



EUROPEAN  
COURT  
OF AUDITORS

# **Social Balance Sheet**

## **Situation as at 31 December 2023**

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<sup>1</sup> Article 45a of the Staff Regulations.

<sup>2</sup> Article 43 of the Staff Regulations.

<sup>3</sup> Article 45 of the Staff Regulations.

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# Introduction

**01** This social balance sheet presents the staffing situation at the European Court of Auditors (ECA) as at 31 December 2023. It comprises a statistical review of the ECA's staff and a study of their working conditions, and covers other topics related to human resource management.

## The ECA's staff

### Establishment plan and allocation of posts

**02** The ECA's establishment plan, as included in the 2023 budget<sup>4</sup>, contained 882 permanent and temporary posts for all function groups combined. The nine additional posts compared to 2022 were granted by the budgetary authority on a temporary basis for the audit of the NGEU programme. *Table 1* shows the trend in the allocation of posts from 2019 to 2023.

**Table 1 – ECA establishment plan, 2019-2023 (permanent and temporary posts)**

	2019		2020		2021		2022		2023	
	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%
Presidency	50	5.9 %	53	6.2 %	55	6.4 %	56	6.4 %	57	6.5 %
Audit chambers	534	62.6 %	535	62.7 %	527	61.8 %	549	62.9 %	559	63.4 %
Translation	134	15.7 %	134	15.7 %	132	15.5 %	130	14.9 %	128	14.5 %
Administrative support	135	15.8 %	131	15.4 %	139	16.3 %	138	15.8 %	138	15.6 %
<b>Total</b>	<b>853</b>	<b>100 %</b>	<b>853</b>	<b>100 %</b>	<b>853</b>	<b>100 %</b>	<b>873</b>	<b>100 %</b>	<b>882</b>	<b>100 %</b>
Permanent posts	706	82.8 %	689	80.8 %	687	80.5 %	687	78.7 %	687	77.9 %
Temporary posts	147	17.2 %	164	19.2 %	166	19.5 %	186	21.3 %	195	22.1 %

### Other staff

**03** In addition to officials and temporary staff, the ECA employed the following staff as at 31 December 2023:

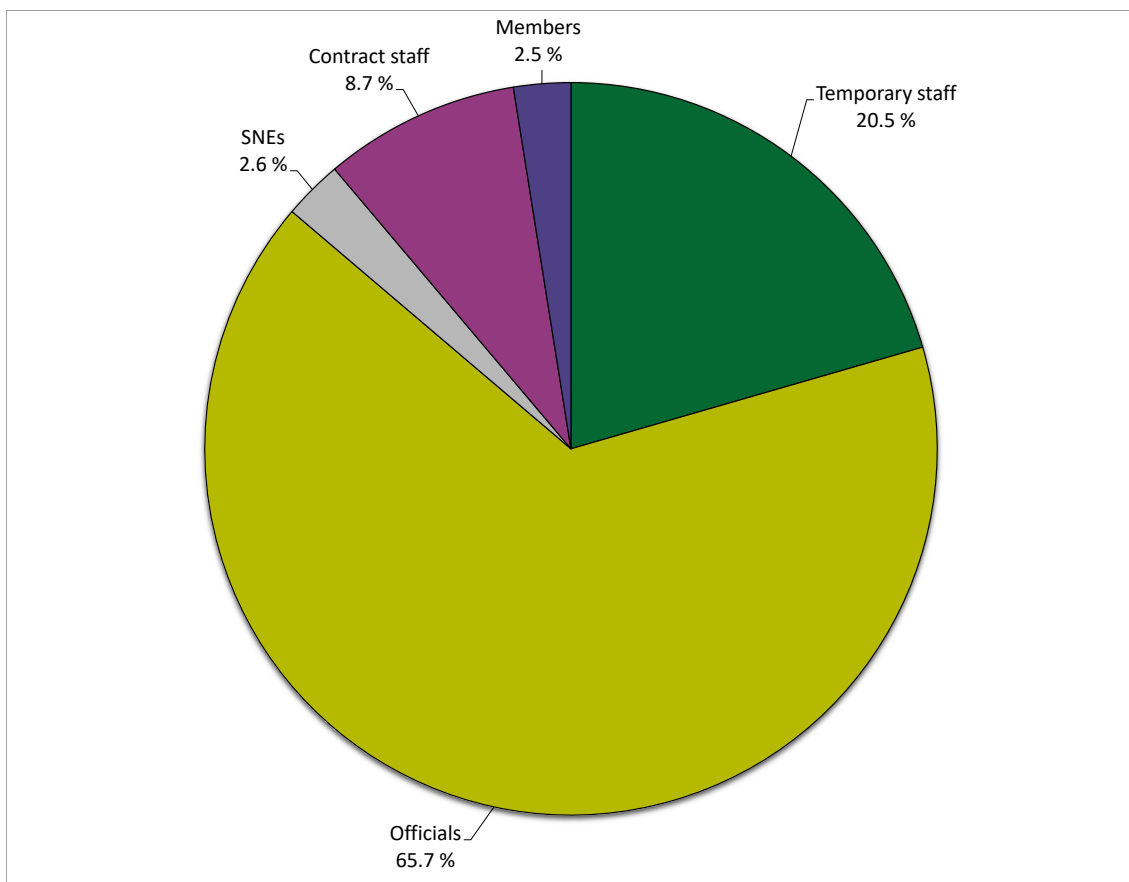
- (a) 25 Members;

<sup>4</sup> For further details, see Official Journal L 58/1779 of 23 February 2023, Section V, at <https://eur-lex.europa.eu/budget/data/General/2023/en/SEC05.pdf>.

- (b) 26 seconded national experts;
- (c) 86 contract staff:
  - (i) 38 in function group I, assigned to driving, security, and technical tasks<sup>5</sup>;
  - (ii) 48 in function groups II-IV, assigned mainly to secretarial tasks, audit, and translation<sup>6</sup>.

**04** *Figure 1* shows the breakdown by category of staff working at the ECA (officials, temporary and contract staff, seconded national experts and Members).

**Figure 1 – Workforce by category as at 31.12.2023**



<sup>5</sup> In accordance with Article 3(a) of the Conditions of Employment of Other Servants of the European Union (CEOS).

<sup>6</sup> In accordance with Article 3(b) of the CEOS.

## Trainees

**05** In 2023, we welcomed 64 trainees: 14 in March, 17 in May and 33 in October. They were able to combine on-site and remote working, similarly to ECA staff.

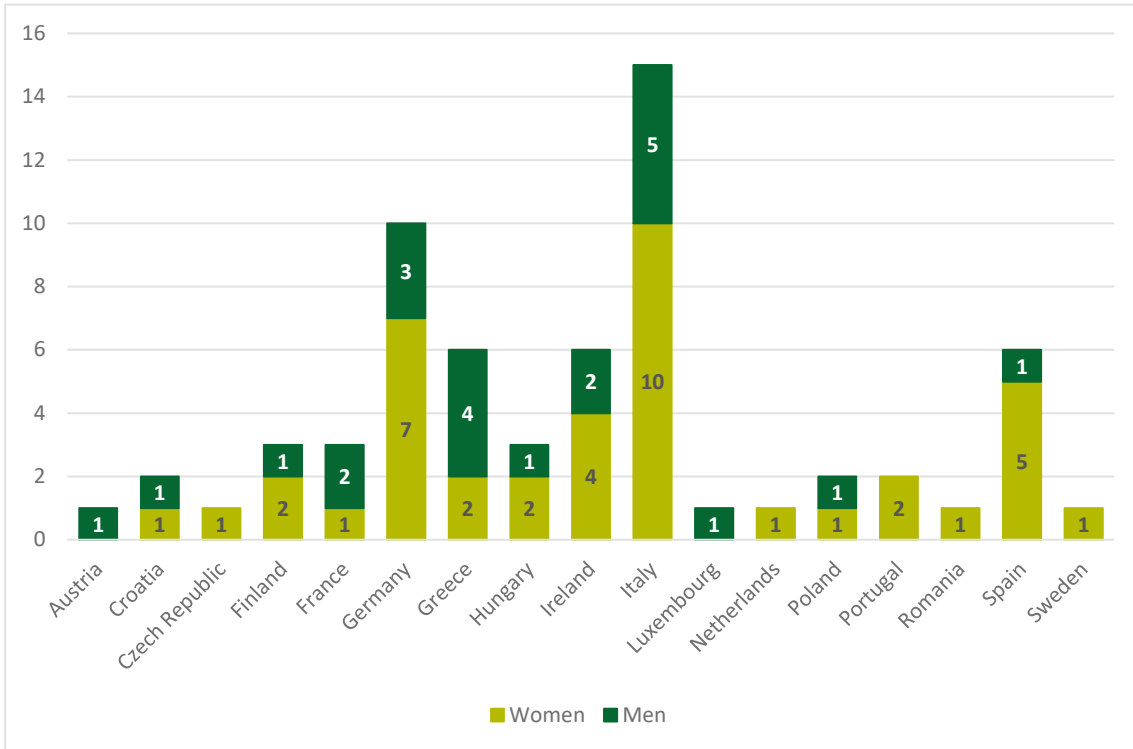
**06** *Table 2* shows the number of traineeship applicants and successful candidates per nationality. It shows a significant number of applicants from Italy, which explains the relatively high number of Italian trainees in 2023 compared to other nationalities.

**Table 2 – Number of applicants and trainees in 2023 by nationality**

Country	Applicants	Trainees	Percentage of all trainees	Success rate based on the number of applicants
Austria	23	1	1.56 %	4.35 %
Belgium	42	0	0.00 %	0.00 %
Bulgaria	17	0	0.00 %	0.00 %
Croatia	29	2	3.13 %	6.90 %
Cyprus	12	0	0.00 %	0.00 %
Czech Republic	13	1	1.56 %	7.69 %
Denmark	1	0	0.00 %	0.00 %
Estonia	3	0	0.00 %	0.00 %
Finland	14	3	4.69 %	21.43 %
France	326	3	4.69 %	0.92 %
Germany	64	10	15.63 %	15.63 %
Greece	224	6	9.38 %	2.68 %
Hungary	28	3	4.69 %	10.71 %
Ireland	34	6	9.38 %	17.65 %
Italy	1 890	15	23.44 %	0.79 %
Latvia	6	0	0.00 %	0.00 %
Lithuania	2	0	0.00 %	0.00 %
Luxembourg	17	1	1.56 %	5.88 %
Malta	1	0	0.00 %	0.00 %
Netherlands	19	1	1.56 %	5.26 %
Poland	50	2	3.13 %	4.00 %
Portugal	206	2	3.13 %	0.97 %
Romania	85	1	1.56 %	1.18 %
Slovakia	17	0	0.00 %	0.00 %
Slovenia	6	0	0.00 %	0.00 %
Spain	461	6	9.38 %	1.30 %
Sweden	23	1	1.56 %	4.35 %
<b>Total</b>	<b>3 613</b>	<b>64</b>	<b>100 %</b>	

**07** *Figure 2* shows the gender balance and nationality of our trainees.

**Figure 2 – Trainees in 2023 by nationality and gender**



## Vacant posts

**08** As at 31 December 2023, 20 (2.27 %) of the 882 permanent and temporary posts at the ECA were vacant, compared to a vacancy rate of 4.24 % at 31 December 2022 (37 out of 873 posts).

## Gender balance

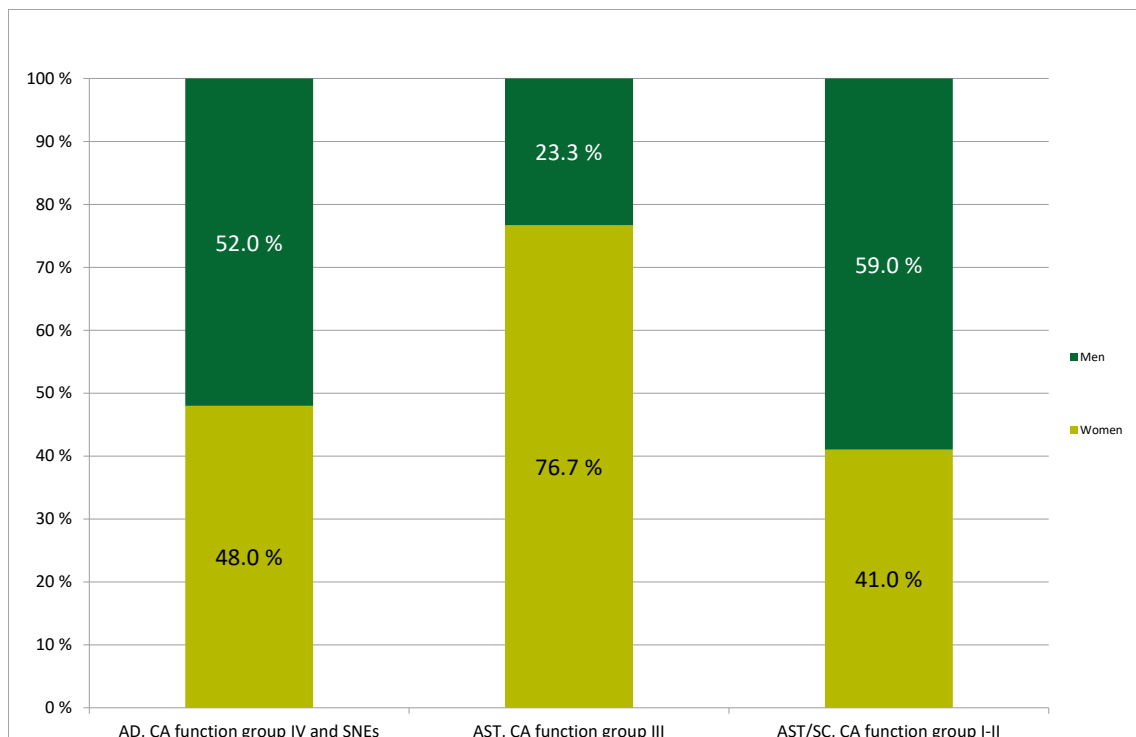
**09** As at 31 December 2023, 517 women were employed at the ECA, out of a total of 969 staff in active service (857 officials and temporary staff, 86 contract staff and 26 seconded national experts). The gender balance at the ECA has remained stable over the past 5 years, as shown in [Table 3](#).

**Table 3 – Gender balance at the ECA, 2019-2023**

	2019	2020	2021	2022	2023
Men	49 %	48 %	48 %	47 %	47 %
Women	51 %	52 %	52 %	53 %	53 %

**10** *Figure 3* shows the gender balance at the ECA by function group. The proportion of women in function group AD or equivalent has increased over the years (from 39 % in 2010 to 48 % in 2023). *Table 4* shows the gender balance by grade.

**Figure 3 – Gender balance by function group of all staff as at 31.12.2023**



**Table 4 – Gender balance by grade of all staff<sup>7</sup> as at 31.12.2023**

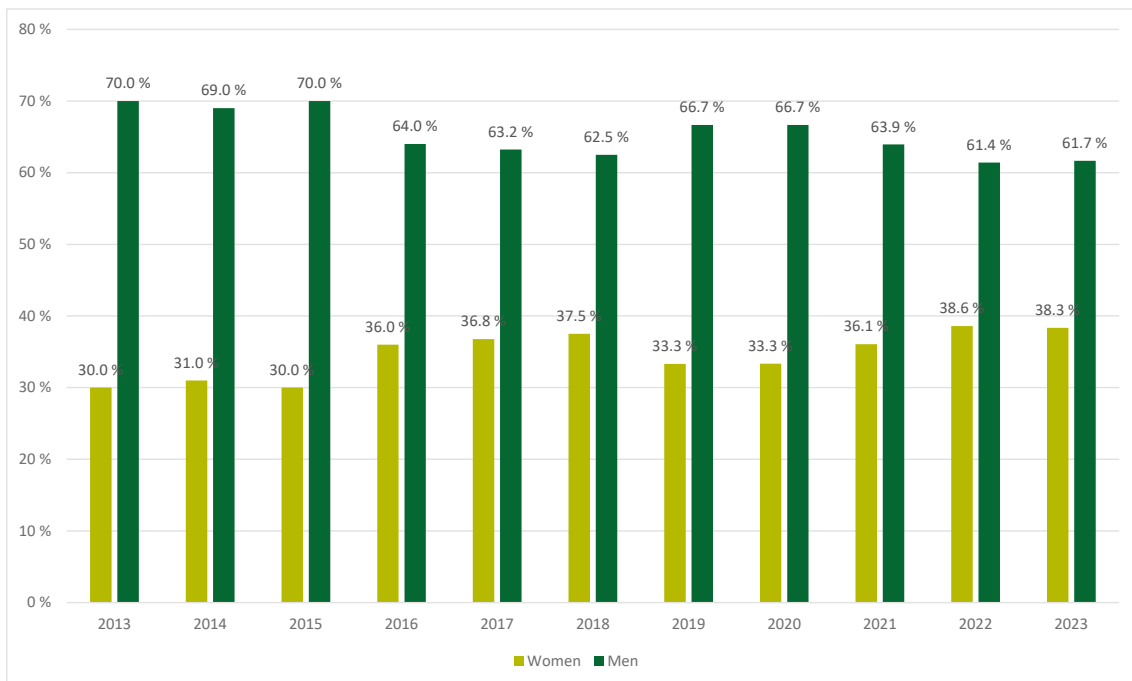
Grade	Women	Men	Total	Share of women in 2023
AD 16-13	31	51	82	37.80 %
AD 12-9	156	199	355	43.94 %
AD 8-5	123	97	220	55.91 %
AST 11-10	5	3	8	62.50 %
AST 9-5	107	29	136	78.68 %
AST 4-1	25	9	34	73.53 %
SC 6-1	13	9	22	59.09 %
FG IV	11	4	15	73.33 %
FG III	11	4	15	73.33 %
FG II	14	4	18	77.78 %
FG I	5	33	38	13.16 %
<b>Total</b>	<b>501</b>	<b>442</b>	<b>943</b>	<b>53.13 %</b>

<sup>7</sup> Officials, temporary staff and contract staff.



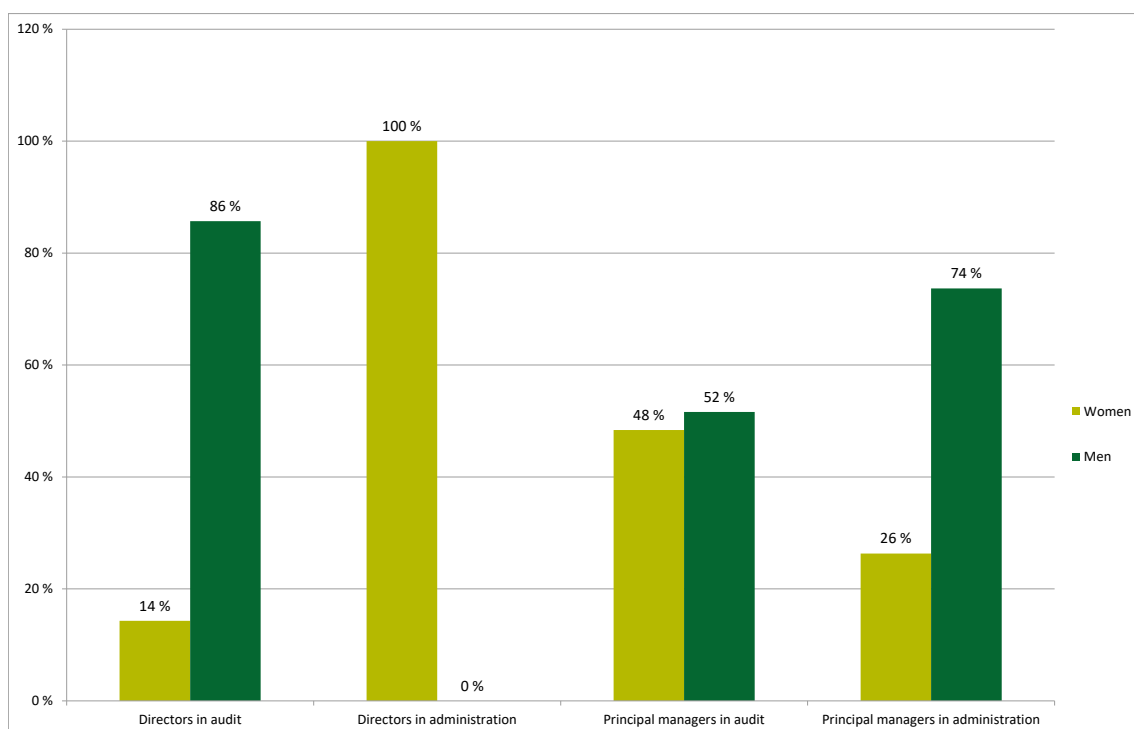
**11** **Figure 4** shows the gender breakdown at management level (principal managers, directors and the Secretary-General). Women account for 38.3 % of all managerial staff, with the proportion of women at management level in audit being higher than in administration. There have been improvements as a result of the 2015 reform of the ECA and the [Diversity and Inclusion Action Plan \(2021-2025\)](#). In the audit chambers and the Directorate of the Presidency, there is one female director out of seven, while 48 % of principal managers are women, compared to 9.1 % in 2015, 25 % in 2017, 29 % in 2019, 30.8 % in 2020, 39 % in 2021 and 46 % in 2022. In the Secretariat-General, two directors and 26 % of principal managers are women (compared to 30 % in 2022), with one director post remaining vacant at the end of 2023.

**Figure 4 – Gender balance at management level, 2013-2023**



**12** Figure 5 shows the gender breakdown at management level by area (audit<sup>8</sup> and administration).

**Figure 5 – Gender balance at management level by area as at 31.12.2023**



At its meeting on 15 November 2018, the ECA introduced three targets of 40 % for the share of women in managerial positions (audit and non-audit middle and senior management, and head of task), to be achieved by the end of 2027. The ECA regularly publishes statistics to inform its staff on progress towards these goals. The 2023 statistics were published in staff notices 108/23 and 27/24.

<sup>8</sup> Including the Directorate of the Presidency.

## Nationality

**13** Figure 6 shows the nationality of our staff by age group. The tables thereafter provide a breakdown by staff category (Table 5), gender of directors and principal managers (Table 6), managerial level (Table 7), and grade (Table 8, Table 9 and Table 10). All figures are as at 31 December 2023.

**Figure 6 – Nationality of all staff by age group**

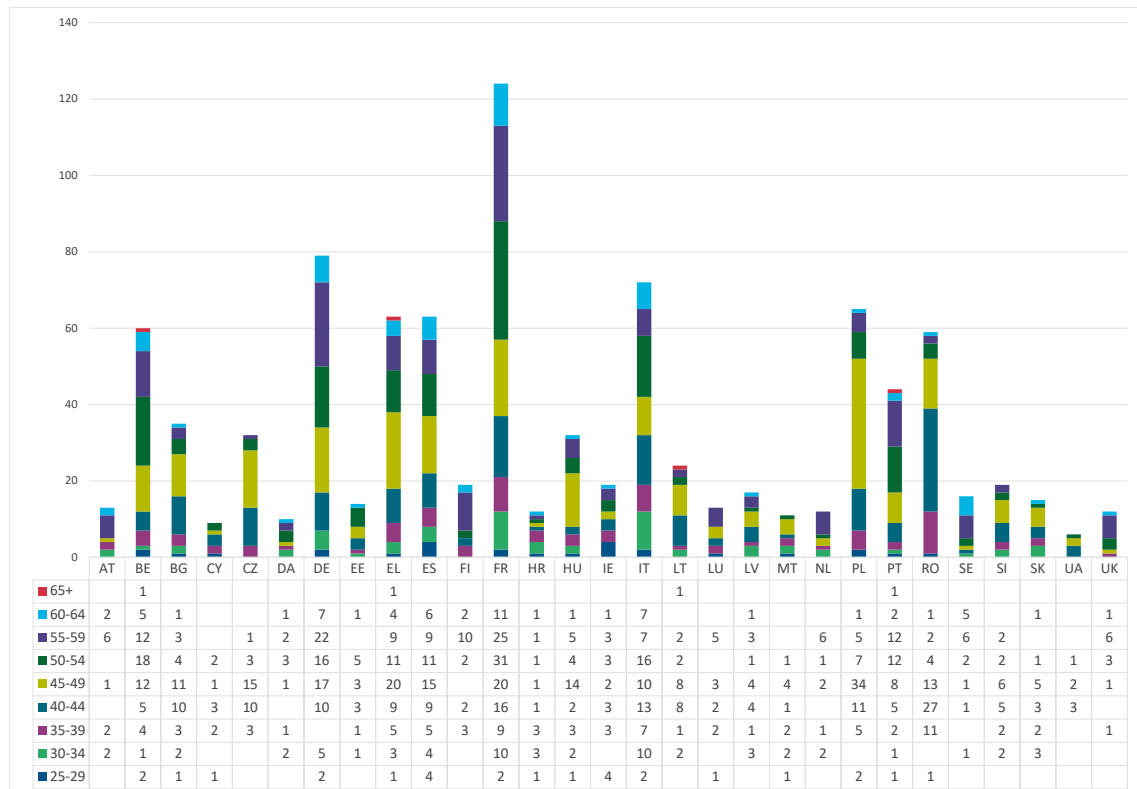


Table 5 – Nationality of all staff by category

Country	Officials	Temporary staff	Contract staff	SNEs	Total
Austria	7	5		1	13
Belgium	44	7	9		60
Bulgaria	28	7			35
Croatia	3	6	2	1	12
Cyprus	4	4	1		9
Czech Republic	26	4	1	1	32
Denmark	6	4			10
Estonia	9	4	1		14
Finland	13	5		1	19
France	79	24	18	3	124
Germany	63	14	2		79
Greece	36	18	6	3	63
Hungary	24	6	2		32
Ireland	10	8	1		19
Italy	52	13	7		72
Latvia	10	5	1	1	17
Lithuania	14	5	5		24
Luxembourg	3	4	5	1	13
Malta	5	6			11
Netherlands	8	4			12
Poland	52	7	4	2	65
Portugal	26	9	9		44
Romania	46	9	2	2	59
Slovakia	9	3		3	15
Slovenia	10	6	3		19
Spain	44	11	7	1	63
Sweden	13	2		1	16
Ukraine		1		5	6
United Kingdom	9	3			12
<b>Total</b>	<b>653</b>	<b>204</b>	<b>86</b>	<b>26</b>	<b>969</b>

Table 6 – Nationality of directors and principal managers by gender

Country	Directors		Principal managers		Total
	Women	Men	Women	Men	
Austria		1	1		2
Belgium			2	3	5
Bulgaria			1		1
Croatia				1	1
Czech Republic				2	2
Denmark				1	1
Estonia				1	1
Finland			1		1
France		1		3	4
Germany		1	4	2	7
Greece	1		1	1	3
Hungary			1		1
Ireland				2	2
Italy			1	3	4
Lithuania				1	1
Luxembourg			1		1
Netherlands			1		1
Poland		1	2	2	5
Portugal		1	1		2
Romania	1		2	1	4
Slovakia				2	2
Spain	1	1	1	2	5
United Kingdom				3	3
<b>Total</b>	<b>3</b>	<b>6</b>	<b>20</b>	<b>30</b>	<b>59</b>

Table 7 – Nationality of managerial staff by level

Country	Member		Head of cabinet		Secretary-General	Director		Principal manager		Total	
	Women	Men	Women	Men	Men	Women	Men	Women	Men	Women	Men
Austria	1		1				1	1		3	1
Belgium	1			3				2	3	3	6
Bulgaria			1					1		2	0
Croatia	1								1	1	1
Cyprus		1		1						0	2
Czech Republic		1							2	0	3
Denmark	1		1						1	2	1
Estonia	1		1						1	2	1
Finland		1		1				1		1	2
France		1		2			1		3	0	7
Germany		1	1	2			1	4	2	5	6
Greece		1			1	1		1	1	2	3
Hungary	1		2					1		4	0
Ireland		1							2	0	3
Italy		1	1					1	3	2	4
Latvia		1	1							1	1
Lithuania	1			1					1	1	2
Luxembourg	1							1		2	0
Malta		1								0	1
Netherlands		1		1				1		1	2
Poland		1	1				1	2	2	3	4
Portugal			1	1			1	1		2	2
Romania		1	1			1		2	1	4	2
Slovakia	1								2	1	2
Slovenia		1		1						0	2
Spain		1				1	1	1	2	2	4
Sweden	1		1							2	0
United Kingdom				1					3	0	4
<b>Total</b>	<b>10</b>	<b>15</b>	<b>13</b>	<b>14</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>20</b>	<b>30</b>	<b>46</b>	<b>66</b>

**Table 8 – Nationality of staff in function group AD by grade**

Country	AD 16-13	AD 12-9	AD 8-5	Total
Austria	3	6	3	12
Belgium	8	22	7	37
Bulgaria		14	16	30
Croatia		2	5	7
Cyprus	1	3	4	8
Czech Republic		17	8	25
Denmark	2	2	5	9
Estonia	1	7		8
Finland	2	11	2	15
France	8	34	13	55
Germany	14	22	17	53
Greece	5	17	22	44
Hungary	2	16	6	24
Ireland	2	6	8	16
Italy	6	22	20	48
Latvia	1	7	2	10
Lithuania	1	7	4	12
Luxembourg	1	1	1	3
Malta		5	4	9
Netherlands	2	4	5	11
Poland	2	37	14	53
Portugal	5	18	7	30
Romania	3	29	18	50
Slovakia	1	6	4	11
Slovenia	1	5	6	12
Spain	4	25	15	44
Sweden	3	7	1	11
Ukraine			1	1
United Kingdom	4	3	2	9
<b>Total</b>	<b>82</b>	<b>355</b>	<b>220</b>	<b>657</b>

**Table 9 – Nationality of staff in function groups AST and SC by grade**

Country	AST 11-10	AST 9-5	AST 4-1	SC 6-1	Total
Belgium	1	13			14
Bulgaria		4		1	5
Croatia		1		1	2
Czech Republic		3	1	1	5
Denmark		1			1
Estonia		1	2	2	5
Finland	1	1		1	3
France	2	35	10	1	48
Germany	1	19	3	1	24
Greece	2	5	2	1	10
Hungary		4	1	1	6
Ireland		2			2
Italy	1	9	2	5	17
Latvia		3	1	1	5
Lithuania		6		1	7
Luxembourg		2		2	4
Malta		2			2
Netherlands		1			1
Poland		5	1		6
Portugal		2	3		5
Romania		3	2		5
Slovakia			1		1
Slovenia			2	2	4
Spain		8	2	1	11
Sweden		3	1		4
United Kingdom		3			3
<b>Total</b>	<b>8</b>	<b>136</b>	<b>34</b>	<b>22</b>	<b>200</b>



Table 10 – Nationality of contract staff by grade

Country	FG IV	FG III	FG II	FG I	Total
Belgium			3	6	9
Croatia	1			1	2
Cyprus		1			1
Czech Republic	1				1
Estonia			1		1
France	1			17	18
Germany		1	1		2
Greece	1	1	2	2	6
Hungary	1		1		2
Ireland			1		1
Italy	1	4		2	7
Latvia	1				1
Lithuania	1	2	2		5
Luxembourg		1		4	5
Poland	3		1		4
Portugal		1	2	6	9
Romania	1		1		2
Slovenia	1		2		3
Spain	2	4	1		7
<b>Total</b>	<b>15</b>	<b>15</b>	<b>18</b>	<b>38</b>	<b>86</b>

# Recruitment, mobility and staff departures

## Recruitment

**14** In 2023, the ECA recruited 95 staff members: 27 officials, 47 temporary staff, 17 contract staff and 4 seconded national experts. Out of the 95 staff members recruited, 55 were women (58 %) and 25 nationalities were represented.

**15** *Table 11* shows the breakdown of the new recruits by nationality and gender.

**Table 11 – Nationality<sup>9</sup> and gender of new recruits**

Country	Contract staff		Officials		Seconded national experts		Temporary staff		Total 2023	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Austria						1	1		1	1
Belgium		1	1						1	1
Bulgaria				2					0	2
Croatia	1							2	1	2
Cyprus								1	0	1
Czech Republic	1		2						3	0
Denmark								3	3	0
Estonia								4	4	0
Finland			1		1				2	0
France		3	1	1	1		2	2	4	6
Germany		1	1	1			3	1	4	3
Greece	1		2	3		1	4	4	7	8
Hungary		1							0	1
Ireland								2	0	2
Italy	1		2				2	1	5	1
Lithuania	1								1	0
Luxembourg	1							1	1	1
Malta							1		1	0
Netherlands			1				1	1	2	1
Poland	1	1					2		3	1
Portugal	1			2			1	2	2	4
Romania	1		2	2			2		5	2
Slovakia							1		1	0
Spain	1		1	1				2	2	3
United Kingdom			1				1		2	0
<b>Total</b>	<b>10</b>	<b>7</b>	<b>15</b>	<b>12</b>	<b>2</b>	<b>2</b>	<b>28</b>	<b>19</b>	<b>55</b>	<b>40</b>

<sup>9</sup> The table shows nationality 1 as indicated in Sysper. All recruits have an EU nationality.

## Internal mobility

**16** During the year, 28 staff members transferred to a different ECA department (42 in 2022), of which 14 transferred in the context of the mobility exercise (8 under compulsory mobility and 6 voluntarily).

## Interinstitutional mobility

**17** In 2023, 13 officials (7 ADs, 5 ASTs and 1 AST/SC) transferred to other institutions, as in 2022. Eight went to the Commission, three transferred to the Parliament and two to the Court of Justice.

**18** 11 officials from other institutions (8 ADs and 3 ASTs) transferred to the ECA, compared to 15 in 2022.

## Staff departures

**19** In addition to the 13 staff members who transferred to other institutions, 15 retired during the year (same as in 2022), 14 resigned (12 in 2022), 1 was dismissed (same as in 2022), and 21 reached the end of their contracts (8 in 2022).

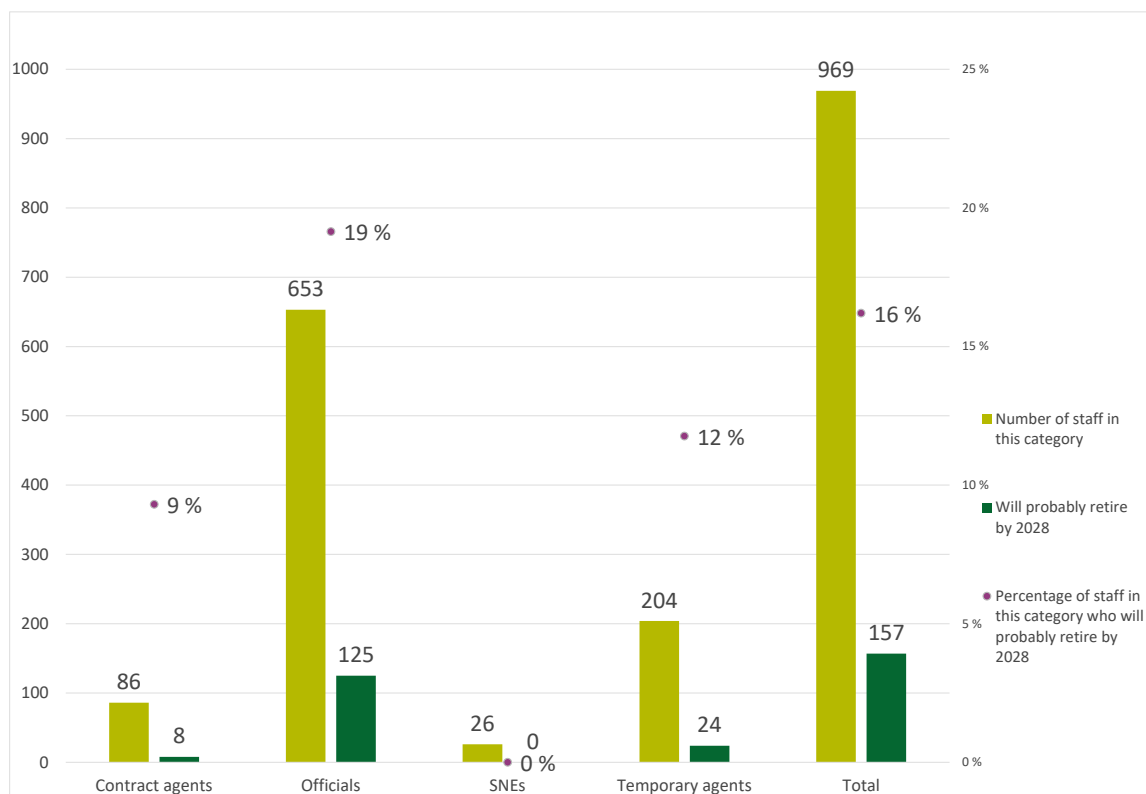
**20** *Table 12* shows a stable average retirement age of 61.8 for 2013-2023. After a significant increase (two years) in retirement age in 2022 compared to 2021, we observed a slight decrease (almost one year compared to 2022) in 2023. We will continue to closely monitor these statistics in the coming years.

**Table 12 – Average retirement age for staff, 2013-2023**

Year	Number of retired staff	Average retirement age
2013	14	60.2
2014	7	60.4
2015	15	61.1
2016	18	61.8
2017	13	62.0
2018	17	62.9
2019	21	62.0
2020	10	61.6
2021	18	61.4
2022	15	63.4
2023	15	62.5
<b>Total number/overall average</b>	<b>163</b>	<b>61.8</b>

**21** *Figure 7* shows the projected percentage of staff retiring over the next five years, and *Table 13* presents the gender breakdown of staff retiring over the same period.

**Figure 7 – Projected percentage of staff retiring by 2028 by category**



**Table 13 – Projected number of staff retiring by 2028 by category and gender**

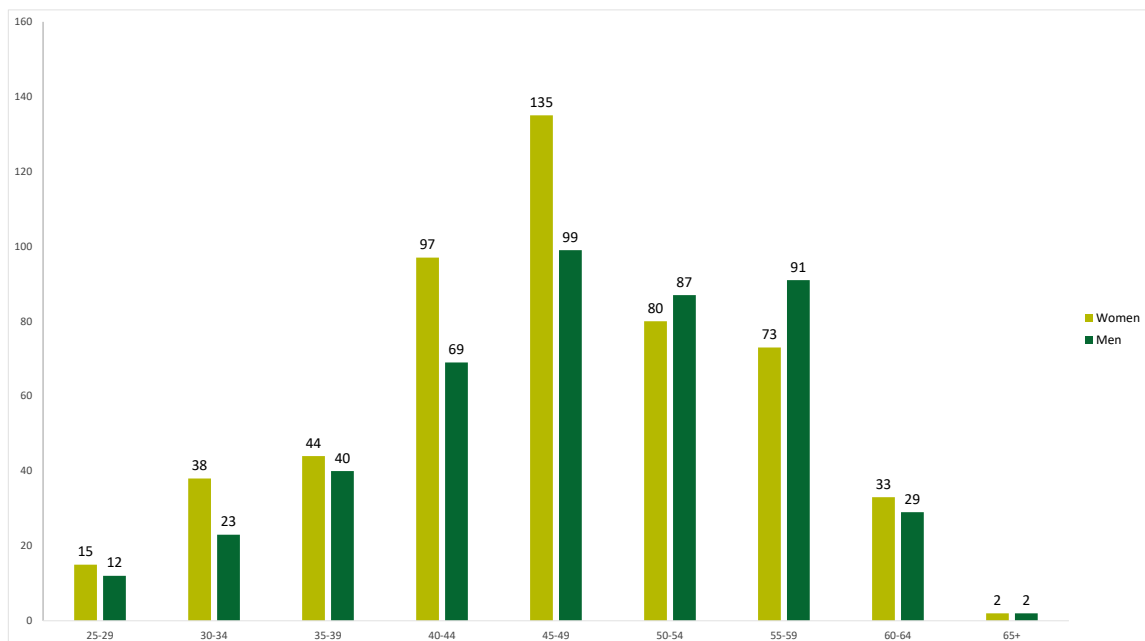
Type of contract	Number of staff in this category			Will probably retire by 2028		
	Women	Men	Total	Women	Men	Total
Contract staff	41	45	86	3	5	8
Officials	342	311	653	56	69	125
SNEs	16	10	26	0	0	0
Temporary staff	118	86	204	14	10	24
<b>Total</b>	<b>517</b>	<b>452</b>	<b>969</b>	<b>73</b>	<b>84</b>	<b>157</b>

# Careers

## Age profile

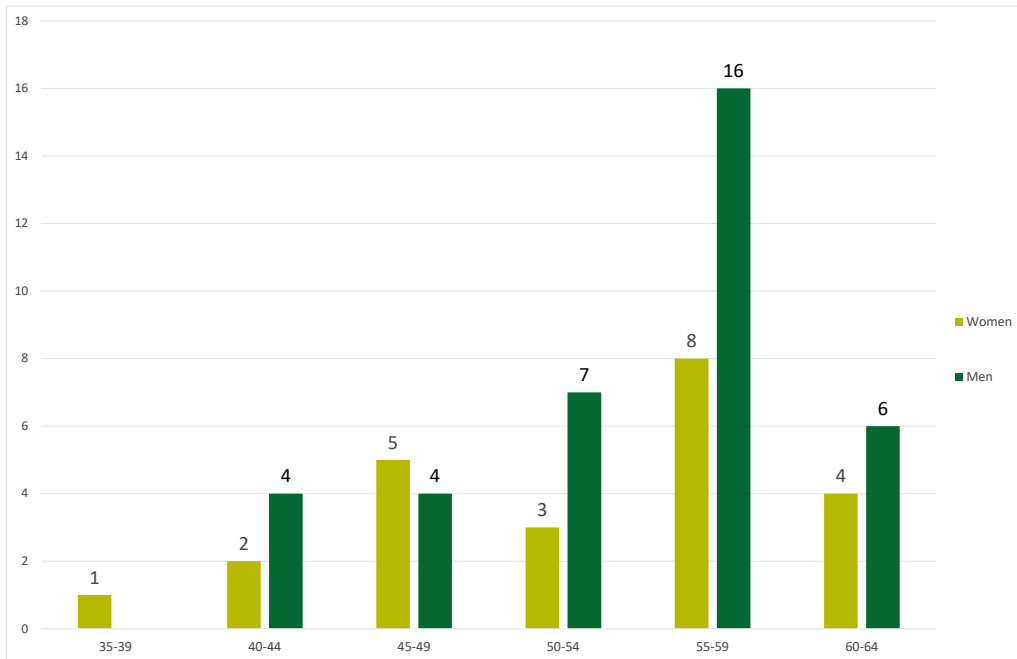
**22** The age profile (*Figure 8*) of the 969 staff in active service at the ECA as at 31 December 2023 shows that 35 % are aged 44 and under (36 % in 2022 and 38 % in 2021). This trend, coupled with the age of new recruits (see paragraph 24), shows that the ECA's population is ageing.

**Figure 8 – ECA staff by age and gender as at 31.12.2023**



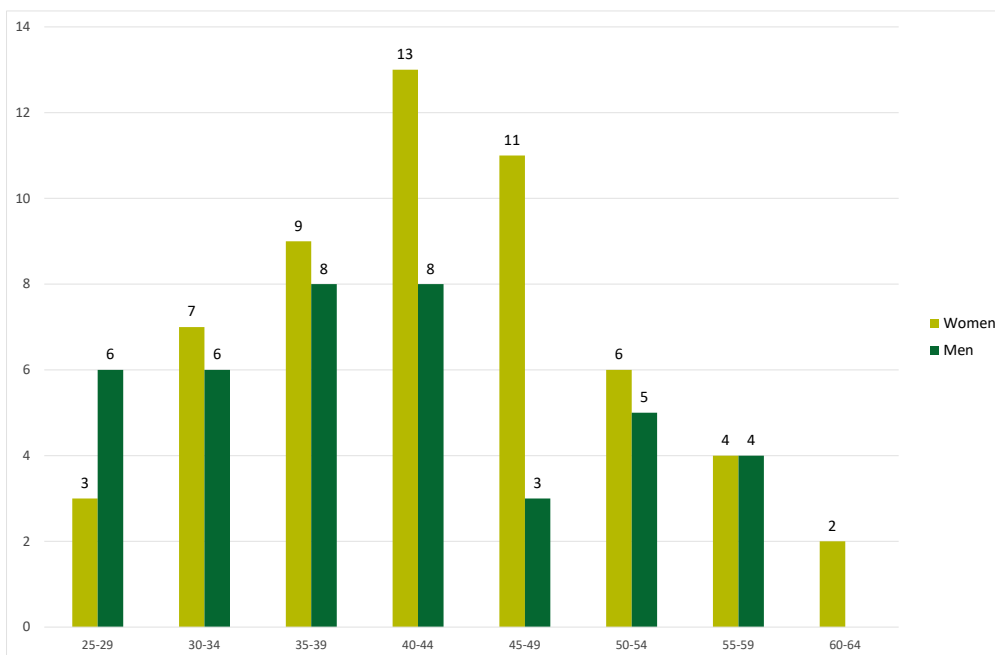
**23** As shown in [Figure 9](#), 34 of the ECA’s 60 managers (including the Secretary-General) were aged over 55 in 2023 (32 in 2022), including 10 people over 60 (8 in 2022). This means that senior and middle management will largely be renewed over the next 5 to 10 years.

**Figure 9 – ECA managers by age and gender as at 31.12.2023**



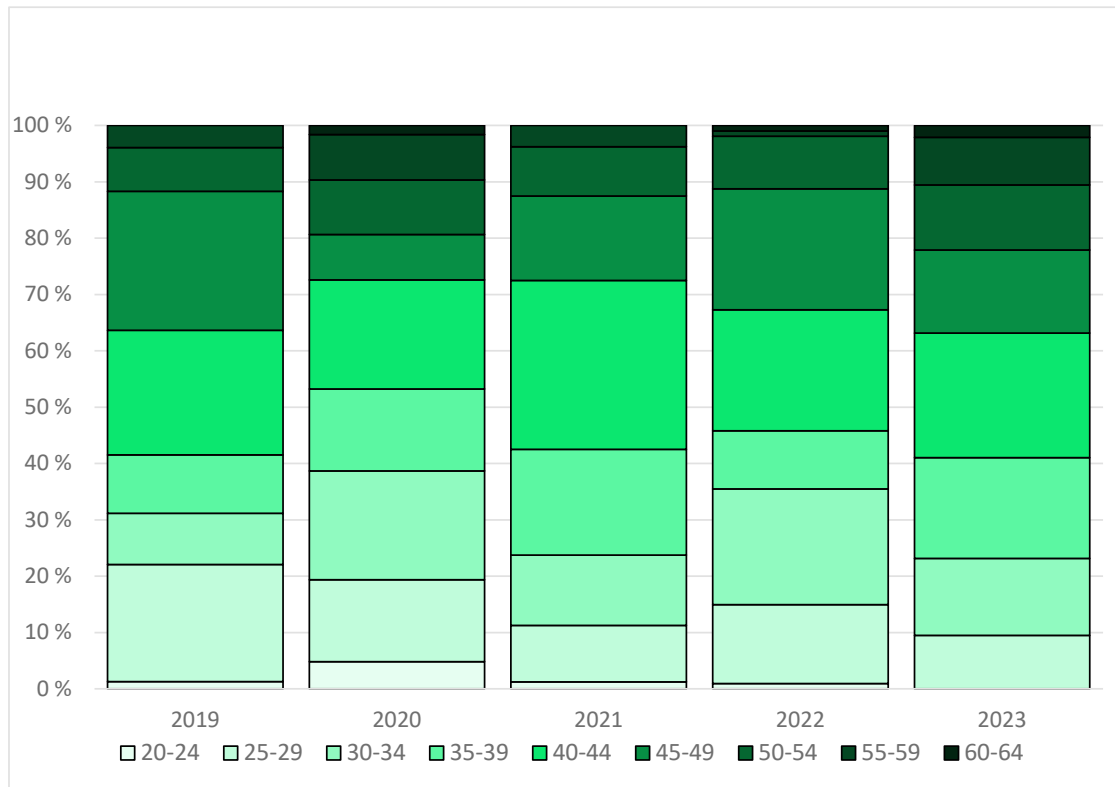
**24** The age profile of the 95 new recruits in 2023 ([Figure 10](#)) shows that 77.9 % are aged 49 or under (88.8 % in 2022).

**Figure 10 – New recruits in 2023 by age and gender**



**25** *Figure 11* shows a comparison of the proportion of new recruits in each age group over the past five years.

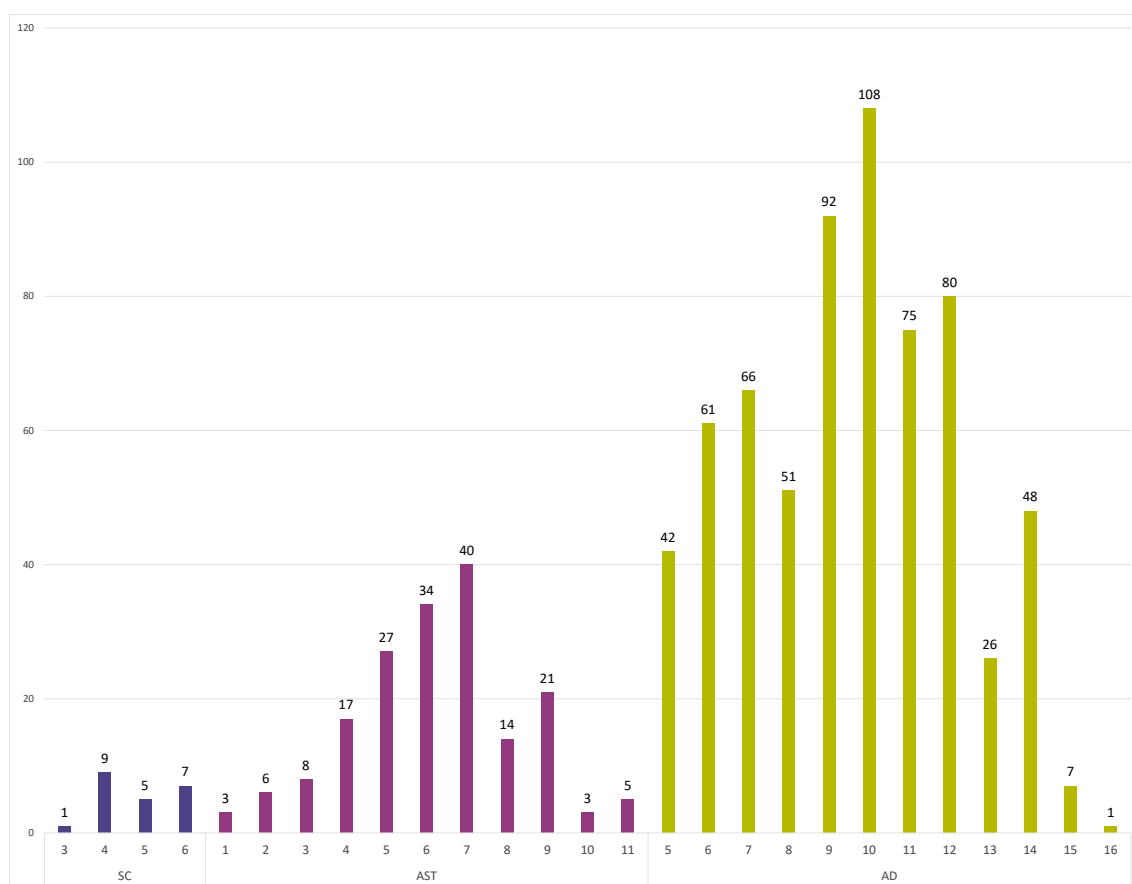
**Figure 11 – Percentage of new recruits in each age group, 2019-2023**



## Grade profile

**26** As *Figure 12* shows, 47.5 % of AD staff are in grades AD 5 to AD 9 (48. 5% in 2022, 50 % in 2021). We have noted that the concentration of staff in grades AD 9 and AD 10 dropped slightly compared to 2022. The gradual move towards higher grades might be explained by the recruitment of staff at higher grades, fewer retirements than projected, and the increase in retirement age over the years (trend to be monitored). It has also been noted that promotions from AD 5 to AD 9 are quite fast at the ECA, compared to other EU institutions.

**Figure 12 – Grade profile of officials and temporary staff as at 31.12.2023**



## Certification procedure<sup>10</sup>

**27** In 2023, two of the five officials admitted to the training course (four newly selected and one resitting) successfully completed the 2022-2023 certification programme. The unsuccessful candidates will resit the examinations in 2024.

<sup>10</sup> Article 45a of the Staff Regulations.



**28** *Table 14* shows the gender balance of the candidates selected for the certification procedure over the past five years.

**Table 14 – Gender balance of candidates selected for the certification procedure over the past five years**

Year	Women	Men	All
2018-2019	2	0	2
2019-2020	1	1	2
2020-2021	1	1	2
2021-2022	1	0	1
2022-2023	4	0	4
<b>Total</b>	<b>9</b>	<b>2</b>	<b>11</b>

### Performance appraisal system (COMPASS)<sup>11</sup>

**29** The appraisal period at the ECA mirrors the statement of assurance calendar, running from 1 October to 30 September. The appraisal procedure starts in mid-September. The 2023 appraisal procedure was completed on time. *Table 15* shows the percentage of appraisal reports completed by 31 December 2023.

**Table 15 – Appraisal reports – situation at the year end**

Stages	2019	2020	2021	2022	2023
Appraisal not started by appraisee	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
Self-assessment not validated by appraisee	0.13 %	0.00 %	0.00 %	0.13 %	0.00 %
Evaluation not validated by appraiser	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
Evaluation not validated by reviewing appraiser	0.64 %	0.50 %	0.76 %	0.38 %	0.37 %
Appraisal finished	99.2 %	99.5 %	99.24 %	99.49 %	99.63 %

**30** In September 2023, the ECA updated the COMPASS guide. The main changes included the obligations for temporary staff employed under Article 2(c) of the CEOS to have an appraisal report and to include the appraisee's ethical behaviour in the report. It also introduced harmonised objectives for heads of task and senior administrators. The purpose of these changes is to further increase the transparency and objectivity of appraisal reports.

<sup>11</sup> Article 43 of the Staff Regulations.

## Promotions<sup>12</sup>

**31** In 2023, the Appointing Authority granted a total of 175 promotions, based on the proposals made by the Joint Committee on Promotions and backdated to 1 January 2023. A further four staff members were promoted to AD 13 and two to AD 15.

**32** After each promotion procedure, the ECA publishes detailed statistics on aspects such as gender balance, the promotion rates of staff who have taken maternity/parental leave or worked part-time, and the speed of career advancement. In 2023, these statistics on promotions and equal opportunities were published in Staff Notice 66/23.

## Appointment of principal managers and directors

**33** Six new principal managers (three women and three men compared to two men in 2022) were appointed in 2023.

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<sup>12</sup> Article 45 of the Staff Regulations.

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# Working environment

## Part-time work

**34** In 2023, 87 staff members worked part-time under the arrangements provided for in Article 55a of the Staff Regulations. The vast majority (79 %) of part-time workers were women.

## Breastfeeding arrangements

**35** In 2023, eight mothers made use of the breastfeeding arrangements (five in 2022).

## Flexible working arrangements

**36** In 2023, staff continued to be able to combine work on the ECA's premises with telework in line with the decision on hybrid working, which was adopted in November 2021. The default working arrangement at the ECA in 2023 was flexitime, allowing staff a certain flexibility subject to the needs of the service.

## Services for staff

**37** In 2023, the ECA remained highly active in promoting diversity and inclusion. For example, we organised a week dedicated to people with disabilities for the third time, we participated in awareness-raising events around International Women's Day and the International Day for the Elimination of Violence against Women, and we became a member of the International Dual Career Network (IDCN), a support network for spouses and partners who have recently relocated to Luxembourg. The ECA also published its second Diversity and Inclusion Annual Report (2022). The report focused on promoting transparency in the ECA's efforts towards achieving diversity and inclusion, providing information on the ECA's performance in 2022, and demonstrating the progress made that year.

**38** In 2023, the ECA remained committed to promoting diversity and inclusion in all recruitment procedures and to offering equal career opportunities to staff at all levels. The ECA also continued to pursue its objective of achieving geographical balance in management.

**39** Over the course of 2023, we completed several selection procedures for a number of different profiles. The EPSO competition for auditors and a call for expression of

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interest for national experts to work as auditors stood out among those. In 2023, the ECA also recruited 36 auditors under its flagship [ASPIRE programme](#), a 3-year onboarding programme for junior auditors.

**40** Following the adoption of [Decision No 50-2022](#) ensuring a respectful and harassment-free workplace in December 2022, the ECA organised a presentation of the policy for all staff in January 2023 and created a new dedicated internal webpage. Furthermore, two calls for expression of interest were launched resulting in the selection of three new confidential counsellors and three internal mediators, who followed mandatory introduction courses over the course of the year. Anti-harassment was also the topic of the compulsory D&I training for managers in 2023.

**41** In 2023, the ECA was also very active in the area of wellbeing, organising several wellbeing-related activities for staff: a Wellbeing Week, a series of social and physical activities to celebrate the European Mobility Week and the European Week of Sport, a nutrition campaign, a series of talks on mental health, and many more. The ECA provided psychological support for work-related issues, social assistance, medical check-ups, preventive exams, vaccinations, and health-related conferences.

**42** In 2023, the ECA monitored, amended, and renewed contracts for a number of services and successfully completed the procedure for a public tender for a new catering contract, which entered into force in January 2024.

### **Dialogue with staff**

**43** As required by the Staff Regulations, the Staff Committee was consulted regularly with regard to draft decisions with implications for staff. Formal meetings were held on a monthly basis, involving productive discussions with staff representatives. In addition to these formal consultations, the Secretariat-General remained in close contact with the Staff Committee on many issues.

**44** Although not required by the Staff Regulations, the Joint Committee on Equal Opportunities was consulted on decisions mostly to do with diversity & inclusion but not exclusively. A constant dialogue with the committee was maintained throughout the year.

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## Absences due to illness

**45** Absences due to illness are calculated in calendar days, meaning that if a staff member is absent from Wednesday to Monday inclusive, for example, this will count as six days. Any absence longer than three days must be justified by a medical certificate.

**46** In 2023, absences due to illness averaged 10 days per staff member (12.2 in 2022). This includes four staff members (eight in 2022) who were absent due to prolonged illness, which is classed as lasting more than 200 days in a year. The average figure falls to 8.9 days (10.1 in 2022) if these four staff members are excluded.

**47** Of these 8.9 days per staff member, absences without a certificate averaged 1.3 days (1.13 in 2022), and absences with a certificate, 7.6 days (9.01 in 2022).

## Complaints and legal action

**48** In 2023, 21 complaints (23 in 2022) were lodged on the basis of Article 90(2) of the Staff Regulations (most of them related to promotions), and there was one request for assistance under Article 24 (not related to harassment).

**49** The ECA is also taking action if a staff member does not respect internal rules. In 2023, five investigations were launched (four of which were related to non-compliance with the decision on hybrid working). Three investigations were completed and one was followed by a disciplinary procedure and a disciplinary sanction. Two investigations are still ongoing. A further disciplinary procedure followed by a disciplinary sanction took place in 2023 following an investigation which was completed in 2022.

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# Human resource development

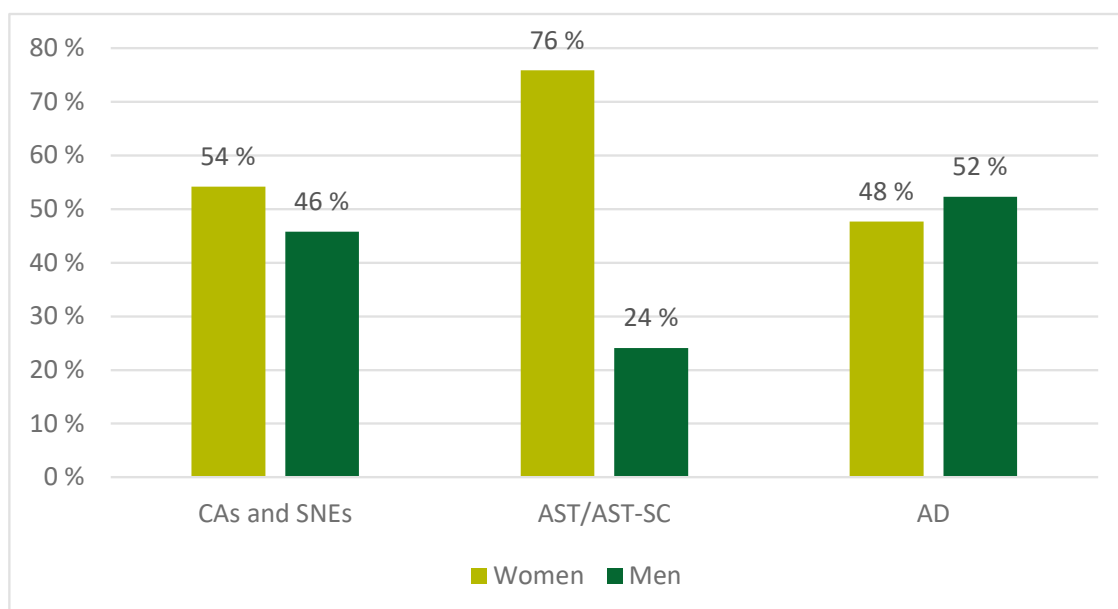
## Professional training

**50** The learning and development activities were organised in a hybrid working environment. The choice of either online, on-site or hybrid training was made carefully on a case-by-case basis. We gradually returned to classroom/face-to-face training, which has a lower capacity than the online alternatives but provides a better learning experience. We organised a very high number (544) of learning activities on a wide range of topics for 12 071 participants.

**51** In 2023, we again exceeded the professional training target of five days of non-language training per year for auditors and two days for non-audit staff. Our auditors attended an average of 6.7 non-language training days (6.9 in 2022). Our non-audit staff attended 3.0 training days on average (3.6 in 2022).

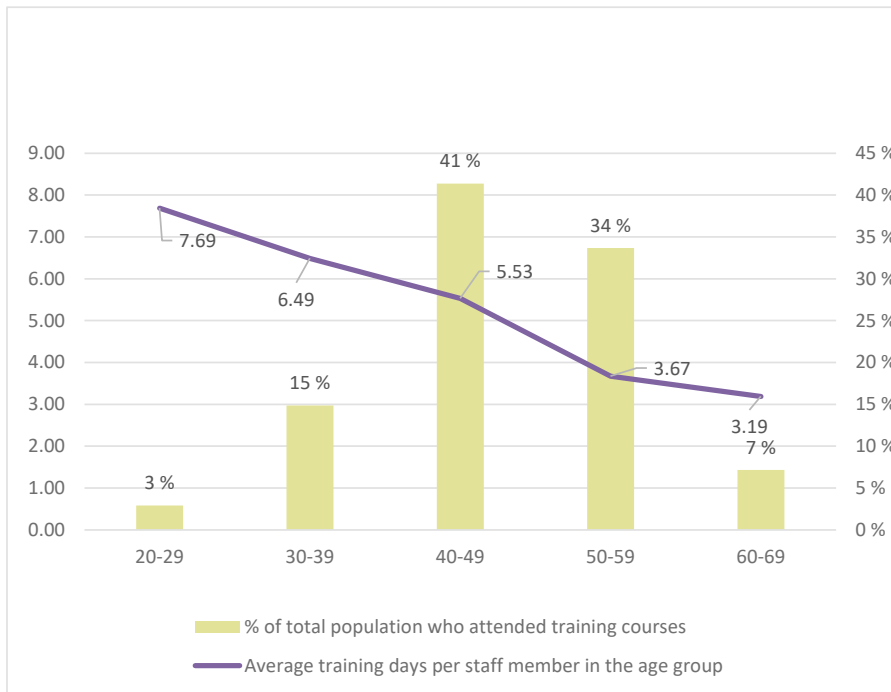
**52** *Figure 13* shows the breakdown of training days (excluding language training) by gender and staff category.

**Figure 13 – Percentage of (non-language) training days by gender and staff category in 2023**



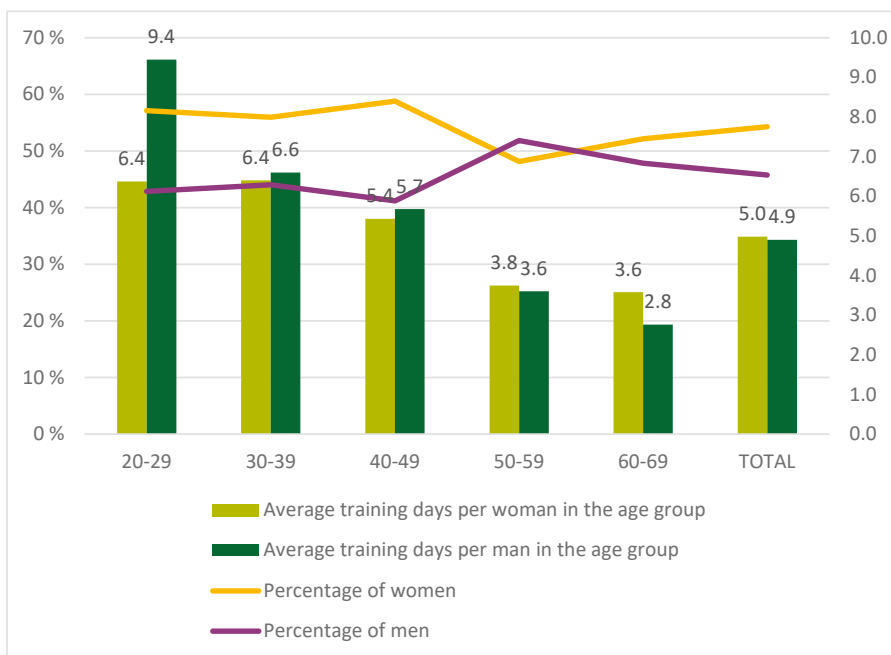
**53** Figure 14 shows the breakdown by age group and the average number of training days per staff member in each age group.

**Figure 14 – Average training days per staff member by age group in 2023**



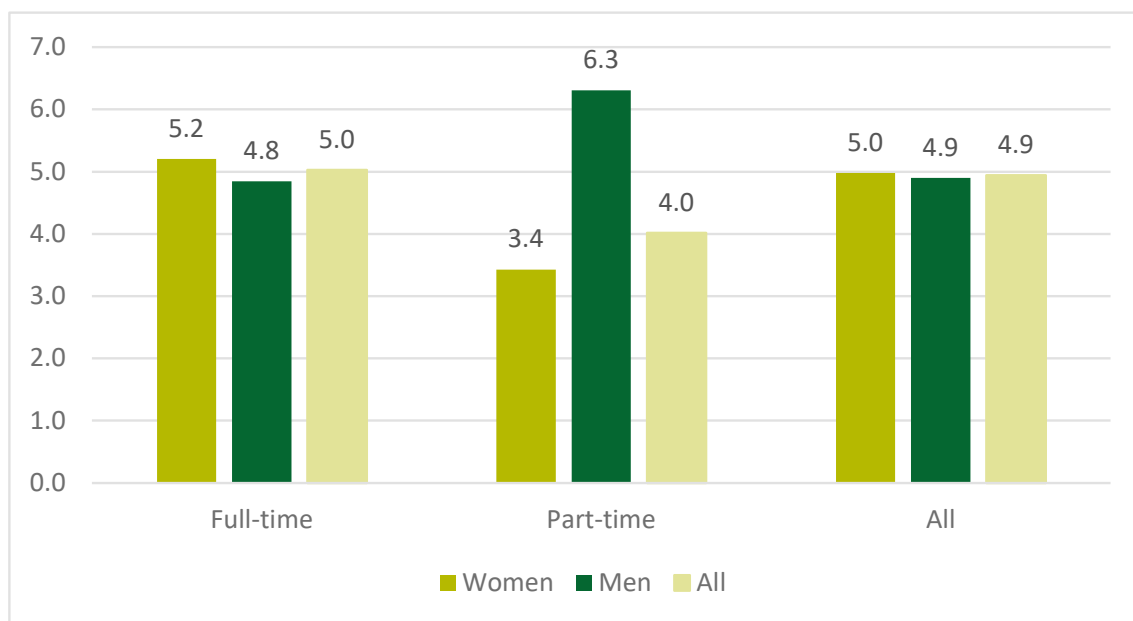
**54** Figure 15 shows the average number of training days by gender and age group.

**Figure 15 – Average training days by gender in each age group in 2023**



**55** *Figure 16* shows the average number of training days by gender and work pattern (full-time and part-time).

**Figure 16 – Average training days by gender and work pattern in 2023**



**56** In 2023, we organised two sessions of our standard ethics course. Newcomers and colleagues needing a refresher course attended them. The ethics course for Members and a presentation on integrity for all staff planned for 2023 have been postponed to February 2024. Furthermore, we organised four sessions of a mandatory workshop on anti-harassment policy for our managers.

**57** The learning and knowledge-sharing initiative “My LuXembourg: time to find out more” continued in 2023 with two events. The events aim to help ECA staff learn more about Luxembourg. The initiative’s focus shifted from internal events to external visits to places of interest.