, with several missions accomplished in September, October and November, then a slowdown occurred in December due to the sudden spread of a new variant of the virus.

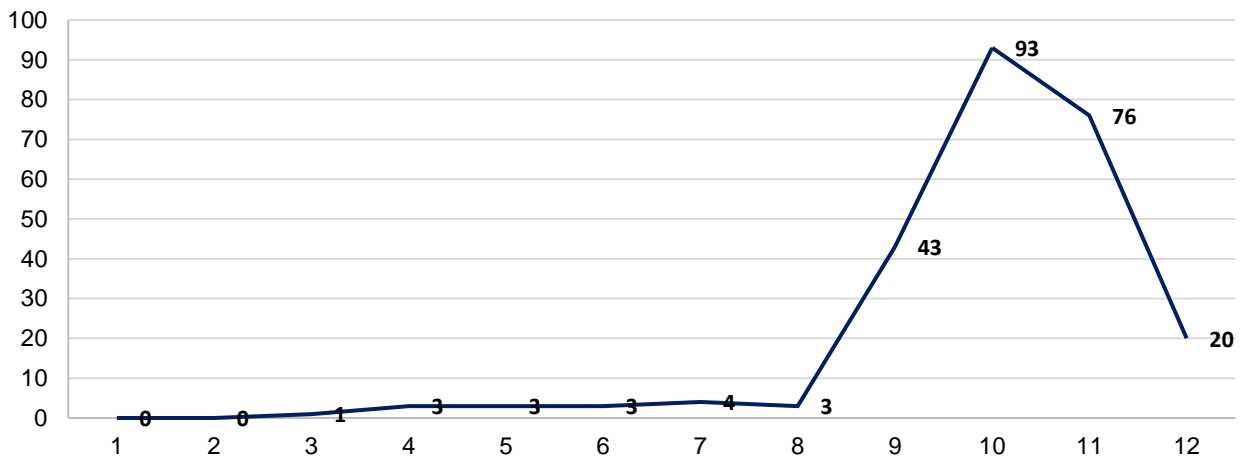
Throughout the year, a total of 249 missions were organised among Operational (235) and EU funded (14). This is a higher number than in 2020 (173 missions), but still far lower than pre-pandemic levels (1 298 missions in 2019).

Number of missions per year



The trend is similar to 2020, with the first 8 months of the year still affected by travel constraints, followed by 3 months of intense activity and 1 month of prudent restrictions.

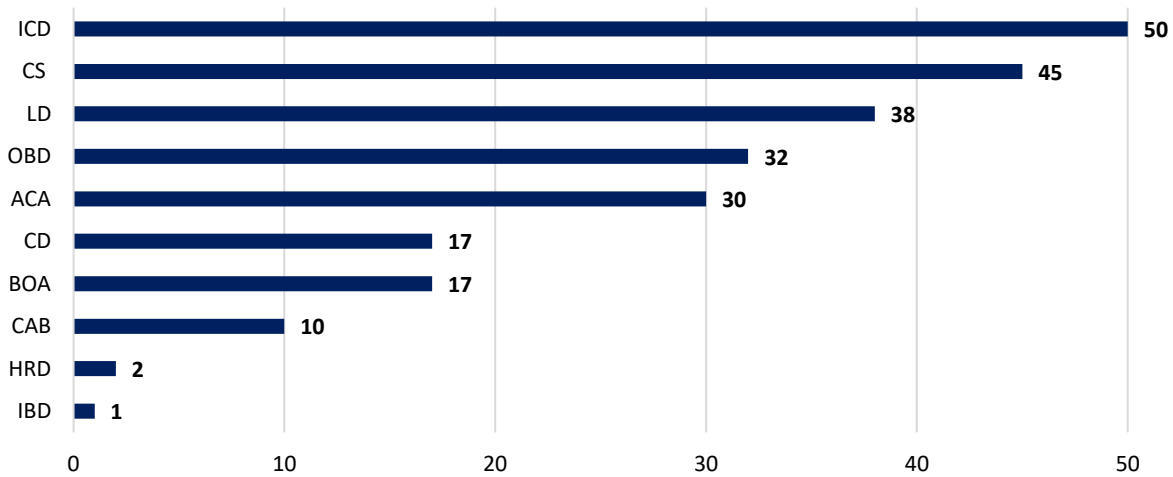
Number of missions per month



The Institutional and Cooperation Department (ICD) and the Communication Service (CS) carried out the largest number of missions, followed by the Legal Department (LD), the Observatory (OBS) and the Academy (ACA).

As in 2020, it should be noted that all departments' mission plans in 2021 have been directly affected by the global health crisis.

Missions per department

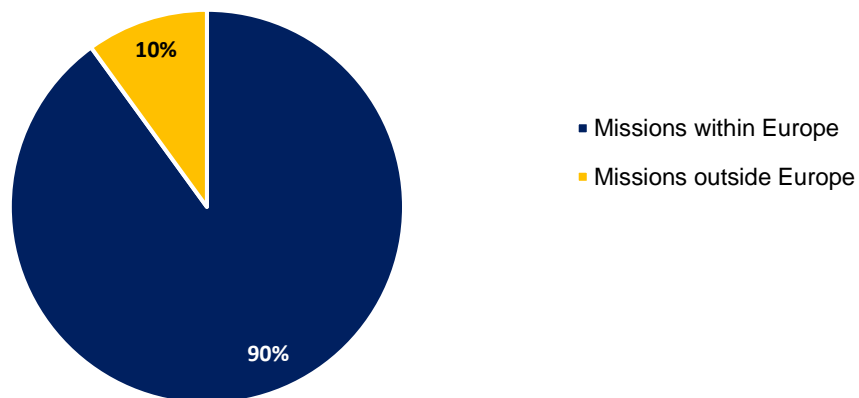


**18 out of 30 Academy missions were external training courses.*

A total of 179 staff members travelled during the year.

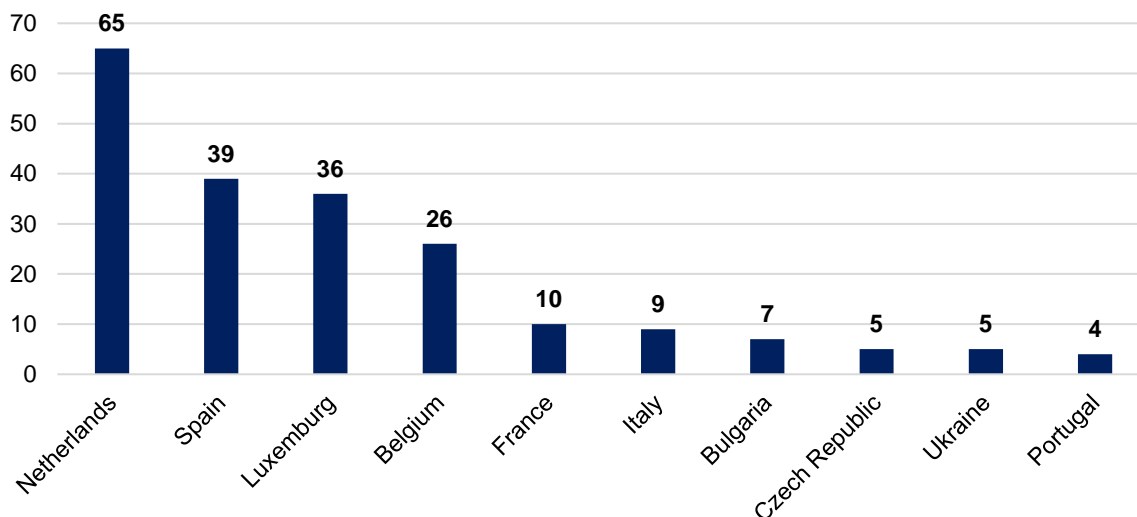
Travellers visited 30 different countries, 19 within Europe (223 missions) and 11 countries from the rest of the world (26 missions).

Distribution of Missions in Europe/Outside Europe



Notably, the most visited country in 2021 was the Netherlands, thanks to the organisation of the DesignEuropa Awards during the second half of October. Spain, Luxembourg and Belgium were the next most visited countries.

Top 10 visited countries



8. Staff Regulations, Appeals and Legal Procedures

8.1 Staff Regulations and implementing rules

According to Article 153(1)(i) EUTMR, the competence for adopting implementing rules giving effect to the SR lies with the MB. As per established practice, the MB decisions in this area, based on Article 110(2) of the SR, are taken by written procedure, which makes the management of the adoption procedure more efficient and flexible.

Under Article 110(2) of the SR, EU agencies apply as a general rule the Commission implementing rules by analogy. Where the Commission Decisions are not suitable for an EU agency, it may request derogation and adopt implementing rules based on a model for Agencies prepared by the Commission services or ask for the Commission's agreement to adopt its own rules on the same matter.

In 2021, an amendment to the Commission Decision on the transfer of pension rights under Articles 11 and 12 of Annex VIII of the SR, which the Office already applied by analogy, entered into force.

Contrary to previous years, there were no requests for derogation from the Commission implementing rules and/or for agreement to adopt its own decisions. The Office did not adopt any new Decisions based on a Commission model either.

8.2 EU Agencies Network

In 2021, the European Environment Agency (EEA) in Copenhagen, Denmark, assumed the Chair of the EU Agencies Network (EUAN), supported by the Agencies' Troika, made up of the former (ECHA), current (EEA) and future (F4E) Chair of the EUAN, and the Shared Support Office (SSO) in Brussels.

The Office remained closely involved throughout the year and actively participated in all the Heads of Agencies and Heads of Resources meetings. Furthermore, the Office was closely involved in the inter-agencies advisory group created to share practices and discuss any COVID-19-related issues, including new working methods.

The Office also continued to represent the EUAN in the Preparatory Committee for Matters relating to the Staff Regulations (CPQS), an inter-institutional body in charge of the technical preparatory work for decisions of the College of the Heads of Administration (CCA). In addition to its regular work, the CPQS has been meeting more frequently since the beginning of the COVID-19 pandemic, and served as a platform to exchange information and discuss administrative measures related to it.

The Office also maintained its position as a permanent member of the Standing Working Party, which prepares, in cooperation with the Commission services, draft model implementing rules for the Agencies.

8.3 Appeals

According to Article 90(1) of the SR, any person to whom the SR apply may request the appointing authority to take a decision relating to them. The legal solution available for any person to whom the SR apply regarding a decision directly affecting them is a complaint, lodged following Article 90(2) of the SR.

In 2021, the Office received a similar number of Article 90 SR as in 2020 (i.e. 2 requests and 14 complaints), mostly in the area of selection procedures. As the appointing authority, the Management Board acting through its Chairperson was competent for three of them, while the Executive Director was competent for the remainder.

9. Social Dialogue

Social dialogue allows the staff representatives on the one hand and the administration on the other to discuss, negotiate, consult and exchange on all subjects of common interest. Notably it is at the forefront of the preparation and implementation of HR policies and processes.

Throughout the year regular and ad hoc meetings between the Staff Committee and the Director of the HRD take place, serving the purpose of mutual information sharing and dialogue. In 2021, 17 meetings on different topics, such as recruitment procedures, specific staff cases, the staff satisfaction survey and follow-up, promotion exercises and staff policy initiatives, were held between the staff representatives and the HRD. The staff representatives were also invited to biannual meetings with the Executive Director of the Office to discuss strategic matters and address any concerns. Additionally, in line with the Covid restrictions, virtual regular meetings with representatives of the staff union U4U were held in the context of the agreement signed between the Office and U4U.

The Office values highly the views and opinions of its staff and, in this context, the Staff Committee plays a significant role in formal consultations following Article 110(2) of the SR, which concerns the

adoption of implementing rules. Details of the formal consultations carried out in 2021 are listed under section 8.1 of the Staff Regulations and implementing rules.

Two members of the Staff Committee were systematically invited to the Office's Enlarged Management Committee (EMAC). They were also invited to participate as observers in the Management Board and Budget Committee meetings.

The Administration and the staff representatives also worked together in the framework of the Joint Committees, bodies constituted by members appointed by the Administration and the Staff Committee in parity, which deal with a number of specific issues such as health and safety at work, social welfare, promotion and reclassification, and opinions about officials on probation in case of non-confirmation.

Moreover, the Staff Committee has a key role when participating in, and appointing representatives to, selection committees (internal mobility, temporary agents, contract agents and competitions).

Finally, the Social Dialogue Box that was launched at the beginning of 2017 reflects the collaboration between the Administration and the Staff Committee. 73 different topics were treated and recorded in the tool during 2021. Minutes of meetings held between the Administration and the Staff Committee and consultations with the Staff Committee are also reflected in the Box.

10. Enterprise Resource Planning

In 2021, the HRD together with the DTD, proceeded with a major and final step of the modernisation of the Office's Human Resources Information System (HRIS). Progressively, all the modules of the new HRIS suite, myPortal, have been implemented and made available for the whole Office. The HRD teams are still working hard to stabilise this huge project, and offer the best service possible, not only to the EUIPO staff and managers, but also for some of the more significant external strategic stakeholders of the Office and the HRD, such as the European Commission or the Payment Master Office (PMO).

The project entered the closure phase at the end of 2022 and started running the operational phase, focusing on improving the experience of the user and opening new opportunities for the HRD and other departments in terms of data extraction and analysis.

This huge achievement has meant that all EUIPO Departments are now connected to the Human Resources Department. The full administrative life – from selection/recruitment until retirement – of all categories of internal staff (officials, temporary agents and contract agents) is now digitised. Additionally, the new system improves the capacity of the Office in the follow-up of its Activity Based Budget, which is the backbone of the EUIPO.

As such, benefits are already visible for all staff. Transparency is increased by myPortal, allowing any person to access in one click all its administrative information, such as personal data and relatives, salary and allowances, administrative career, appraisals and promotions, training or the HR personal file, which were, until now, inaccessible directly. It also empowers the staff via the Employee Self-Service, which permits any staff member to request the administration to consider any change in their personal life (e.g. in relatives), but also to request things such as a new blue plate for their car, or to generate their personal certificates instantaneously.

Benefits are also visible for the whole management of the Office, by digitally managing the thousands of approval workflows that circulate during the year within the Office (hiring of new staff, change of working conditions, SNE's secondment, trainees entrance, staff internal mobility, etc.), sending the well-known paper signataires to the recycling container. Finally, HR staff have also started to take advantage of this tool, as a lot of processes have been automated, such as allowances, automatic generation of decisions on promotions and reclassifications and creation of records for new staff.

The implementation of a huge Human Resources project, which has taken more than 5 years, is now reaching an end, and a beneficial period is starting for all of the Office's staff.



ANNEXES

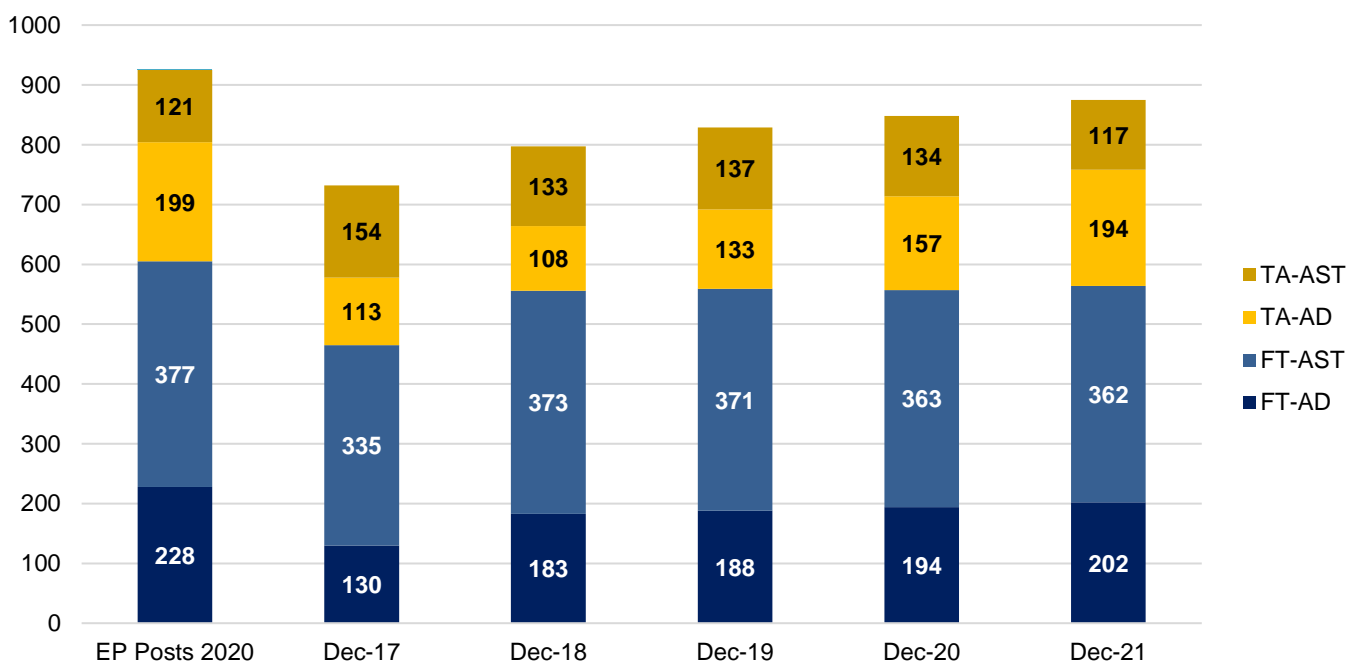


ANNEX I: Establishment Plan

In 2021 the total number of posts in the Establishment Plan (EP) remained stable with 925 posts. As of 31 December 2021, the Office reached the highest ever occupancy of its Establishment Plan of 94.6 %, with 875 out of 925 posts occupied.

	EP posts 2021	Dec 2017	Dec 2018	Dec 2019	Dec 2020	Dec 2021	% of occupancy 2021 by type
FT-AD	228	130	183	188	194	202	88.6%
FT-AST	377	335	373	371	363	362	96.0%
TA-AD	199	113	108	133	157	194	97.5%
TA-AST	121	154	133	137	134	117	96.7%
	925	732	797	829	848	875	94.6%

Establishment Plan occupancy



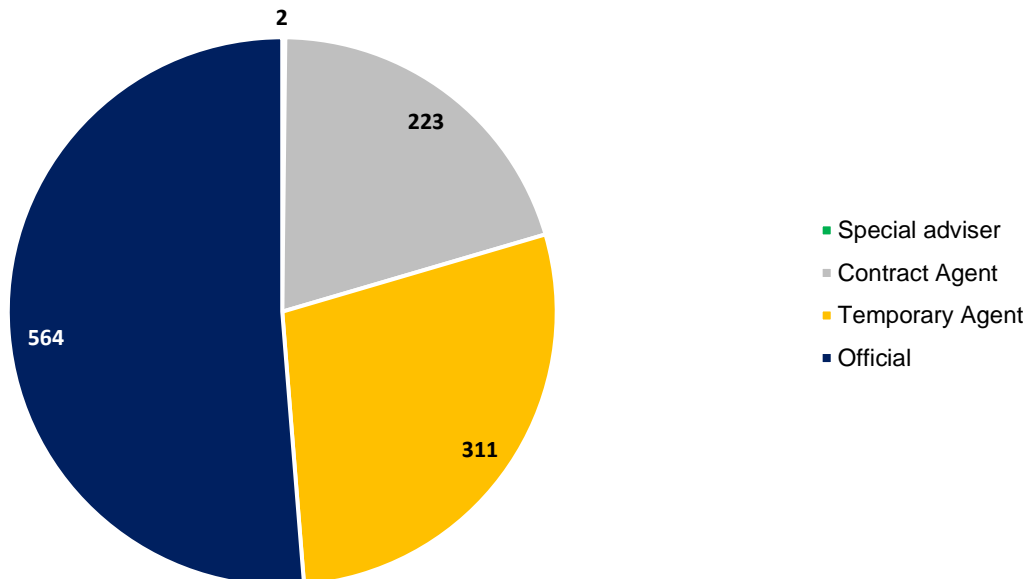
ANNEX II: Staff

1. Staff by category

As of 31 December 2021, the Office workforce was composed of 1 100 statutory staff members (564 officials, 311 temporary agents, 223 contract agents and 2 special advisers). The Office also had 68 SNEs, 128 trainees and 48 interims (agency staff).

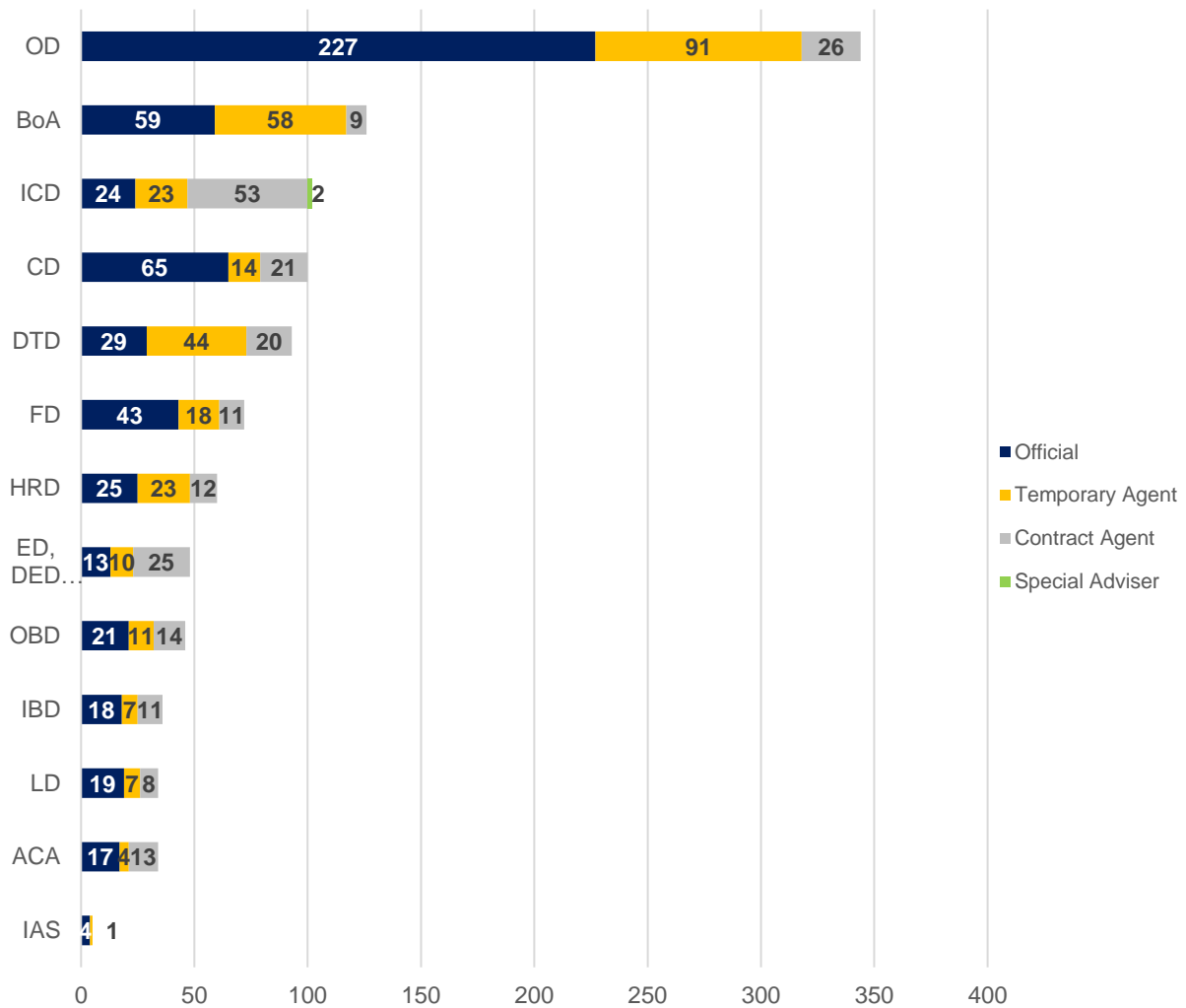
Compared with 2020, the number of officials increased by 1.3 % in 2021, the number of temporary agents increased by 6.9 % and the number of contract agents increased by 15.5 %.

Staff by Category



2. Staff by department

Number of Statutory Staff by Department



Staff by department (as of 31 December 2021)

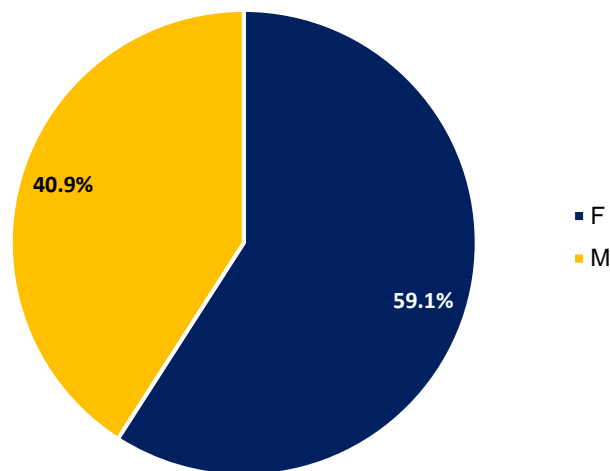
Department	FT	TA	CA	SA	Total Statutory	SNE	TRN	INT	Total Non-statutory	Overall Total
ED, DED and CABINET	13	10	25		48	2	9	4	15	63
ACADEMY	17	4	13		34	6	7	3	16	50
BOARDS OF APPEAL	59	58	9		126	9	19	3	31	157
CUSTOMER DEPARTMENT	65	14	21		100	4	21	8	33	133

Staff by department (as of 31 December 2021)										
Department	FT	TA	CA	SA	Total Statutory	SNE	TRN	INT	Total Non-statutory	Overall Total
DIGITAL TRANSFORMATION DEPARTMENT	29	44	20		93	3	13		16	109
FINANCE DEPARTMENT	43	18	11		72		6	6	12	84
HUMAN RESOURCES DEPARTMENT	25	23	12		60	2	8	4	14	74
INFRASTRUCTURES AND BUILDINGS DEPARTMENT	18	7	11		36	1	10	5	16	52
INTERNAL AUDIT SERVICE	4	1			5				0	5
INSTITUTIONAL AND COOPERATION DEPARTMENT	24	23	53	2	102	13	5	1	19	121
LEGAL DEPARTMENT	19	7	8		34	1	4	2	7	41
OBSERVATORY	21	11	14		46	8	6	1	15	61
OPERATIONS DEPARTMENT	227	91	26		344	19	20	11	50	394
Grand Total	564	311	223	2	1 100	68	128	48	244	1 344

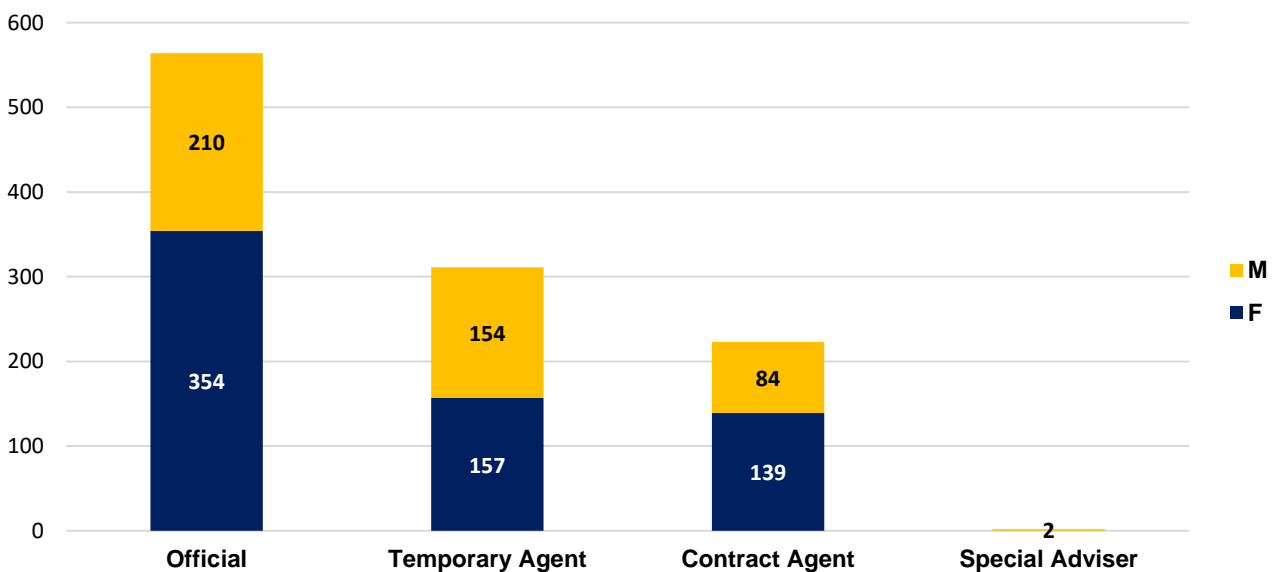
3. Staff by gender

In 2021, the overall gender distribution at the Office continued to remain stable as it has for the last 6 years: 59 % of staff are female and 41 % male. Although there are more female than male staff members in the Office, women are still not equally represented in all function groups (46 % female in AD) or the managerial positions. The representation of women in managerial positions (excluding staff appointed by the Council of the European Union and by the Management Board) increased in comparison to 2020, reaching 47.4 % (27 women) in 2021.

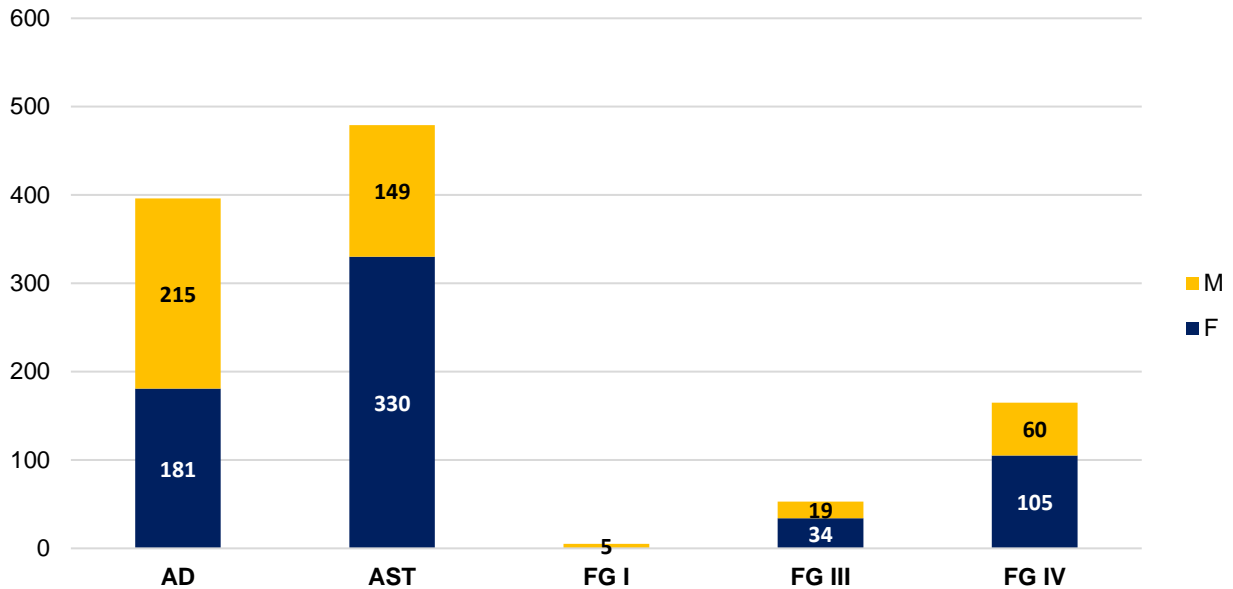
Statutory staff



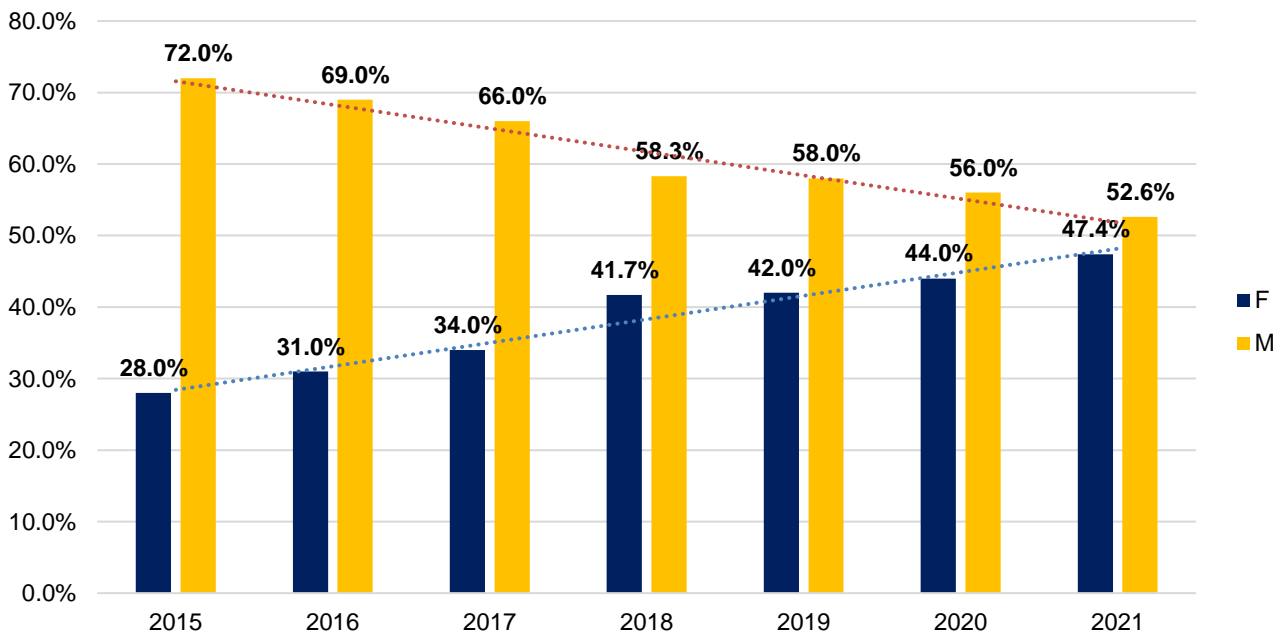
Statutory Staff by Gender



Gender Distribution by Function Group



Evolution of gender distribution in managerial positions

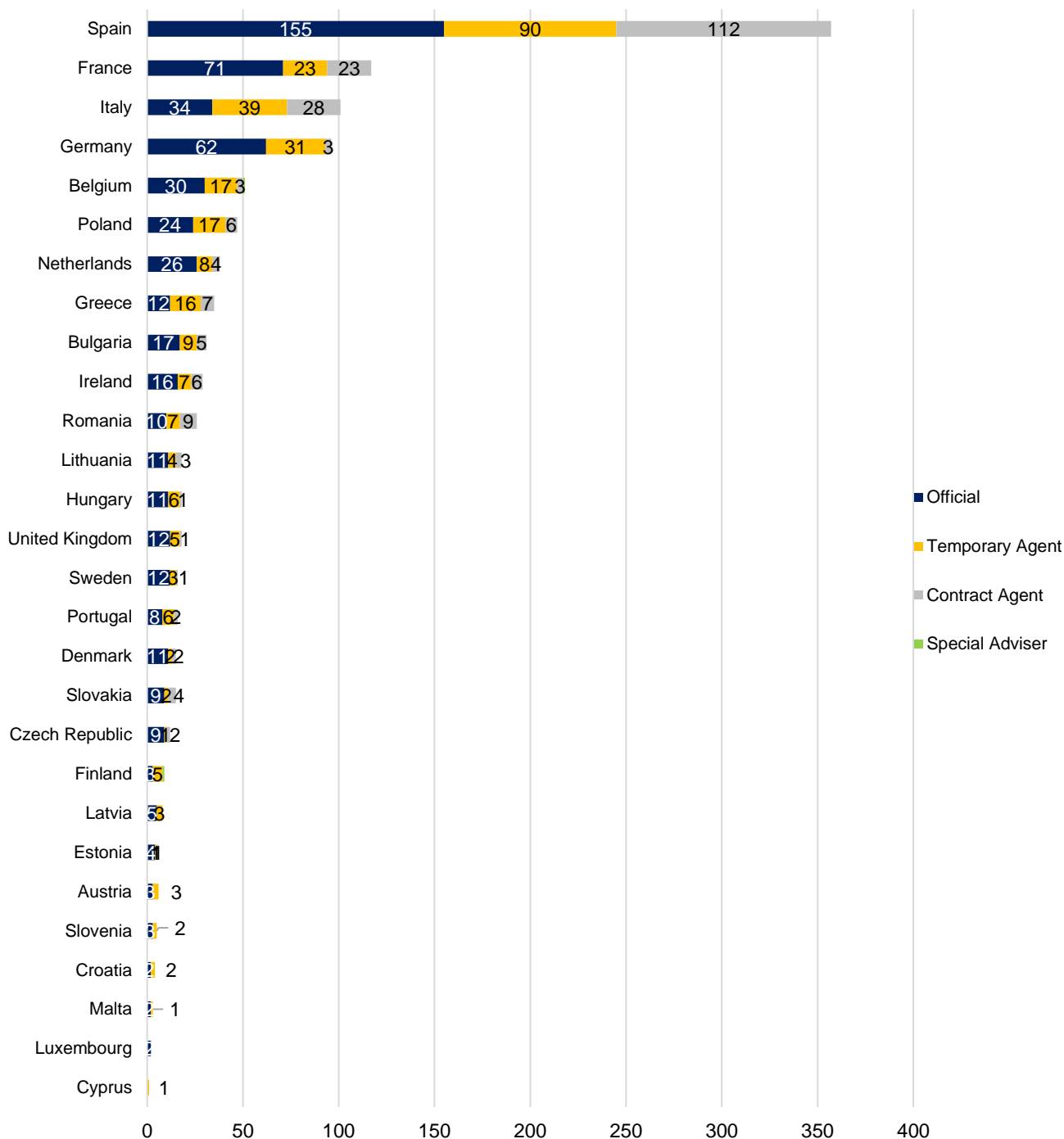


4. Staff by nationality

Statutory staff (FT, TA, CA and special advisers) at the Office represent all the 27 Member States. Compared with 2020, the largest increases by nationality were, in order: Croatia, the Czech

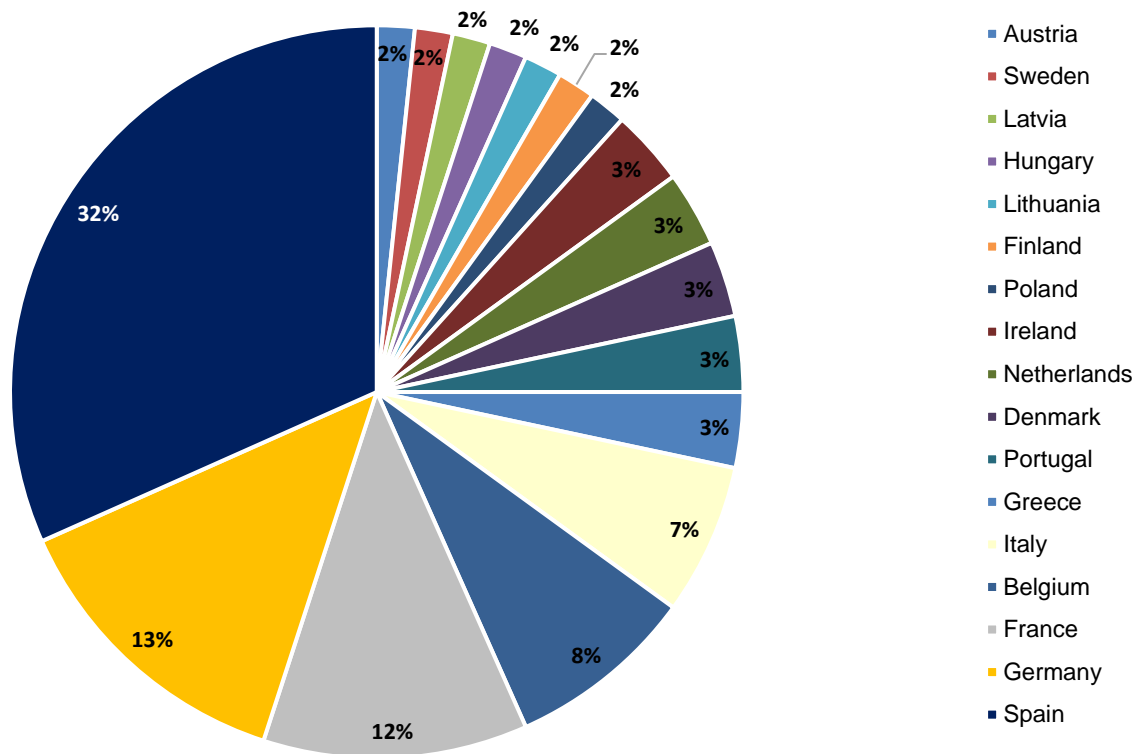
Republic, Poland, Latvia, Romania, Greece, Finland, Italy, France and Spain. Meanwhile, other nationalities reported a decrease: the United Kingdom, Belgium and the Netherlands.

Statutory staff by nationality



The Office's management represent 17 different nationalities, with Spain (32 %), Germany (13 %) and France (12 %) being the highest represented countries.

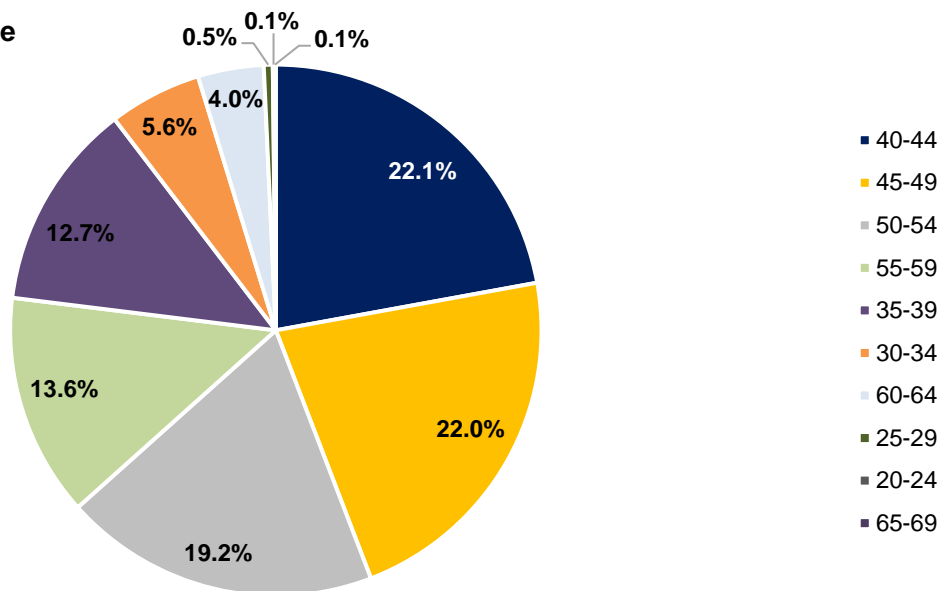
EUIPO Management by nationality



5. Staff by age

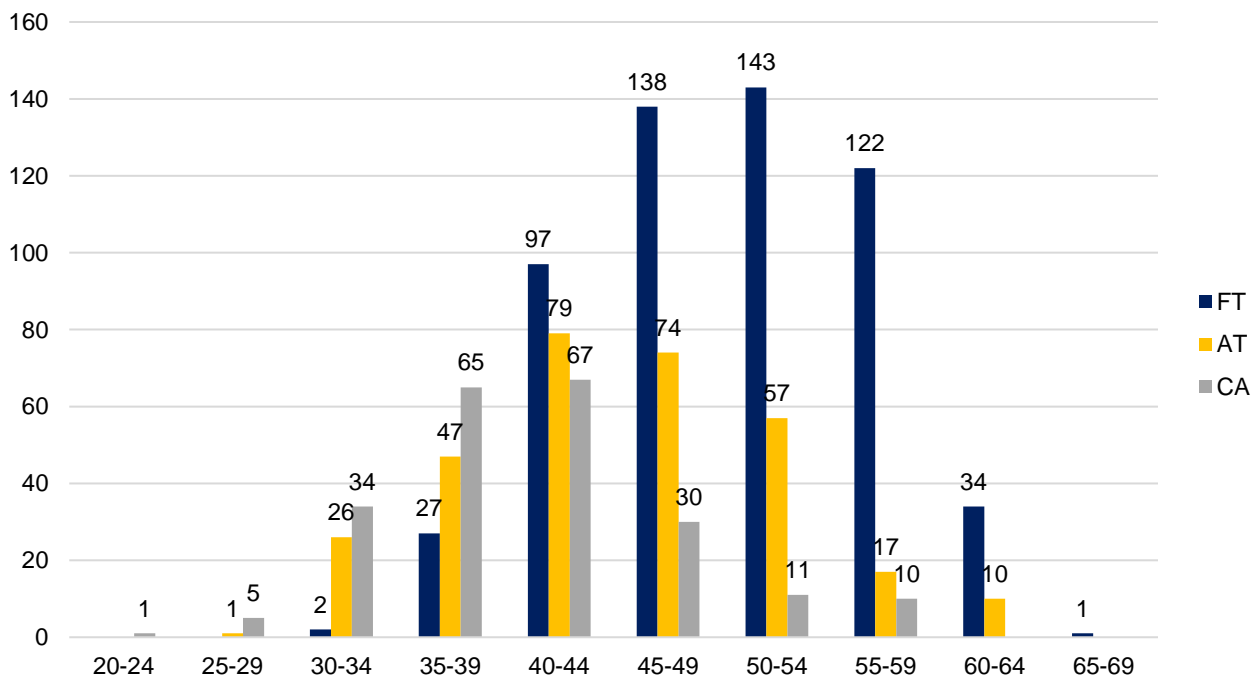
At the end of 2021, the average age for statutory staff was 47.2, the same as 2020 (47.2). The average age of FT was 50.5 (50.1 in 2020), 45.5 for TA (46 in 2020) and 41.1 for CA (40.8 in 2020).

Statutory staff by age



Special Advisers are excluded.

Statutory staff group by age and category



Special Advisers are excluded.

ANNEX III: HR Balanced Scorecard

During 2021, the HRD continued to monitor the level of accomplishment of the current Strategic Plan through seven strategic indicators of the Balanced Scorecard (BSC).

Under SD 3: dynamic organisational skillsets and innovative workplace of choice, the indicator ‘staff engagement’ reached the compliance zone, as well as the indicator ‘staff awareness of anti-fraud strategy’.

For key initiative 3.1.2 Innovation driven culture and networking, the ‘cross-departmental collaboration’ rate finished the year in the compliance zone.

Moreover, for key initiative 3.1.3 Staff development and engagement, the indicator ‘staff mobility rate’, surpassed the excellence zone. Despite the successive waves of COVID-19 experienced during the year, the two indicators related to absenteeism due to sickness, ‘absence due to sickness (short-term)’ and ‘absence due to sickness (long-term)’ reached the excellence zone.

Finally, for key initiative 3.3.2. Improving the workplace environment, the ‘occasional teleworking rate’ finished the year in the excellence zone.

SD 3: Dynamic organisational skillsets and innovative workplace of choice

Goal 3.1 Continuous Learning and Sustainable Staff Engagement

Code	Strategic Key Indicators	Unit	Area	Target 2021-Q4	2021-Q3	2021-Q4
3.1	Staff engagement	%	HRD	80.0 %	82.0 %	82.0 %
3.2	Staff awareness of anti-fraud strategy	%	HRD	65 %	65.0 %	65.0 %

Key Initiative 3.1.2. Innovation-driven culture and networking

Code	Indicator Name	Unit	Area	Target 2020-Q4	2020-Q3	2020-Q4
3.1.2.1	Cross-departmental collaboration	%	HRD	6.0 %	8.6 %	6.0 %

Key Initiative 3.1.3. Staff development and engagement

Code	Indicator Name	Unit	Area	Target 2020-Q4	2020-Q3	2020-Q4
3.1.3.1	Staff internal mobility rate	%	HRD	3.5 %	4.4 %	4.8
3.1.3.2	Absence due to sickness (short-term)	%	HRD	3.9 %	3.2 %	3.0 %
3.1.3.3	Absence due to sickness (long-term)	%	HRD	1.2 %	0.1 %	0.1 %

Key Initiative 3.3.2. Improving the workplace environment

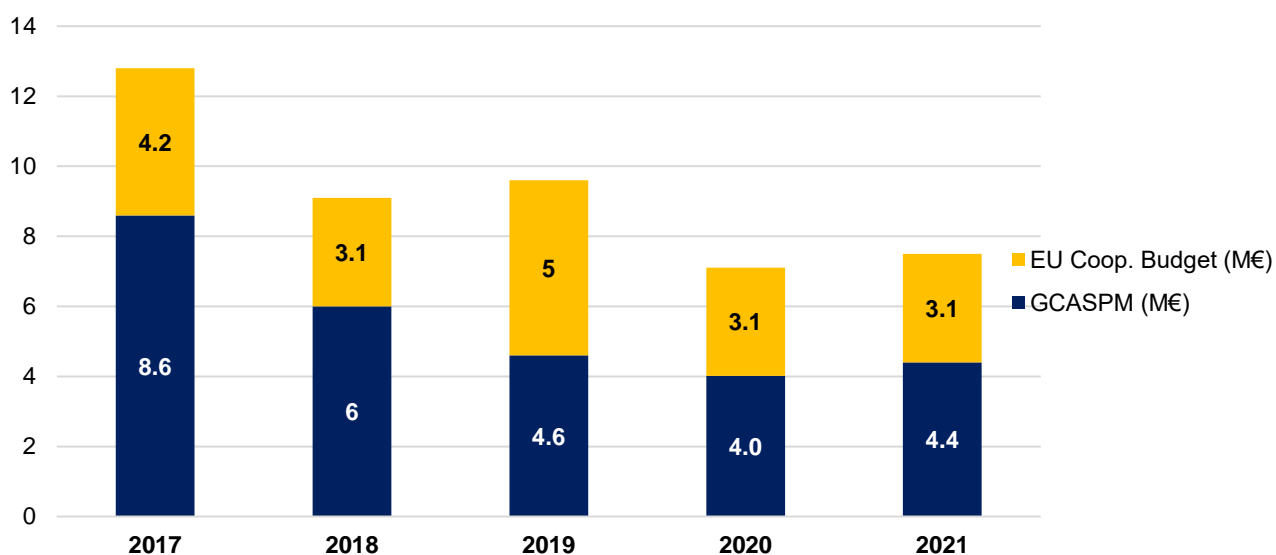
Code	Indicator Name	Unit	Area	Target 2020-Q4	2020-Q3	2020-Q4
3.1.2.1	Occasional Teleworking rate	%	HRD	12.0 %	31.0 %	21.0 %

ANNEX IV: Monitoring the Consultancy Framework Contracts

Being a dynamic and constantly evolving organisation, EUIPO may decide to outsource tasks to ensure the most efficient means of implementing its activities. On that basis, a series of framework contracts are in place to cover the tasks listed in the column 'usually external' of the table that appears in section IV of the 'Guidelines on outsourced services'.

As from 2021 new Framework Contracts for General Consultancy are in place while the Office elaborated a new outsourcing strategy, approved by the Executive Director in October 2021.

GCASPM Budget



Regarding execution, in 2018, 100 % of the approved GCASPM budget was executed. In 2019, the budget execution rate decreased to 87.4 % to ensure savings of funds that were used in other parts of the Office's budget. For 2020 the Office reached an excellent result with an execution rate of 100.8 %. In 2021 the execution was historically high with 106.9 % due to the combination of the launching of the new SME Programme, which was the EUIPO's contribution to the recovery of the European economy after the COVID-19 pandemic, and the increase of applications linked to the general positive performances of the European and non-European economies in this year.

ANNEX V: Acronyms

AA/AACC:	Appointing Authority/Authority Authorised to Conclude Contracts
ACA:	Academy
AD:	Administrator
ADWP:	Acceptable despite weak points
ALR:	Above the level required
AOT:	Agreement of Occasional Teleworking
ART:	Agreement of Regular Teleworking
ASPP:	Annual Staff Policy Plan
AST:	Assistant
BOA:	Boards of Appeal
BSC:	Balanced Scorecard
CA:	Contract Agent
CAB:	Cabinet
CAST:	Contract Agents Selection Tool
CCP:	Leave on personal grounds
CGS:	Corporate Governance Service
CLR:	Corresponds to the level required
CPQS:	Preparatory Committee for Matters relating to the Staff Regulations
CS:	Communication Service
DED:	Deputy Executive Director
DTD:	Digital Transformation Department
ECHA:	European Chemicals Agency
EEAS:	European External Action Service
EFTA:	European Free Trade Association
EMAC:	Enlarged Management Committee
EPO:	European Patent Office
EPSO:	European Personnel Selection Office
ERP:	Enterprise Resource Planning
EU:	European Union
EUAN:	European Union Agencies Network
EUSA:	European School of Administration
EUTM:	European Union trade mark
EUTMR:	European Union Trade Mark Regulation
FD:	Finance Department
FT:	Official
FTE:	Full-time equivalent
FG:	Function group
GCASPM:	General consultancy, audits, studies and project management
HR:	Human Resources
HRD:	Human Resources Department
IAS:	Internal Audit Service
IBD:	Infrastructures and Buildings Department
ICD:	International and Cooperation Department
IP:	Intellectual Property
MAEC:	Ministry of Foreign Affairs and Cooperation
MASSP:	Multiannual Staff Policy Plan
MB:	Management Board
MB/BC:	Management Board and Budget Committee

NCLR:	Does not correspond to the level required
LD:	Legal Department
OBD:	Observatory
OD:	Operations Department
OHA:	Office Hosting Agreement
OUT:	Outstanding
PES:	Pan-European seal traineeship programme
PMO:	Paymaster's Office
RCD:	Registered Community design
R&D:	Renouveau & Démocratie
SALR:	Significantly above the level required
SLA:	Service level agreement
SNE:	Seconded National Expert
SR:	Staff Regulations
SSO:	Shared support office
TA:	Temporary agent
TL:	Team leader
TRN:	Trainee
UNAC:	Unacceptable
U4U:	Union for You
YP:	Young professional traineeship programme

All statistics provided for a given year are from 31 December of the year in question.