

# Consolidated Annual Activity Report 2022

*Adopted by Management Board Decision No MB/2023/004 of 10 May 2023*

# European Institute for Gender Equality

We are an independent centre and the primary source for information on gender equality in the European Union. We contribute to making the European Union become a Union of Equality, where women and men, girls and boys in all their diversity are free to pursue their chosen path in life, have equal opportunities to thrive, and can equally participate in and lead our societies.

EIGE's unique expert knowledge, research, data and tools help policy makers design measures that are inclusive, transformative and promote gender equality in all areas of life. We communicate our expertise effectively and work closely with partners in order to raise awareness at the EU and national levels, as well as in EU candidate countries and potential candidate countries.

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# Consolidated Annual Activity Report 2022

Pursuant to Regulation (EU, Euratom) 2018/1046, Commission Delegated Regulation (EU) No 2019/7151.

Commission Delegated Regulation (EU) 2019/715 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (OJ L 122, 10.5.2019, p. 1).

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# Abbreviations

<b>ABC</b>	activity-based costing
<b>ABM</b>	activity-based management
<b>AOSD</b>	authorising officer by subdelegation
<b>AWP</b>	annual work programme
<b>BPfA</b>	Beijing Declaration and Platform for Action
<b>CA</b>	contract agent
<b>CAAR</b>	consolidated annual activity report
<b>CVAWG</b>	cyber violence against women and girls
<b>DG</b>	Directorate-General
<b>ECA</b>	European Court of Auditors
<b>ECJ</b>	European Court of Justice
<b>EF</b>	Experts' Forum
<b>EIGE</b>	European Institute for Gender Equality
<b>EPSCO</b>	Employment, Social Policy, Health and Consumer Affairs Council configuration of the Council of the European Union
<b>EU</b>	European Union
<b>EUAN</b>	EU Agencies Network
<b>EU-GBV</b>	Eurostat survey on gender-based violence and other forms of interpersonal violence
<b>Eurofound</b>	European Foundation for the Improvement of Living and Working Conditions
<b>FEMM</b>	European Parliament Committee on Women's Rights and Gender Equality
<b>FG</b>	function group
<b>FRA</b>	European Union Agency for Fundamental Rights
<b>FTE</b>	full-time equivalent
<b>GBV</b>	gender-based violence
<b>GEAR</b>	Gender Equality in Academia and Research (tool)
<b>GM</b>	gender mainstreaming
<b>GRPP</b>	gender-responsive public procurement
<b>HLG</b>	Commission high-level group on gender mainstreaming
<b>HR</b>	human resources
<b>IAS</b>	Internal Audit Service
<b>ICF</b>	internal control framework
<b>ICT</b>	information and communications technology
<b>IPA</b>	Instrument for Pre-Accession Assistance
<b>IT</b>	information technology
<b>OJ</b>	Official Journal of the European Union
<b>OLAF</b>	European Anti-Fraud Office

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<b>ROM</b>	results-oriented monitoring mission
<b>SNE</b>	seconded national expert
<b>SPD</b>	single programming document
<b>TA</b>	temporary agent
<b>UN</b>	United Nations
<b>VAW II</b>	Violence against Women Survey II

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# Management Board's analysis and assessment

The Management Board acknowledges the success of the European Institute for Gender Equality (EIGE) in fulfilling its unique role during a challenging time of continuous crisis. Led by its Director, EIGE showed great resilience, flexibility and adaptability in taking on new projects and activities that contributed to the EU's support for Ukraine, delivered on EU high-level priority topics, provided high-quality research, collected comparable data and undertook comprehensive data analysis, as well as developing tools and methods for gender mainstreaming to complement and inform policymaking and other work by the EU institutions, Member States, candidate countries and potential candidates.

In particular, the Management Board would like to highlight the following.

- The Consolidated Annual Activity Report (CAAR) provides a comprehensive and detailed account of EIGE's activities in 2022 in implementing its mandate and achieving the objectives set in the annual work programme (AWP) – the Single Programming Document 2022–2024 (2022–2024 SPD).
- The Management Board acknowledges the achievement of all strategic objectives and notes the agency's high level of performance based on the key performance indicators, detailed in Annex I.
- The Management Board welcomes the results of the second external evaluation of EIGE in 2022. The results confirm that EIGE is a well-functioning organisation and fulfils the mandate set out in its regulation. Moreover, they show that EIGE's expertise and programme of work are key to promoting gender equality in the EU. Data and research produced by EIGE are needed to ensure and inform further progress. Stakeholders value EIGE's contribution to the development of effective policies and initiatives, and the Gender Equality Index continues to be the main reference for monitoring gender equality in the EU. The external evaluation also revealed areas for improvement that formed the basis for the Board's recommendations to the Commission and EIGE's management team.
- The Management Board acknowledges EIGE's successful return to the office in 2022 and the continuous safeguarding of staff's health and safety, as COVID-19 remained a risk, albeit a contained one, throughout the EU. The Board also appreciates the commitment to the safety and wellbeing of staff at the onset of and during the crisis created by the Russian war of aggression against Ukraine. The risks to the security of staff based in Vilnius are heightened by its proximity to the war zone and by Lithuania sharing borders with the aggressor. The Board acknowledges the measures taken by



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management to liaise with the relevant authorities, keep staff informed, organise safety training, and promptly adapt EIGE's business continuity plan and crisis response strategies.

- The Management Board acknowledges the impact on EIGE's budget of the economic and energy crisis that affected Europe in the aftermath of the onset of war. In spite of the challenges and thanks to taking effective and timely measures, EIGE achieved satisfactory budget implementation rates.
- The Management Board notes with satisfaction the establishment of the diversity and inclusion working group and the action taken in 2022 to improve the gender balance in the organisation. As in previous years, the Board maintains its recommendation to take further action to attract candidates from the under-represented gender in recruitment procedures.
- The Management Board acknowledges that the controls implemented in 2022 provided no evidence of significant or repeated errors in budget execution.
- The Management Board acknowledges the implementation of EIGE's anti-fraud strategy in 2022 and the measures taken to strengthen the agency's anti-fraud system.
- In accordance with the financial regulations applicable to EIGE, the 2022 CAAR provides a satisfactory overview of the financial information for the year, based on the risks related to EIGE's activities, including those identified on the basis of the risk assessment carried out by the Internal Audit Service and the measures taken to address them.
- The Management Board welcomes the declaration of assurance by the Director, which states that she has identified no reservations or critical issues related to financial affairs in 2022. The Board takes note of a major internal control deficiency identified in the assessment for the 2022 financial year. The Board notes that in light of the mitigating measures taken by the Agency, the Director does not consider basis for issuing a reservation.
- The Management Board acknowledges that, in its audit of the reliability of the annual accounts and the legality and regularity of the financial transactions of the 2021 financial year, the European Court of Auditors (ECA) found that the annual accounts fairly presented, in all material aspects, EIGE's financial position as at 31 December 2021.

### **Concluding comments**

The year 2022 has been one of significant change for the EU and its Member States. Europe has faced a series of crises that have raised great concern over security, energy prices, inflation and macroeconomic policy. Russia's war of aggression against Ukraine has magnified this concern. The pandemic and Russia's invasion of Ukraine have highlighted the importance of tackling inequalities, as the biggest impact of these crises is on vulnerable groups, mainly women.

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It was a successful year for EIGE, in spite of the challenges. While recovering from the effects of the COVID-19 crisis and faced with the onset of new crisis as a consequence of Russia's invasion of Ukraine, the agency quickly adapted to ensure that business continued with maximum efficiency. EIGE delivered an extensive body of work, of a very high standard, in accordance with the revised 2022–2024 SPD. In overseeing these tasks, the Management Board notes and welcomes the commitment of EIGE's team to achieving the agency's strategic objectives and further enhancing the standards of its outputs.

EIGE successfully managed the impact of the challenges on its work programme and staff. The revised work programme and budget is a clear example of how the agency adapted to these circumstances by not only strengthening its budget implementation capabilities but also channelling its operational capabilities to contribute in a significant way to the EU's efforts to support Ukraine. The Management Board appreciates the commitment of EIGE's management team and staff in their concerted efforts to show resilience in the face of new challenges.

The Management Board also welcomed the results of EIGE's second external evaluation, which confirmed the relevance and EU added value of the agency's activities. The Board took due account of the findings of the evaluation and, following extensive deliberation, issued its recommendations in February 2023.

The Management Board thanks EIGE's Director for maintaining her steadfast commitment to managing the agency during such a challenging period, ensuring the completion of tasks and overseeing staff wellbeing.

The Management Board looks forward to supporting the implementation of the next multiannual work programme and continuing its collaboration with EIGE's Director, its management team and its staff.

On the basis of the above observations and in accordance with Article 48 of the financial regulation applicable to EIGE, the Management Board attaches this assessment of the 2022 CAAR for submission to the European Parliament, the Council of the European Union and the ECA.

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## Executive summary

In 2022, the European Institute for Gender Equality (EIGE) achieved its strategic objectives in all areas, despite the continuing challenges brought by the COVID-19 pandemic, the Russian war of aggression against Ukraine, and the economic and social risks that followed. As the pandemic entered its final stage, EIGE was able to gradually resume its regular in-person meetings with stakeholders.

EIGE collected and analysed information and data on various topics, resulting in evidence-based research on gender equality. EIGE's research in 2022 focused on the gender gaps in unpaid care and in individual and social activities, the impact of the pandemic on young people, the causes and consequences of coercive control and psychological violence, femicide and cyber violence, to name a few. Throughout the year, research results were communicated via different channels and presented at various stakeholder events, including EIGE's first Gender Equality Forum in October 2022. The evidence also formed the basis of EIGE's 2022 campaigns.

Throughout the year, EIGE developed and made available tools to support gender mainstreaming, such as a comprehensive package of resources to help policymakers and contracting authorities in the EU spend public money in a way that benefits women and men equally, published an updated version of its Gender Equality in Academia and Research tool and finalised its work on gender budgeting in the EU funds.

In March 2022, EIGE concluded preparatory work on gender-responsive evaluation, which was laid out in a brief presenting the concept, the legal and policy framework, methodological approaches, and examples at EU and Member State levels.

EIGE's Gender Statistics Database continued setting standards on mainstreaming gender into statistical data production. Updating EIGE's Gender Statistics Database is a priority area for EIGE and the Commission. EIGE prioritises statistics that are relevant to the agency's mandate and the EU's current political priorities; thus, EIGE expanded its unique statistical activities and populated the Gender Statistics Database with new statistics and indicators throughout its entry points.

EIGE continued to communicate on and raise awareness of gender equality and provided its key stakeholders with clear, timely and useful information. EIGE's outreach efforts continued to show the agency's unique importance for the EU. By communicating useful and relevant findings in a clear and engaging way, EIGE managed to connect with the right people at the right time. EIGE implemented two campaigns in 2022: the Three Steps Forward campaign

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and the Orange the World campaign. The first ever Gender Equality Forum was a milestone in further communicating EIGE's evidence strategically.

EIGE enhanced its efforts to bring gender equality closer to the agenda of the Presidency of the Council of the European Union through cooperation with the trio of France, Czechia and Sweden. Looking ahead to 2023, EIGE initiated talks with the forthcoming Swedish and Spanish Presidencies to identify the need for data and evidence for their policy discussions on promoting gender equality, especially in economic and social policies, and on preventing and combating gender-based violence.

To strengthen policy dialogue and connect its work more efficiently with stakeholders' needs, EIGE established a liaison office in Brussels for a pilot period of 2 years during 2022–2023. Through the liaison office, EIGE provided input to several EU-level policy documents and discussions, including proposals for directives on standards for equality bodies and pay transparency, and a European Care Strategy.

While prioritising cooperation with EU-level policymakers, EIGE also sought closer links with EU Member State-level stakeholders, as well as other EU agencies, and sought further synergies where appropriate. EIGE continued its close cooperation with the national authorities in the Instrument for Pre-Accession Assistance (IPA) beneficiaries. Bosnia and Herzegovina became the fifth country in the Western Balkans to have taken pivotal steps in developing a national gender equality index. EIGE also finalised a manuscript on strengthening data systems on violence against women in the Western Balkans and Türkiye.

EIGE refocused its activities in the knowledge management area. Specifically, the Resource and Documentation Centre was discontinued and EuroGender was closed. EIGE continued to produce publications and translations: during 2022, 22 publications planned in the Single Programming Document 2022–2024 were published in English, accompanied by 31 language versions. In total, translations amounted to 7 102 pages in target languages and 132 video minutes with subtitles, which met the reader's needs well or excellently according to 94 % of respondents to a survey <sup>(1)</sup>. In 2022, EIGE's work was referenced at least 769 times by EU policymakers, an increase of more than 21 % compared with 2021.

The agency's day-to-day administration was run effectively and efficiently. It made efforts to incorporate best practices and lessons learned into its activities. EIGE continued to carry out cross-cutting tasks to support the fulfilment of its operational objectives, with the help of several new strategic documents, such as the 2022 procurement plan, the 2022–2027 human resources strategy and the 2022–2024 information and communications technology strategy.

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<sup>(1)</sup> Responses to a survey conducted on EIGE's website.

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Moreover, EIGE updated its business continuity plan, as well as successfully implementing its anti-fraud strategy.

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## Part I. Achievements of 2022

In spite of the continuing challenges brought by the COVID19 pandemic, the Russian war of aggression against Ukraine initiated in 2022 and the related wider economic and social risks to operations, the European Institute for Gender Equality (EIGE) effectively achieved its strategic objectives for the 2022 programming period:

- to contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex;
- to support the integration of a gender perspective in EU policies and the resulting national policies;
- to effectively promote gender equality to key stakeholders and target groups.

To achieve its strategic objectives, EIGE's operational agenda is distributed across three major areas: (1) providing evidence via research and data collection; (2) supporting gender-responsive policies, especially through gender mainstreaming and specific tools; and (3) communicating on gender equality.

In particular, it should be highlighted that EIGE's work made further significant contributions to policymaking at both EU and national levels, striving for peaceful and gender-inclusive societies. Overall, EIGE directly contributed to the preparation of at least 25 EU documents, provided support to both Presidencies of the Council of the European Union and carried out research that formed the basis of the conclusions of the Employment, Social Policy, Health and Consumer Affairs Council configuration (EPSCO) in December 2022. In 2022, EIGE's work was referenced at least 769 times by EU policymakers, an increase of more than 21 % compared with 2021.

Among these contributions, EIGE's work, for example, supported the proposal for an EU directive on combating violence against women, which envisages the monitoring and evaluation of the proposal being primarily based on the current harmonised indicators developed by EIGE.

Overall, the second external evaluation of EIGE, carried out in 2022 (2), highlighted the relevance and EU added value of the agency's activities, in particular its successful response to the needs of various stakeholders by providing evidence through research and data collection. The Gender Equality Index, the Gender Statistics Database, and gender mainstreaming reports, methods and tools were identified as the outputs that are particularly in line with the needs of stakeholders.

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(<sup>2</sup>) [https://commission.europa.eu/system/files/2023-02/EIGE\\_2nd\\_External\\_Evaluation\\_Final\\_Report\\_112022\\_EN.pdf](https://commission.europa.eu/system/files/2023-02/EIGE_2nd_External_Evaluation_Final_Report_112022_EN.pdf)

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The detailed overview per activity area elaborates EIGE’s achievement of all outputs and their policy and societal impacts. Overall, **EIGE achieved 96.1 % of its work programme** and reached the targets set in the amended Single Programming Document 2022–2024 (2022–2024 SPD).

## 1.1. Research and data collection in 2022

### 1.1.1. Gender Equality Index

The specific objective of this activity – **to support EU and Member State policymaking by monitoring gaps and trends in gender equality** – was successfully achieved throughout 2022.

Since its launch in 2013, the **Gender Equality Index** has been widely recognised for its notable contribution to policy debates, monitoring processes and increasing awareness of gender equality in the EU. The Gender Equality Index has played an important role in informing policy developments through Council conclusions, Commission communications, European Parliament reports, resolutions and opinions, national government reports, civil society advocacy work, statistical yearbooks and research findings. A Union of Equality: Gender Equality Strategy 2020–2025 acknowledges the Index as **a key benchmark for gender equality in the EU** and sets out the aim of introducing annual monitoring of gender equality, building on the Gender Equality Index <sup>(3)</sup>. The EU Gender Equality Strategy monitoring portal has been set up <sup>(4)</sup> in cooperation with EIGE. Among information from other sources, it integrates EIGE’s data and indicators, which are best aligned with the main aims of the [Gender Equality Strategy](#). The European Commission’s Joint Research Centre statistical audit confirms that the Gender Equality Index meets the **quality standards for statistical soundness** and acknowledges it as a **reliable composite indicator for measuring gender equality** in the EU context, tailored to fit the EU’s policy goals <sup>(5)</sup>. Since 2013 the Gender Equality Index has been recognised by the Publications Office of the European Union in its catalogue Key Publications of the European Union.

**The second independent external evaluation of EIGE (2022)** reveals the importance of the Gender Equality Index not only at the EU level but also for national policy formation.

- In **Finland**, Making Finland a global leader in gender equality: Government action plan for gender equality 2020–2023 references the Gender Equality Index, especially with regard to work–life balance, and mentions EIGE’s recommendations on human trafficking <sup>(6)</sup>.

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<sup>(3)</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0152>.

<sup>(4)</sup> <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>.

<sup>(5)</sup> <https://publications.jrc.ec.europa.eu/repository/handle/JRC122232>.

<sup>(6)</sup> <https://julkaisut.valtioneuvosto.fi/handle/10024/162844>.

- In **Italy**, the National Strategy for Gender Equality for 2021–2026 widely references the Index, as well as reports on gender segregation in education, training and the labour market (7).
- **France** approved a law in 2021 that modifies a previous one from 2011 that imposes quotas for the representation of women in leadership positions in large corporations. The new law's development took into account EIGE data from the Gender Equality Index and the Gender Statistics Database (Haut Conseil à l'Égalité entre les Femmes et les Hommes, 2019) (8).
- In **Latvia**, the National action plan on the implementation of the UN Security Council Resolution 1325 on Women, Peace and Security in Latvia for the period 2020–2025 recognises the low score the country obtained in EIGE's Gender Equality Index in 2019 as one of the motivations for adopting the plan (9).
- In **Estonia**, the government adopted the Estonian strategy for wellbeing, which includes the objective of achieving 'gender equality' with a target score of 67.0 in the Gender Equality Index (10).
- In **Spain**, the Index is used as part of the country's voluntary national review of the UN sustainable development goals (11).
- **Czechia** and **Slovakia** refer to the results of the Gender Equality Index in their national recovery and resilience plans (12).

Source: Second independent external evaluation of EIGE (2022), Appendix 4, Gender Equality Index case study, p. 244.

The Index covers a range of indicators in the areas of work, money, knowledge, time, power and health. It also integrates two additional areas: violence and intersecting inequalities. The indicators are closely linked to EU targets and international commitments such as the Beijing Declaration and Platform for Action (BPfA) and the 2030 agenda for sustainable development.

The Gender Equality Index 2022 – The COVID-19 pandemic and care (13) presents Index scores in all areas and tracks progress in achieving gender equality in the EU in the short term (since the last edition) and longer term (since 2010). In addition to the report, **27 country analyses and factsheets**, an EU factsheet and a dedicated Index website provide more detailed statistical analyses of results in the EU Member States. The Gender Equality Index 2022 reveals that progress continues at a slow pace, with a mere 0.6-point increase since the 2021 edition. As a result, the EU average score now stands at 68.6 out of 100 points, only 5.5 points higher than in 2010. Much of this progress is due to women's increased participation in economic and political decision-making, which in turn is linked to the introduction of legislated quotas in a handful of EU Member States. While gender equality is

(7) <https://www.pariopportunita.gov.it/media/2022/national-strategy-for-gender-equality-2021-26.pdf>.

(8) [https://www.haut-conseil-egalite.gouv.fr/IMG/pdf/rapport\\_parite\\_gouvernance-20191217-2.pdf](https://www.haut-conseil-egalite.gouv.fr/IMG/pdf/rapport_parite_gouvernance-20191217-2.pdf).

(9) <http://1325naps.peacewomen.org/wp-content/uploads/2021/02/Latvia-NAP-2020-2025.pdf>.

(10) <https://sm.ee/media/3109/download>

(11) [https://sustainabledevelopment.un.org/content/documents/279422021\\_VNR\\_Report\\_Spain.pdf](https://sustainabledevelopment.un.org/content/documents/279422021_VNR_Report_Spain.pdf).

(12) <https://www.planobnovy.sk/site/assets/files/1019/kompletny-plan-obnovy.pdf>

(13) <https://eige.europa.eu/publications-resources/publications/gender-equality-index-2022-covid-19-pandemic-and-care>.



more pronounced in some countries than in others, it is far from a reality in every area. Gender norms in caregiving, gender segregation in education and the labour market, and gender inequalities in pay remain pertinent. Building on previous editions and EIGE's approach to intersecting inequalities <sup>(14)</sup>, the Gender Equality Index 2022 continues to show the diverse realities that different groups of women and men face. It examines how elements such as disability, age, level of education, country of birth and family type intersect with gender to create different pathways in people's lives.

**The 2022 Index has a thematic focus on care in the pandemic**, closely linking to the 2022 European Care Strategy and its accompanying two recommendations for Member States [on the revision of the Barcelona targets on early childhood education and care](#) and [on access to affordable, high-quality long-term care](#). The European Recovery and Resilience Facility also acknowledges that investment in a robust care infrastructure is essential for gender equality and women's economic empowerment. The findings of the Index provide a strong base for evidence-based policymaking on work–life balance in order to comply with the EU directive on work–life balance ([Directive \(EU\) 2019/1158](#))<sup>(15)</sup>.

**A snapshot of the media impact of the Gender Equality Index 2022:** more than 400 website and mainstream media mentions following the release, with a potential reach of close to 80 million people.

GLEICHBERECHTIGUNG

## EU-Bericht: Gleichstellung von Frauen in Gefahr

Die Gleichstellung von Frauen mit Männern in der EU hat in der Corona-Pandemie Rückschritte verzeichnet. Das geht aus dem jüngsten Index des Europäischen Instituts für Gleichstellungsfragen hervor.

Source: <https://www.dw.com/de/eu-bericht-gleichstellung-von-frauen-in-gefahr/a-63542369>

Datum 24.10.2022

Schlagwörter Gleichberechtigung, Männer und Frauen, Emanzipation

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Based on **EIGE's survey of the socioeconomic consequences of the COVID-19 pandemic for gender equality** <sup>(16)</sup>, the thematic focus of the 2022 Index explores the division of informal childcare, long-term care and housework between women and men. Conducted in June–July 2021 with a sample of 42 300 people from across the EU, the survey looked at the pandemic's impact on working arrangements, access to services, work–life balance and the wellbeing of carers. The findings in the report show that the COVID-19 pandemic, despite the wide-ranging and brutal changes in life circumstances it caused, did not lead to a meaningful or fairer redistribution of unpaid care duties in EU households. This shows that, more than ever, dynamic, ambitious and transformative public policies are needed to promote men's greater involvement in informal care and to strengthen and improve the availability of affordable, high-quality care services.

<sup>(14)</sup> <https://eige.europa.eu/publications/resources/publications/intersecting-inequalities-gender-equality-index>

<sup>(15)</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32019L1158>

<sup>(16)</sup> <https://eige.europa.eu/about/projects/survey-gender-equality-and-socio-economic-consequences-covid-19>

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In 2022, EIGE started work on the **2023 release of the Index** and on its thematic focus on the European Green Deal's 'socially fair transition' <sup>(17)</sup>. Despite the European Green Deal being an all-encompassing, comprehensive and transformative policy agenda, the absence of a gender equality perspective, initiatives and goals has been noted by scholars, civil society and the European Parliament <sup>(18)</sup>. The thematic focus of the 2023 Index release will seek to contribute to building a knowledge base on the impacts of the transition towards a low-carbon society from a gender and intersectional perspective. It will provide an analysis of the impacts of climate change on gender inequalities, gender differences in contributions to climate change, and differences in opportunities, behaviours and attitudes to mitigating climate change. The scope will focus on two specific priority sectors of the European Green Deal's socially fair transition, namely energy and transport.

In 2022, EIGE carried out an **EU-wide survey of gender gaps in unpaid care and individual and social activities**. The survey covers five key thematic sections: informal long-term care, informal childcare, housework, leisure and volunteering. Two additional sections collect information on transport, digitalisation and environmental considerations in care – areas of increasing policy relevance – and questions concerning individual and household characteristics and gender attitudes. During fieldwork from mid-August to mid-November, more than 60 000 responses were collected in all 27 EU Member States. The data collected will allow us to improve the capacity of the Gender Equality Index to capture changes in its domain of Time regularly and in a conceptually sound and coherent way. In 2023, the results of the survey will be presented in the Gender Equality Index 2023, and data will be published in EIGE's Gender Statistics Database and communicated via other tailored communication products. EU-wide data on care will also contribute to the monitoring of the European Care Strategy and the EU Gender Equality Strategy for 2020–2025. [Council Recommendation of 8 December 2022 on early childhood education and care: the Barcelona targets for 2030 \(2022/C 484/01\)](#) encourages EIGE to collect regular data, develop indicators and carry out analyses of the use of time in paid and unpaid work, of individual and social activities by women and men with care responsibilities, and of working arrangements throughout their working lives. The data will support the implementation, monitoring and evaluation of the Council recommendation.

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<sup>(17)</sup> <https://op.europa.eu/en/publication-detail/-/publication/e355c630-00e6-11ec-8f47-01aa75ed71a1/language-en>

<sup>(18)</sup> See, for example, the academic paper 'Mainstreaming gender and climate change to achieve a just transition to a climate-neutral Europe' (<http://irep.ntu.ac.uk/id/eprint/41177/>), the European Environmental Bureau and WECF report *Why the European Green Deal needs Ecofeminism: Moving from gender-blind to gender-transformative environmental policies* (<https://eeb.org/library/why-the-european-green-deal-needs-ecofeminism/>) and the European Parliament resolution on 15 January 2020 on the European Green Deal (2019/2956(RSP)) (<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020IP0005>).

**Table 1. Achievement of indicators for activity 1.1.1, Gender Equality Index**

Indicator	Target	Achievements	Achievement rate (%)	Source of data	
Outcome	Number of references to Index by EU policymaking institutions (Q1–Q4)	> 75	115	100	Policy monitoring reports
	Presentation of Index in key stakeholders' events (Q1–Q4)	> 15	30	100	Stakeholders' requests register
	Media coverage of Index (Q1–Q4)	> 500	924 references to the Index	100	Media monitoring reports
	Social media coverage of Index (Q1–Q4)	> 50 000 000	Potential coverage was 77 068 311 (includes social media reach of news platforms)	100	Ad hoc media monitoring report
Output	Gender Equality Index 2022 report	In Q4	<a href="#">Report</a> published 24.10.2022	100	EIGE's website
	Communication activities	1 press release, 1 video, social media campaign, 9 infographics, media engagement	1 <a href="#">news</a> item published 24.10.2022 and shared with media the same day, 1 <a href="#">video</a> explaining Index and 1 <a href="#">video</a> explaining Index scores per Member State, more than 9 infographic elements produced, social media posts	100	EIGE website, EIGE social media channels

Indicator	Target	Achievements	Achievement rate (%)	Source of data
		leading up to, during and after Index release, journalist thematic network session on Index held 24.10.2022		
Updated web section of Gender Equality Index	By Q4	<a href="#">Web section</a> updated 24.10.2022	100	EIGE's website
Country profiles for all Member States	By Q4	<a href="#">Web section</a> on country profiles updated 24.10.2022	100	EIGE's website
Technical specifications for thematic focus of 2023 Index	By Q3	<a href="#">Ex ante call</a> published 28.4.2022, tender documents provided 18.5.2022 published 28.4.2022, tender documents provided 18.5.2022	100	EIGE's website
Data on the basis of survey on gender gaps in unpaid care, individual and social activities collected	By Q4	Data collected from mid-August to mid-November 2022	100	Survey methodological report (project deliverable)

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### 1.1.2. Monitoring of international commitments and supporting the Presidencies of the Council of the European Union

The specific objective of this activity – **to support the EU and Member States in the implementation of international and EU commitments to gender equality** – was successfully achieved throughout 2022.

In 2022, EIGE supported the French Presidency of the Council of the EU (2022, first semester). Specifically, the report *Combating coercive control and psychological violence against women in the EU Member States* <sup>(19)</sup> was developed at the request of the French Presidency of the Council of the EU. In support of the gender equality agenda of the Czech Presidency of the Council of the EU (2022, second semester), EIGE developed the policy brief *Young women and men in the aftermath of the COVID-19 pandemics* <sup>(20)</sup>. Furthermore, throughout 2022 EIGE was carrying out research to support the forthcoming Swedish Presidency of the Council of the EU (2023, first semester), which had requested a detailed look at gender equality and gender mainstreaming in the COVID-19 recovery. In addition, in 2022, EIGE initiated research on **financial independence and gender equality in the EU** in support of the upcoming Belgian Presidency of the Council of the EU (2024, first semester).



44 % of women in the European Union have experienced psychological violence from a partner in their lifetime. Women under 30, women with a disability or health condition, non-heterosexual women and women with a migrant background experience psychological violence at a higher rate than the general population, the [European Institute for Gender Equality](#) says in a report about coercive control and psychological violence. EIGE says psychological violence should be treated as a stand-alone phenomenon and that special attention should be paid to online abuse.

Source: <https://moonshot.news/news/diversity-inclusion/44-of-eu-women-report-psychological-violence-from-partner>

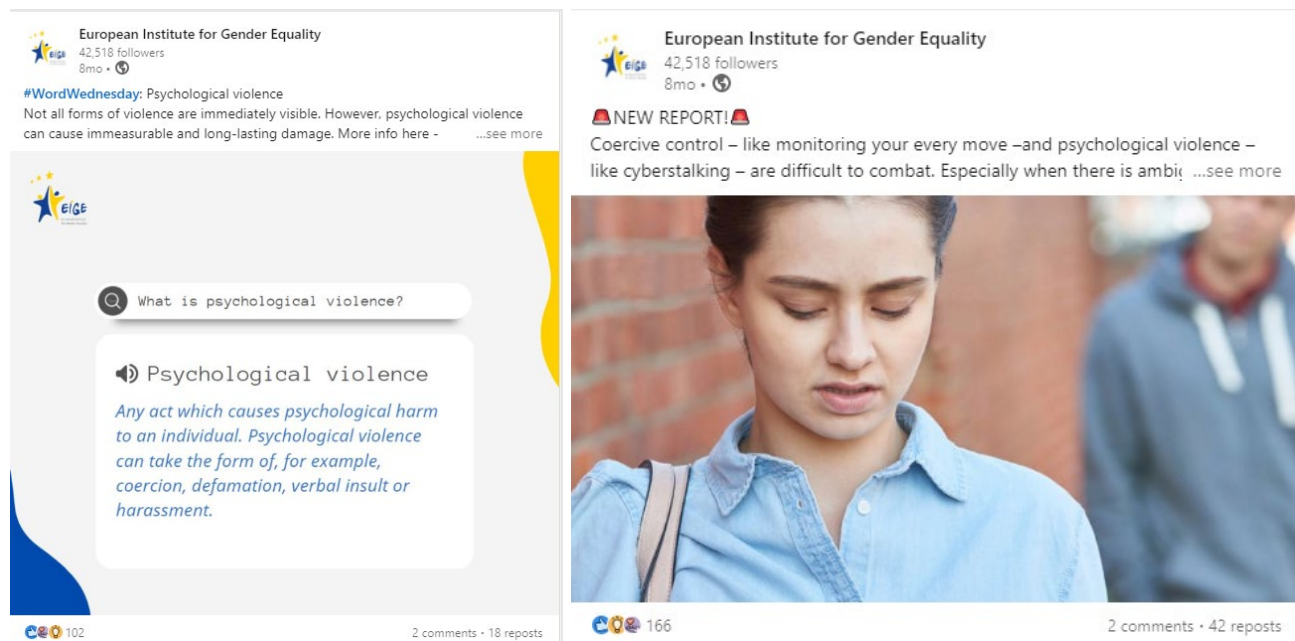
EIGE’s report *Combating coercive control and psychological violence against women in the EU Member States* provides an overview of the causes and consequences of coercive control and psychological violence and assesses their level of criminalisation in each Member State. It also identifies and analyses promising practices in, and the main obstacles to, preventing coercive control and psychological violence against women – the form of violence that is most under-researched and lacks a common understanding across the Member States. EIGE’s research evidence supports the key policy priority of the EU Gender Equality Strategy for 2020–2025, which calls for an end to gender-based violence. Psychological violence is recognised as a distinct form of gender-based violence that the EU and its Member States are working to eliminate. The Istanbul Convention also focuses specifically on acts of psychological violence and stalking, stating that parties to the convention ‘shall take the

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<sup>(19)</sup> <https://eige.europa.eu/publications-resources/publications/combating-coercive-control-and-psychological-violence-against-women-eu-member-states>.

<sup>(20)</sup> <https://eige.europa.eu/publications-resources/publications/young-women-and-men-aftermath-covid-19-pandemic>

necessary legislative or other measures to ensure the intentional conduct' of psychological violence and stalking is criminalised.



EIGE's policy brief [Young women and men in the aftermath of the COVID-19 pandemic](#) provides strong evidence for the impact of the pandemic on youth employment, incomes, poverty and material deprivation, caring duties and mental health. It provided new gender equality evidence for the Council Conclusions, prepared by the Czech Presidency, Gender Equality in Disrupted Economies – Focus on the young generation <sup>(21)</sup>.

By the end of 2022 EIGE delivered the final draft report 'Evidence to action: gender equality and gender mainstreaming in the COVID-19 recovery' to the Commission high-level group on gender mainstreaming (HLG) for its review. The report primarily focuses on the second strategic objective of BPfA area H, 'Institutional mechanisms for the advancement of women', that is, 'Integrate gender perspectives in legislation, public policies, programmes and projects'. It covers three broad aspects: (1) the effect of selected short-term national policy measures (e.g. taxes and benefits) on containing the adverse economic and social impacts of the COVID-19 crisis on gender gaps in employment and incomes in the 27 EU Member States; (2) opportunities and challenges for gender equality and gender mainstreaming within the established framework of the Recovery and Resilience Facility; and (3) analysis of how gender equality objectives have been addressed in the recovery and resilience plans of the 27 EU Member States. The report will be finalised and published in 2023 to support the Swedish Presidency of the Council of the EU.

In the second half of 2022, EIGE agreed with the forthcoming Spanish Presidency of the Council of the EU (2023, second semester) to develop a policy brief presenting new research

<sup>(21)</sup> [ST-12067-2022-INIT\\_en.pdf \(europa.eu\)](#)

evidence on gender gaps in work–life balance and informal care based on survey data on gender gaps in care and individual and social activities collected by EIGE in 2022.

**Table 2. Achievement of indicators for activity 1.1.2, monitoring the international commitments and supporting the Presidencies of the Council of the European Union**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	Number of references to BPfA reports by EU policymaking institutions (Q1–Q4)	> 15	42 references to BPfA reports by EU policymaking institutions	100	Policy monitoring reports
	Presentation of BPfA reports at high-level EU events (HLG group, presidency conferences, ministerial meetings, e.g. EPSCO) (Q1–Q4)	≥ 3	4	100	Stakeholders' request register
Output	BPfA review (presidency 1st semester 2022) published	By Q2	Report published 6.6.2022, available <a href="#">online</a> as of 14.7.2022	100	EIGE's website
	Comprehensive review and briefing of the BPfA area of concern (presidency 1st semester 2023) produced	By Q4	Report produced and electronically delivered to Commission for HLG review 21.12.2022	100	Email communication to Commission/HLG



Indicator		Target	Achievements	Achievement rate (%)	Source of data
	Technical specifications launched for the study to support presidency 1st semester 2024, including, if relevant, good practices	By Q4	<a href="#">Ex ante call</a> published 7.7.2022, tender documents provided 25.7.2022	100	EIGE's website
	Communication activities on the thematic focus of presidency 1st semester 2022	1 press release, 1 video, social media campaign, media engagement	1 <a href="#">news</a> item published, social media posts shared, report featured in EIGE's newsletter; no video produced	75	EIGE's website, EIGE social media channels

### 1.1.3. Data collection on intimate partner violence and femicide

The specific objective of this activity is to **support the use of comparable frameworks for measuring violence against women to provide solid administrative data at EU and Member State levels**. In particular, this activity advances the collection of administrative data on violence against women and supports Member States in meeting their reporting requirements as established by the victims' rights directive and the Istanbul Convention – for those Member States that have acceded to the latter. Since EIGE's first administrative data collection in 2019, it has continued to provide recommendations to advance the quality, availability and comparability of the data on specific forms of violence against women.


On 8 March 2022, the Commission adopted a proposal for a directive on combating violence against women and domestic violence, which envisages that the monitoring and evaluation under the proposed directive would be primarily based on the comparable indicators developed by EIGE. Throughout 2022, EIGE worked on preparations for the new data collection, which is to be launched in 2023. This work aims to align a number of indicators (by form of violence) with those set out in the Commission's proposal for a directive.



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## An EU-wide approach to gender-based violence is taking shape but gaps remain COMMENTS

By Samir Jeraj • Updated: 21/09/2022



Source: <https://www.euronews.com/my-europe/2022/09/21/an-eu-wide-approach-to-gender-based-violence-is-taking-shape-but-gaps-remain>

“The impact that femicide has is much bigger than homicide because often we have children that all of a sudden are orphans, and we have family that all of a sudden have to take care of two or more people,” said Christina Fabre from the European Institute for Gender Equality (EIGE). The European institute worked to develop a common set of definitions and indicators that could be collected across Europe to give the true picture of gender-based violence...’

In 2022, EIGE refined the indicators to **expand the data collection** beyond intimate partner violence, rape and femicide, to capture the extent of domestic violence, and developed a **new data collection tool** with accompanying methodological guidelines to support national data providers in the data collection exercise. The methodological guidelines and the data collection process have been discussed and agreed with the national data providers and EU experts at various meetings.

In 2022, EIGE also finalised the report *Improving legal responses to counter femicide in the European Union – Perspectives from victims and professionals* and developed a policy brief, which stems from the main findings of the study and focuses on the invisible victims. The brief includes policy recommendations to strengthen the institutional response to femicide. Streamlining EIGE’s events on the topic of violence (e.g. the Orange the World campaign devoted to ending violence against women and girls), the wider communication of the findings of the femicide starts in January 2023, whereas EIGE responded to ad hoc media requests during 2022.

**Table 3. Achievement of indicators for activity 1.1.3, data collection on intimate partner violence and femicide**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	Presentation at stakeholders’ events (Q1–Q4)	> 25	17	68	Stakeholders’ register
	References to EIGE’s data collection on intimate partner violence and	> 5	11	100	Policy monitoring reports

	Indicator	Target	Achievements	Achievement rate (%)	Source of data
	femicide in EU policy documents				
Output	Guidelines to support the data collection process finalised and published	Published on time, Q2	Guidelines finalised and approved by national data providers (5.12.2022) Publication refined as part of a wider methodological report and due in Q2 2023	35	Project management tool
	Request for services on collecting administrative data on 13 indicators launched	Launched on time, Q3	Request for services launched in Q2	100	Project management tool
	Consultation meetings on data collection	At least 3 meetings	3 consultation meetings: 4–5 May (with Eurostat and national statistical officers in the working group on crime statistics) and 20 June and 5 December (convened by EIGE)	100	Stakeholders' registry
	Statistics on gender-based violence uploaded to Gender Statistics Database	Collected and updated on time, Q4	Collected and uploaded in Q3 to the <a href="#">gender-based violence entry point in the Gender Statistics Database</a>	100	EIGE's website

Indicator		Target	Achievements	Achievement rate (%)	Source of data
	Communication activities	1 news alert, visuals, social media campaign	In line with editorial planning, 1 <a href="#">news</a> alert published on 7.2.2023 accompanied by social media campaign	75	Project management tool
	Policy recommendations on countering femicide finalised and disseminated	Published on time, Q3	Publication finalised November, 2022. Communication started in 2022, with upload on <a href="#">EIGE's website</a> in January 2023 due to editorial planning	75	EIGE's website

#### 1.1.4. Development of indicators on cyber violence against women

The specific objective of this activity is to support a **comparable framework for measuring violence against women** by providing the tools to collect solid data on cyber violence at EU and Member State levels. The work entailed multi-method research carried out between July 2021 and February 2022 at EU, international and national levels. Overall, this activity provided an in-depth investigation of the phenomenon of cyber violence and examined how it affects women and girls specifically.

This activity entailed desk research to map institutional, academic and grey literature on the topic, to address the challenges of conceptualising cyber violence against women and girls (CVAWG) as a form of gender-based violence with a tangible cost to victims and society. With a systematic focus on definitions, legislation and policies, the study identified how cyber violence is currently tackled. To support the desk research and to verify the findings, the researchers held several consultations with stakeholders and experts at EU, international and national levels. At national level, current trends and key challenges in data collection and disaggregation were discussed with ministries, statistical agencies, civil society organisations, and researchers and experts in the field. Furthermore, the definitions of CVAWG arising from the study were discussed and subsequently refined with input from EIGE's stakeholders.

The study introduces a new, research-based definition of CVAWG for statistical purposes. It also introduces specific definitions of its most widespread forms, including cyber stalking, cyber harassment, cyber bullying, online gender-based hate speech and non-consensual intimate image abuse. The study is accompanied by a set of recommendations for EU-level institutions and agencies and Member States. The overall results of the study were published in November 2022 in the report *Combating Cyber Violence against Women and Girls* and the accompanying factsheet *Cyber Violence against Women and Girls – Key terms and concepts*.

In 2022, the study results were communicated via a **news alert** shared with outlets in EIGE’s media database and a **mural-led campaign in Vilnius, Kaunas and Brussels**. The campaign was launched at the start of the Orange the World 16 days of activism against gender-based violence. EIGE’s contribution to this annual event focused on the concept of #SafeSpaces, highlighting the continuity between online and offline spaces and the importance of defining key forms of cyber violence and providing evidence as well as policy recommendations.

The study results were also presented at several stakeholder events, including the annual conferences of the European Network on Gender and Violence, the Czech Presidency of the Council of the EU, UN Women Expert Group Meeting on Online and technology-facilitated violence against women and girls, the European Union Agency for Law Enforcement Training, and the Working Party on Fundamental Rights, Citizens’ Rights and Free Movement of Persons and Working Party on Judicial Cooperation in Criminal Matters of the Council of the European Union, and to a dedicated panel at the first EIGE Gender Equality Forum in October 2022.

**Table 4. Achievement of indicators for activity 1.1.4, development of indicators on cyber violence against women**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	Presentation of the cyber violence topic at stakeholder events	> 3	13	100	Stakeholders’ register
Output	Report on the mapping of national data, policies and	Published on time, Q4	<a href="#">Report and an accompanying factsheet</a> published in Q4 2022	100	EIGE’s website

Indicator		Target	Achievements	Achievement rate (%)	Source of data
	research published				
	Launch of the study on the statistical definition of cyber violence	Launched on time, Q4	<a href="#">Ex ante publicity notice</a> for procurement procedure on research and development on indicators on cyber violence against women and girls published 05.12.2022	100	EIGE's website

#### 1.1.5. Violence against Women Survey

This activity has three objectives: (1) **to fill a data gap** in the ongoing Eurostat survey on gender-based violence and other forms of interpersonal violence (EU-GBV), and to ensure that the data on violence against women are available and comparable for all Member States; (2) to support the EU's and Member States' **legislative and policy developments** to prevent and combat violence against women; and (3) to strengthen the **gender equality and fundamental rights framework** for analysing the data and enhancing close cooperation between EIGE and the European Union Agency for Fundamental Rights (FRA).

Following Eurostat's establishment of the task force to develop the EU-GBV survey (2016), with EIGE and FRA participating, in 2021 the two agencies signed a memorandum of understanding to jointly undertake a survey to cover those Member States that opted out of the EU-GBV survey. The main aim of this joint activity is to provide EU-wide comparable data on violence against women. Throughout 2022, activities to prepare for collecting the survey data took place.

- Following the Eurostat and FRA/EIGE assessment (2022) of the feasibility of conducting the survey in all EU Member States to ensure EU-wide comparable data, EIGE and FRA focused on launching the VAW II survey in eight Member States (Czechia, Cyprus, Germany, Hungary, Ireland, Luxembourg, Romania and Sweden).
- In 2022, EIGE and FRA revised and refined the questionnaire to cover forms of violence included in the Commission proposal for a directive on combating violence against women and domestic violence, and drafted the corresponding technical specifications.

- The procurement procedure was launched by FRA and EIGE in June 2022 and, as there were no successful bidders, relaunched in September 2022. The contract for survey data collection was signed in December 2022, and envisages the fieldwork being completed in 2023 and communication of the results starting in 2024.

**Table 5. Achievement of indicators for activity 1.1.5, Violence against Women Survey (VAW II)**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	N/A in 2022	N/A	N/A	N/A	N/A
Output	N/A in 2022	N/A	N/A	N/A	N/A

NB: N/A, not applicable.

## 1.2. Supporting gender-responsive policies: gender mainstreaming and specific tools

In line with the strategic objective of supporting the integration of a gender perspective into EU policies and the resulting national policies, in 2022 EIGE continued developing gender mainstreaming tools for policy implementation. EIGE provided new and evidence-based knowledge, methods and tools, and high-quality gender statistics to further support the EU and its Member States in designing more effective gender mainstreaming strategies in selected policy areas.

### 1.2.1. Policy support on gender mainstreaming

The specific objective of this activity – **to support EU and Member State policymaking on the implementation of gender mainstreaming in a specific policy area** – was successfully achieved in 2022.

EIGE supported the EU and its Member States in designing more effective gender mainstreaming strategies by (1) providing evidence-based findings, examples, recommendations and tailored resources on the practical implementation of gender mainstreaming into one policy area and (2) strengthening their capacity to mainstream gender into the selected policy area.

In 2022, EIGE supported the European institutions and the EU Member States in mitigating the economic and social consequences of the outbreak of the COVID-19 crisis by promoting gender mainstreaming through public reforms and budgets in the context of the national resilience and recovery plans. EIGE signed an exchange of letters with the Directorate-General for Structural Reform Support (DG Structural Reform Support) to provide technical



assistance and support in implementing the flagship technical support project ‘**Gender mainstreaming in public policy and budget processes**’. EIGE provided practical resources and tailored guidance to increase the institutional capacity and effective gender mainstreaming of the project partners and beneficiaries. EIGE engaged the Thematic Network on Gender Mainstreaming <sup>(22)</sup> in the flagship project by promoting information about the flagship initiative.



In addition, in 2022, EIGE finalised **its technical support to DG Research and Innovation** and made available the results of its work in the research area of the [gender mainstreaming platform](#) (an online toolbox to help policymakers and practitioners integrate a gender equality perspective into their policy field). EIGE published **an updated and newly designed version of its Gender Equality in Academia and Research tool – the GEAR tool**. Its publication was accompanied by a news item and social media posts across EIGE’s social media channels and shared with subscribers to EIGE’s newsletter.

Following the publication of the new framework for the European research area, only organisations that have a gender equality plan in place are eligible for funding under the Horizon Europe programme <sup>(23)</sup>. The updated GEAR tool provides guidance

for research and innovation organisations and research funding bodies on developing and implementing effective and sustainable gender equality plans by following a stepwise approach. The updated tool responds to a growing demand for guidance on how to develop and implement a plan in accordance with the new eligibility criterion and how to achieve sustainable structural and cultural change.

<sup>(22)</sup> The Thematic Network on Gender Mainstreaming is a forum for the exchange of up-to-date knowledge on the existing programmes, projects, methods and tools for gender mainstreaming and for sharing good practices among Member States. The network brings together gender mainstreaming and gender equality practitioners and experts from national gender equality mechanisms across the EU and EU institutions (as observers).

<sup>(23)</sup> [https://ec.europa.eu/research/mariecurieactions/sites/default/files/2021-06/wp-13-general-annexes\\_horizon-2021-2022\\_en.pdf](https://ec.europa.eu/research/mariecurieactions/sites/default/files/2021-06/wp-13-general-annexes_horizon-2021-2022_en.pdf).

In response to a provision of the Commission’s Horizon 2020 work programme <sup>(24)</sup>, the updated GEAR tool includes examples of grounding gender equality in science projects and initiatives funded under Horizon 2020. In addition to the updated GEAR tool, an analytical paper on the integration of gender equality into academia and research organisations and an updated policy brief on research, which includes good practices and practical examples of effective gender mainstreaming, have been published on the gender mainstreaming platform.

In 2022, EIGE conducted **five policy support sessions** and gave **four technical presentations** to EU institutions and Member States with the aim of improving gender mainstreaming in legislative and policymaking processes. Two of the sessions focused on **gender mainstreaming in the green transition** and paved the way for EIGE’s 2023 work on good practice in mainstreaming gender in the European Green Deal (preparatory work initiated in the second half of 2022).

**Table 6. Achievement of indicators for activity 1.2.1, policy support on gender mainstreaming**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	Gender mainstreaming presentations at stakeholder events (Q1–Q4)	> 5	11 <sup>(a)</sup>	100	Stakeholders’ register
	EU institutions and all Member States informed about the updated GEAR tool	Yes	Yes	100	Stakeholders’ register / Adonis
Output	Policy support sessions with Member States and EU institutions conducted	At least 2	5 <sup>(b)</sup>	100	Stakeholders’ register
	Report on indicative examples of effective gender mainstreaming and practical	By Q4	Procedure on exchange of letters with DG Structural Reform Support, clarifying EIGE’s involvement,	N/A	Stakeholders’ register / Adonis

<sup>(24)</sup> [https://ec.europa.eu/research/participants/data/ref/h2020/wp/2018-2020/main/h2020-wp1820-swfs\\_en.pdf](https://ec.europa.eu/research/participants/data/ref/h2020/wp/2018-2020/main/h2020-wp1820-swfs_en.pdf).



Indicator		Target	Achievements	Achievement rate (%)	Source of data
	resources for competence development and awareness raising on gender mainstreaming in the policy area developed		concluded in October 2022; EIGE's involvement does not include developing reports or practical resources		
	Gender mainstreaming platform updated (up to 2 policy briefs, updated GEAR tool and analytical paper on integrating gender equality into academia)	By Q4	Online <a href="#">GEAR tool</a> released (Q2); <a href="#">policy paper (brief)</a> published (Q3) <a href="#">Analytical paper (c)</a> and the <a href="#">GEAR step-by-step guide</a> published (Q4)	100	EIGE's website

(a) Including four technical presentations and interventions on approaches and methods for improving gender mainstreaming in the legislative process at the European Parliament, and two presentations on UN Women Commission on the Status of Women 66 (Inter-Parliamentary Union's side-event on gender-sensitive parliaments and Office for Democratic Institutions and Human Rights of the Organization for Security and Co-operation in Europe side-event on institutional mechanism).

(b) On gender budgeting / tracking: European Court of Auditors working session, Austria country visit and DG Structural Reform Support. On gender mainstreaming in the green transition: with Member States and EU institutions during EIGE's flagship event (24–25.10.2022).

(c) [https://eige.europa.eu/sites/default/files/gear\\_tool\\_analytical\\_paper\\_final\\_website\\_shared.pdf](https://eige.europa.eu/sites/default/files/gear_tool_analytical_paper_final_website_shared.pdf).

### 1.2.2. Methods and tools for gender mainstreaming

The specific objective of this activity – **to provide tools to build the capacity of EU institutions and EU Member States to mainstream gender into all policy areas** – was successfully achieved in 2022. EIGE developed gender mainstreaming methods and tools to support the EU and national priorities and provided varied technical support on the practical use of gender mainstreaming to EU institutions and Member States. In addition, EIGE made significant efforts to strengthen cooperation and partnership development, which resulted in a network of multipliers boosting the uptake and use of gender mainstreaming methods and tools in the EU.

In 2022, EIGE finalised and published a comprehensive package of resources to help policymakers and contracting authorities in the EU spend public money in a way that benefits women and men equally. The package consisted of the report Gender-responsive Public

Procurement in the EU <sup>(25)</sup>, a corresponding toolkit on gender-responsive public procurement (GRPP) <sup>(26)</sup> and a factsheet <sup>(27)</sup>. The report presents a legal analysis of GRPP under EU rules, research findings presenting the state of the art on GRPP in the EU, 11 legally revised case studies and policy recommendations. The step-by-step toolkit gives practical guidance on how to include gender considerations at each step of the public procurement cycle. The factsheet is available in five EU languages <sup>(28)</sup> and presents the **what**, **why** and **how** of GRPP.

EIGE's work on GRPP complemented the Commission's work on strategic procurement within the EU public procurement framework, specifically in the area of socially responsible public procurement <sup>(29)</sup>. Throughout October and November 2022, the Commission's sustainable procurement helpdesk for public buyers across the EU implemented a social media campaign on GRPP. The campaign was run mainly by the communication teams from DG Internal Market, Industry, Entrepreneurship and SMEs and DG Justice and Consumers, and amplified by EIGE's own communication work, promoting its work and resources in this field.



Other activities with awareness-raising and capacity-building multiplier effects include a DG Internal Market, Entrepreneurship and SMEs lunchtime talk on [#WeBuySocialEU](#) with EIGE on GRPP and an interview on [#WeBuySocialEU](#) with EIGE on GRPP, and four training modules developed by the DG Regional and Urban Policy's project Urbact, in collaboration with EIGE, to help European towns and cities implement GRPP.

Technical support on GRPP was also provided to other EU institutions such as working parties/groups on social procurement by the European Parliament, the Council of the EU under the Slovenian and Czech Presidencies, the European Economic and Social Committee and the Network of Agencies' Procurement Officers. A session on GRPP addressing a wide range of

<sup>(25)</sup> <https://eige.europa.eu/publications-resources/publications/gender-responsive-public-procurement-eu-report>.

<sup>(26)</sup> <https://eige.europa.eu/publications-resources/publications/gender-responsive-public-procurement-step-step-toolkit>.

<sup>(27)</sup> <https://eige.europa.eu/publications-resources/publications/gender-responsive-public-procurement-key-fair-and-efficient-public-spending-eu>.

<sup>(28)</sup> English, French, German, Italian and Spanish.

<sup>(29)</sup> [https://ec.europa.eu/info/policies/public-procurement/tools-public-buyers/social-procurement\\_en](https://ec.europa.eu/info/policies/public-procurement/tools-public-buyers/social-procurement_en).

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stakeholders, including EU institutions, Member States and civil society organisations, took place at EIGE's Gender Equality Forum.

Lastly, at the December 2022 meeting of the Commission's Advisory Committee on equal opportunities between women and men, EIGE shared the results of its study 'Gender-responsive public procurement: the key to fair and efficient public spending in the EU' with the members.

In 2022, EIGE finalised its work on gender budgeting in the EU funds with the addition of tool 8, 'Tracking resource allocations for gender equality in the EU funds' <sup>(30)</sup>, and **reedition of EIGE's** consolidated toolbox for gender mainstreaming/budgeting in the EU funds. The tool enables the tracking of spending on gender equality objectives in the 2021–2027 EU cohesion policy funds and is linked to key EU policies on gender equality and to the UN sustainable development goals, particularly indicator 5.c.1, 'Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment'. Tool 8 includes a [downloadable Excel](#) file to support Member States in calculating their expenditure on gender equality.

In 2022, EIGE continued to support the EU institutions and the Commission in achieving its commitment to mainstream gender in the EU budget by looking at how to measure expenditures related to gender equality at programme level in the 2021–2027 multiannual financial framework <sup>(31)</sup>. In this regard, EIGE provided technical support to DG Budget, the European Court of Auditors (ECA) and the European Parliament. In its Annual report on the performance of the EU budget – Status at the end of 2021, the ECA features EIGE's gender tracking methodology (tool 8), together with the Organisation for Economic Co-operation and Development's, as standards for tracking gender-related expenditure <sup>(32)</sup>.

In 2022, EIGE concluded preparatory work on gender-responsive evaluation, including a report covering the state of the art, background information and entry points for gender-responsive evaluation in the EU, and a draft proposal for the development of a step-by-step toolkit to implement gender-responsive evaluation in the EU. Furthermore, a **brief on gender-responsive evaluation** was finalised in November 2022 and published on the gender mainstreaming platform in January 2023 in line with the editorial planning. In addition, EIGE started the implementation of the **GREENA project**, which will inform on how to simultaneously integrate environmental and climate action concerns along with gender equality issues in evaluations. This work aims to foster gender-responsive evaluation in the

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<sup>(30)</sup> Specifically, the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund and the Just Transition Fund.

<sup>(31)</sup> See p. 17 of the EU gender equality strategy for 2020–2025 (<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0152>)

<sup>(32)</sup> See p. 27 of the ECA report (<https://www.eca.europa.eu/en/publications?did=61258>).

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EU and across Member States in the context of the ‘Better regulation’ agenda <sup>(33)</sup> and the European Green Deal <sup>(34)</sup>. The results will be available in late 2023.

In 2022, EIGE, in collaboration with the Thematic Network on Gender Mainstreaming and national focal points appointed by Member States, successfully concluded the collection of EU-wide data on institutional mechanisms for gender equality and gender mainstreaming (area H of the BPfA), initiated in December 2021. The results and findings were discussed and validated with the members of the network in a joint working session with the national focal points for data collection, which took place in June 2022.

The outputs included updating the country-specific information <sup>(35)</sup> on EIGE’s gender mainstreaming platform with the newest data on policy development and institutional capacity for gender equality and mainstreaming in all Member States, and a report presenting the findings of the data collection and policy recommendations, which was published in February 2023 <sup>(36)</sup>.

In line with the Commission’s legislative proposal on binding standards for equality bodies <sup>(37)</sup>, the methodological approach and data analysis on institutional mechanisms have been expanded to better reflect the role of the independent equality bodies in the promotion of gender equality and gender mainstreaming. The legislative proposal envisages a role for EIGE in supporting the monitoring of the implementation of the future directive. EIGE’s collection of data on institutional mechanisms would serve this purpose.

A second working session with the Thematic Network on Gender Mainstreaming took place at EIGE’s first Gender Equality Forum in October 2022. Members of the network jointly identified challenges and discussed concrete examples and practices to strengthening gender mainstreaming in Green Deal-related policy areas. This information-sharing and awareness-raising session served as preparatory work for EIGE’s 2023 work on good practices on gender mainstreaming in the European Green Deal.

**The second independent external evaluation of EIGE (2022)** reveals the relevance, coherence, effectiveness and EU-added value of EIGE’s toolkits on gender mainstreaming: ‘EIGE is the only EU agency that has the mandate to develop the practical tools to support the integration of gender equality across all EU and national policies, with the unique added value being precisely its EU-specificity. The toolkits are meant to add value by bringing together common standards, examples and good practices from the different Member States. This is consistent with the finding that EIGE is the primary source for its stakeholders in gender mainstreaming. Some EU-

<sup>(33)</sup> [https://ec.europa.eu/info/law/law-making-process/planning-and-proposing-law/better-regulation-why-and-how\\_en](https://ec.europa.eu/info/law/law-making-process/planning-and-proposing-law/better-regulation-why-and-how_en).

<sup>(34)</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2019%3A640%3AFIN>.

<sup>(35)</sup> <https://eige.europa.eu/gender-mainstreaming/countries>.

<sup>(36)</sup> <https://eige.europa.eu/publications-resources/publications/pathway-progress-strengthening-effective-structures-gender-equality-and-gender-mainstreaming-eu>.

<sup>(37)</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52022PC0688>.

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candidate countries and potential candidates also use these EIGE's tools to increase gender mainstreaming in their policies, showing EIGE's unique contribution to the EU enlargement process. Regarding specific toolkits:

- The **GEAR tool** is very much in line with the EU priorities in the area of R&I. ... Stakeholders consider the tool very useful and valuable when preparing and implementing projects financed by Horizon Europe. ... Interviewees at national level explained that the GEAR tool is the “place to go” to find a detailed step-by-step explanation of how to comply with the eligibility criterion related to having a [gender equality plan].
- The **gender budgeting toolkit** and EIGE's work in this area has contributed to elevating gender mainstreaming / budgeting as a (renewed) priority for the EU. ... EIGE's work on gender budgeting is very much in line with the current EU gender equality policy priority. Furthermore, the toolkit has a special focus on work-life balance, allowing the Member States to make the connection between time use, multiple care roles and EU Funds 2021–2027 interventions. This is in line, not only with the EU Gender Equality Strategy, but also the EU Work-life Balance Directive.
- The **gender-sensitive parliaments tool** responds to the need to support institutional transformation in the European and national parliaments and increase women's participation in political decision-making, which has been at the top of the EU gender equality policy priorities for the last decades. Stakeholders indicated positive experiences from using the tool, including involvement of the parliamentary groups to reply to the tool questions, get to know experiences from other EU countries, helping to assess the ... gender impact of subsequent legislative terms, representation of women and men in the governing bodies or improving gender-inclusive communication. Finally, [an] EU-level civil society representative shared that the tool supported civil society advocacy efforts to increase women's political representation.

Overall, national governmental gender equality bodies and other national public institutions indicated that EIGE was the primary source of information for gender mainstreaming methods and tools, even before national-level institutions, recognising EIGE as a source of high-quality information and tools on gender mainstreaming. However, there is room for EIGE to improve the relevance of their outputs to stakeholders' needs in the area of gender mainstreaming. ... Some stakeholders, particularly at the Commission, asked for more specific support for gender mainstreaming (technical assistance) within their respective policy areas, rather than toolkits. Representatives of various DGs shared their expectations for EIGE to build the gender equality expertise of the Commission with more specific technical assistance in the form of one-on-one collaboration to introduce a gender perspective in their policy portfolios. However, given the current staff and resource limitations and the de-prioritisation of gender mainstreaming within EIGE's work, EIGE cannot satisfactorily meet all the requests for technical assistance.'

Source: Second independent external evaluation of EIGE (2022), Appendix 5, Gender mainstreaming toolkits case study, pp. 255–272.

**Table 7. Achievement of indicators for activity 1.2.2, methods and tools for gender mainstreaming**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	Number of gender mainstreaming methods and tools-related references by EU-level organisations (Q1–Q4)	> 30	109	100	Policy monitoring reports
	EU institutions and all Member States informed about toolkit on GRPP	Yes	Yes	100	Stakeholders' register
	Presentations of activity related work stakeholder events	> 3	14 <sup>(a)</sup>	100	Stakeholders' register
Output	New toolkit on GRPP produced	Released by Q2	<a href="#">PDF</a> and <a href="#">online</a> toolkit released 3.3.2022 and 31.3.2022 respectively	100	EIGE's website
	Brief on methods and tools for gender mainstreaming produced and sent to EU institutions and all Member States	At least 1	1 <a href="#">brief</a> produced (Q4 2022), presented in a session on gender-responsive evaluation organised by Barcelona City Council on 13.10.2022, and disseminated via social media in January 2023	75	EIGE's website

Indicator		Target	Achievements	Achievement rate (%)	Source of data
	Background information on gender-responsive evaluation collected and draft toolkit produced	Produced by Q4	Background information report, including guidance and draft proposal for the development of a toolkit, produced by end Q1	100	Project reports
	Support provided to EU institutions and Member States	At least one – up to two institutions supported	4 <sup>(b)</sup>	100	Stakeholders' register

<sup>(a)</sup> For example, presentations at events held by Barcelona City Council, the Czech Presidency of the Council of the EU, DG Internal Market, Industry, Entrepreneurship and SMEs, European Parliament, European Economic and Social Committee, Network of Agencies' Procurement Officers.

<sup>(b)</sup> For example, DG Budget, DG Structural Reform Support, ECA, European Parliament.

### 1.2.3. Gender Statistics Database

The specific objective of this activity – **to support EU and Member State policymaking by improving the collection and availability of high-quality gender statistics** – was successfully achieved in 2022.

The Gender Statistics Database is part of and supports EIGE's wider activities aimed at collecting, processing and disseminating gender statistics and gender-sensitive data. In 2022, EIGE's Gender Statistics Database continued setting standards for mainstreaming gender into statistical data production, which receives a high level of support from the Commission (38).

EIGE's Gender Statistics Database offers decision-makers a solid and regularly updated tool to help monitor, identify and analyse gender gaps in the EU and to monitor policies. For example, data on women and men in decision-making supports the monitoring of the EU Gender Equality Strategy for 2020–2025, specifically its objective of 'Leading equally throughout society'. EIGE's data revealing the persistent gender imbalance among key

<sup>(38)</sup> For example, in the Commission opinion of 30.6.2022 on EIGE's draft 2021–2023 single programming document, the Commission welcomed the database's user-friendly interface and regular updates and stressed that, to increase its relevance, it should be updated with the most recent data available as soon as possible. In the Commission opinion of 1.7.2021 on EIGE's draft 2022–2024 single programming document, the Commission welcomed EIGE's Gender Statistics Database as a valuable data source, in particular as regards aspects such as women and men in decision-making, intimate partner violence or survey data collected by EIGE (e.g. on the socioeconomic consequences of the COVID-19 crisis).



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decision-makers in large corporations has been used by the EU institutions to support and unlock legislative action resulting in the adoption of the new EU law on gender balance on corporate boards in November 2022.

Throughout 2022, EIGE prioritised statistics that are relevant to its mandate and the EU's current political priorities. In this regard, in 2022, EIGE expanded its unique statistical activities and populated the Gender Statistics Database with new statistics and indicators throughout its entry points.

Updated and new statistics and indicators on the gender balance of leadership positions have been added to the section on women and men in decision-making. Following a request from the DG Mobility and Transport and DG Climate Action, EIGE added new data to the Gender Statistics Database's section on the environment and climate change. Such new data support gender mainstreaming actions in line with the EU Gender Equality Strategy for 2020–2025 (39) and aim to support a reduction in labour market segregation in European Green Deal-related policy areas.

New data have been added on decision-making on EU funding – specifically on the Resilience and Recovery Fund and COVID-19. Such new data and indicators supported EIGE's research on COVID-19 in the context of the Gender Equality Index 2022 and research for the upcoming Swedish Presidency of the Council of the EU on gender equality and mainstreaming in the COVID-19 recovery.

In the framework of a separate agreement with DG Neighbourhood and Enlargement Negotiations, EIGE updated data on the gender balance of leadership positions in the EU candidate countries and potential candidates.

The entry point for gender mainstreaming has been populated with updated data and indicators on institutional mechanisms for gender equality and gender mainstreaming related to area H of the BPfA (contextual indicators). The same entry point has been populated with **10 new indicators on GRPP** (gender equality in policies).

An additional entry point presenting statistics resulting from EIGE's surveys on gender equality and the socioeconomic consequences of COVID-19 and on platform workers was included in the database in 2022.

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(39) [https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy\\_en](https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en).



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EIGE is also a producer of official statistics within the European Statistical System (40). Synergies and complementarities with statistics users and data providers are implemented, through cooperation with other EU agencies and bodies. In 2022, the database and its work on quality standards for the production of gender statistics in data collection activities were presented in a session on the role of data and evidence for policymaking held at EIGE's Gender Equality Forum in October 2022.

In 2022, EIGE published two updated statistical briefs – one on gender balance in politics and one on gender balance in business and finance – and four short statistical briefs (data talks) supporting topical areas. The data talks focused on gender equality and the socioeconomic consequences of the COVID-19 pandemic, the capacity and effectiveness of institutional mechanisms for gender equality and gender mainstreaming, the use of GRPP in the EU, and decision-making in the fight against the COVID-19 pandemic.

**The second independent external evaluation of EIGE (2022)** reveals the relevance, use and importance for the EU of EIGE's Gender Statistics Database:

'The [Gender Statistics Database] offers policy and decision-makers reliable and regularly updated data on gender equality issues. Stakeholders, including representatives of the Commission and other EU agencies, recalled during the interviews consulting EIGE's database in their daily work for negotiations, political and policy demands or for informed decision-making and providing data to media to explain why action is needed. For example, DG [Justice and Consumers] indicated that the [Gender Statistics Database] was the first point of reference for research and review of existing data on women and men in decision-making [with] for the drafting of a directive and negotiations with the European Parliament and Council in this regard. Moreover, DG [Employment, Social Affairs and Inclusion] pointed out that data on care and time use available in the database was particularly useful for the development of their recent "EU Care Pact" initiative. Similarly, civil society representatives reported using EIGE's gender statistics to support their policy recommendations with data, stressing that the database is easy to use and that they can trust its data. According to stakeholders, the status of the database as a resource developed by EIGE itself, as an EU agency, gives it additional authority as a source.

Several stakeholders also pointed out that in some countries, ... there is currently no institute collecting data an information on gender equality issues and that EIGE's database can be relied upon to fill this gap. In this respect, some civil society organisations and journalist[s] have highlighted barriers to accessing sex-disaggregated data and statistics due to political resistance, thus underlining the relevance of EIGE's database. Others stressed the importance of the Institute's database, as it offers [a] comprehensive set of data on a wide range of areas related to gender equality that other EU data agencies or organisations ... do not provide. In this respect, the relevance of data on women and men in politics and leadership positions, as well as on emerging issues such as the environment and climate change, was particularly mentioned in the interviews.

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(40) Eurostat publishes data from EIGE's unique data collection on women and men in decision-making for the follow-up of the new development agenda on seats held by women in national parliaments ([https://ec.europa.eu/eurostat/databrowser/view/SDG\\_05\\_50/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/SDG_05_50/default/table?lang=en)) and governments ([https://ec.europa.eu/eurostat/databrowser/view/SDG\\_05\\_50/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/SDG_05_50/default/table?lang=en))

Many academic organisations also emphasised the relevance of the [Gender Statistics Database] for their research, including projects on Gender Equality Plans funded by Horizon Europe. In the same vein, some academics noted the use of the [Gender Statistics Database] to compare results and trends at regional and national levels.

International organisation[s], such as UN Agencies (UN Women, [International Labour Organization, [United Nations Office on Drugs and Crime]], [Organization for Security and Co-operation in Europe], [Organisation for Economic Co-operation and Development] are considered important partners of EIGE, as they support their respective work in terms of data provision and methodology. ... UN Women emphasised that they rely no[t] only on the data that EIGE produces on EU countries, but also on methodological approaches. In this respect, the respondent sees the transparency of the Gender Statistics Database as being of a great value, as it facilitates learning, replication, and adaptation of their approaches to many other contexts.'

Source: Second independent external evaluation of EIGE (2022), Appendix 6, Gender Statistics Database case study, pp. 282 and 287.

**Table 8. Achievement of indicators for activity 1.2.3, Gender Statistics Database**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	Number of references to Gender Statistics Database by EU-level organisations (Q1–Q4)	> 20	130	100	Policy monitoring reports
	Number of presentations of the Gender Statistics Database at stakeholders' events (tool or data) (Q1–Q4)	> 3	8 <sup>(a)</sup>	100	Stakeholder requests' register
Output	Gender statistics from prominent external providers regularly updated (e.g.	Updated on time, Q4	Four full Eurostat updates (April, May, June, October 2022). Other updates include gender statistics from	100	Gender Statistics Database

Indicator		Target	Achievements	Achievement rate (%)	Source of data
	Eurostat, Eurofound)		OECD, UNODC or She Figures		
	Statistics on women and men in decision-making collected and updated	Collected and published on time for Q1, Q2, Q3 and Q4	Data on women and men in decision-making collected and updated on time in each quarter of 2022	100	Gender Statistics Database
	Statistics for gender-based violence entry point collected and updated	Collected, updated and published on time, Q4	Data on support services indicators collected and updated in March 2022. New indicator on costs of violence added (uploaded in August 2022)	100	Project management tool
	Experts' meeting / online event on EIGE's Gender Statistics Database	1	Session on the role of gender statistics and data at EIGE's Gender Equality Forum, 24.10.2022	100	EIGE's website
	Short statistical briefs on women and men in decision-making and supporting the topical area of the year regularly published	4 statistical briefs published on time, Q4	2 statistical briefs on <a href="#">gender balance in politics</a> and <a href="#">in business and finance</a> published in April and May. 4 short statistical briefs ( <a href="#">data talks</a> ) supporting topical areas published by Q4	100	Gender Statistics Database

NB: OECD, Organisation for Economic Co-operation and Development; UNODC, United Nations Office on Drugs and Crime.

(<sup>a</sup>) For example, to DG Mobility and Transport taskforce on women and transport, European Parliament transport committee and the European Monitoring Centre for Drugs and Drug Addiction.

## 1.3. Communicating gender equality

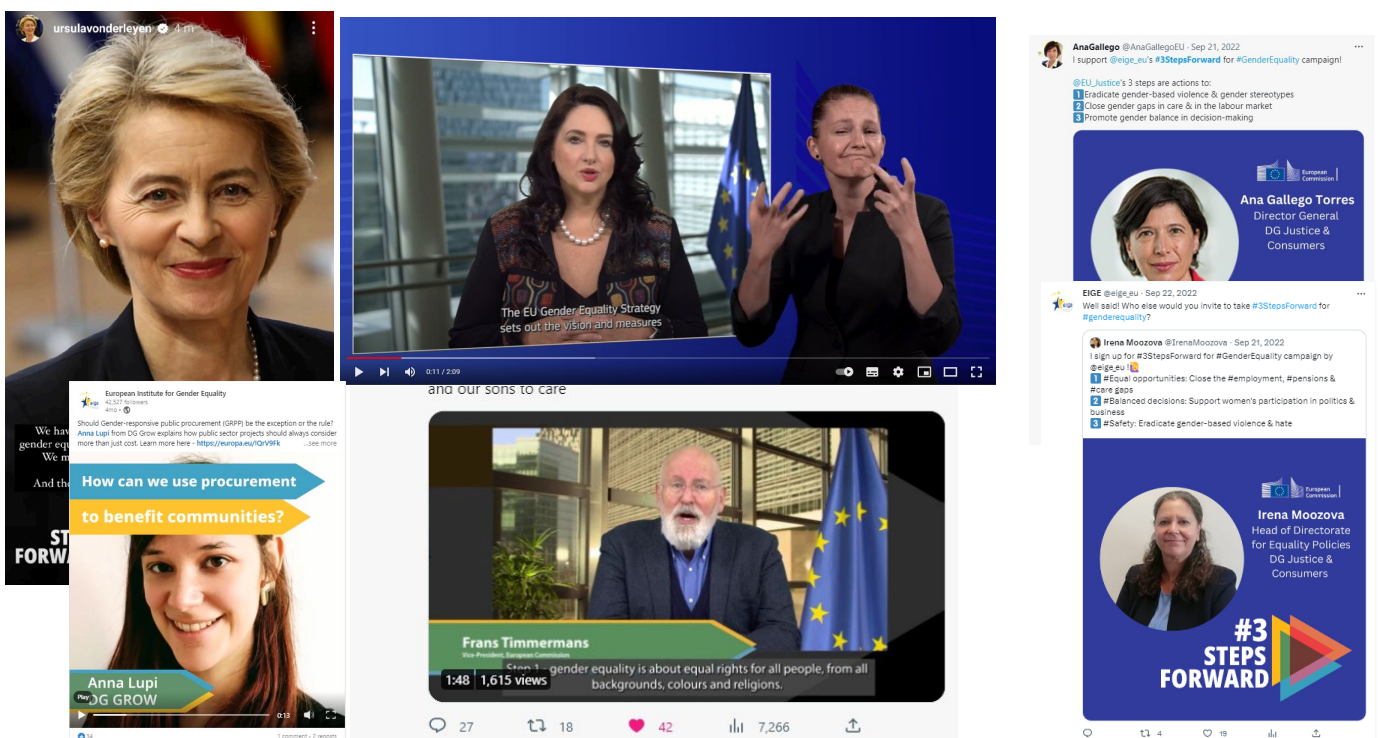
In 2022, EIGE achieved its strategic objective to **manage all knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders**. The agency provided its key stakeholders with clear, timely and useful information and continued to reach out to new stakeholder groups, active in various policy areas, for example public health or the environment.

### 1.3.1. EIGE's communication campaigns and activities

In 2022, EIGE introduced a thematic approach to its work programme and communications. The focus of the year was on the European Commission's priority '**An economy that works for people**'. EIGE translated this theme into a campaign that invited stakeholders to take [#3StepsForward](#) towards a stronger, more inclusive society. Activities included a dedicated landing page on EIGE's website, and news items, speeches and social media material to support the campaign. EIGE also supported the editing of video commitments provided by key stakeholders.

Numerous stakeholders – EU and national policymakers, civil society and business representatives and individuals – committed to the three steps format in video messages that were also shared as social media posts.

Below is a selection of snippets showing the variety of stakeholders who committed to taking [#3StepsForward](#) for gender equality.





**European Youth Forum** @Youth\_Forum · Aug 25, 2022  
 What are our Board Member @ChatzimichailP's #3StepsForward to gender equality? 🇪🇺 🇸🇪 We have come a long way, but there's still more to do 🙌

Check out how to achieve #genderequality 🙌 learning from the #3StepsForward campaign by @eige\_eu neon.ly/pX7VP #ForYouthRights

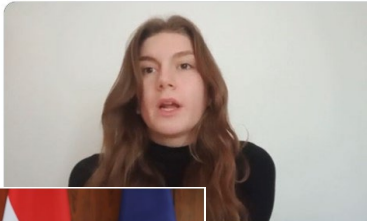


**WeBalkans.eu** @WeBalkans · Dec 21, 2022  
 #3StepsForward for gender equality, what does it mean? 🗨️

Our #YEAs actively participated in the @eige\_eu campaign and shared their experiences ⚡

Here is our Young European Ambassador, from North Macedonia 🇲🇰 Alina Kjupeva.

@eu\_near



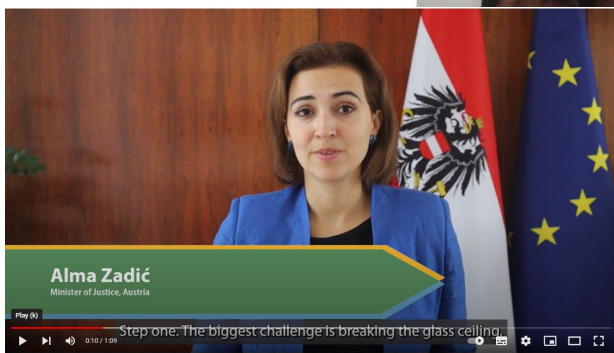
**Chiara Luxardo** · 1st  
 Documentary Photographer/Visual Artist based in London, UK. 5mo · 🌐

In preparation for the **European Institute for Gender Equality #genderequality forum 2022** next week, here's my contribution to the #3StepsForward campaign. What are yours? ...see more



#3StepsForward for Gender Equality - Chiara Luxardo, Documentary Photo... youtube.com

20 2 comments · 5 reposts



**EIGE** @eige.eu · Aug 23, 2022  
 A few months back, our country visit to Spain 🇪🇸 led to important conversations with Antonia Morillas – the director of the @InstMujeres – on the necessity of a campaign like #3StepsForward to reach gender equality. Here's what she told us. - europa.eu/ljxyMPF



**European Women's Lobby** @EuropeanWomen · Aug 30, 2022  
 🎂 For her birthday today, EWL President @rsafra shared with @eige\_eu her #3StepsForward to reach gender equality:

- 🔴 Eradicate all forms of #ViolenceAgainstWomen
- 🟡 Equally distribute care responsibilities
- 🟢 Remove barriers to equal representation at all levels



**EIGE** @eige.eu · Oct 25, 2022  
 🇫🇷 @MaudSacquet's #3StepsForward:

- ✓ Encourage companies to implement standardised flexible measures in hiring and in the workplace
- ✓ Encourage internal mobility in companies for women since pre-manager level
- ✓ Applying inclusive hiring practices and family-friendly benefits



**EU Fundamental Rights** @EURights... · Sep 22, 2022  
 For #GenderEquality let's take at least #3StepsForward, says FRA's @MichaelCJT.

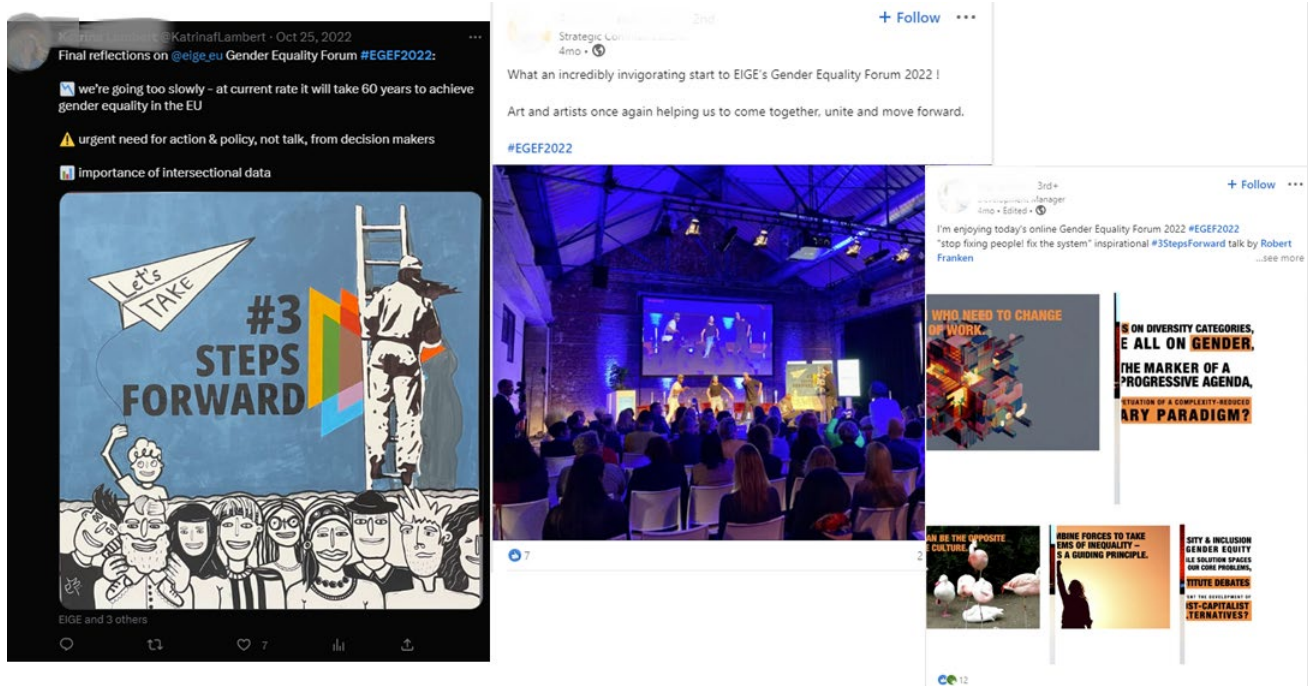
At the #EURightsAgency we pledge to continue to:

- 🔴 mainstream gender across all our work
- 🟡 highlight gender disparities
- 🟢 support efforts to #EndViolenceAgainstWomen

See: eige.europa.eu/topics/economi...



To communicate its work and engage with audiences, EIGE held its first **Gender Equality Forum**. The forum followed the #3StepsForward approach, inviting speakers and participants to identify three key steps forward. EIGE produced a series of video clips that were shared on social media before the event as well as videos that were used during the event. EIGE continues to feature clips from the forum on its social media channels. The forum’s engaging format, artistic elements and inspirational talks were well received by participants and prompted a high level of engagement on social media. Almost 70 speakers at the forum amplified EIGE’s messages among their networks on social media. Almost 500 participants joined the event in person or virtually, and the livestream attracted over 2 000 viewers. EIGE released the “Chair Statement” after the Forum, which includes a series of commitments on the part of EIGE and the wider gender equality community.



Throughout the year, EIGE communicated its work through regular news items published on its website and, depending on their news value, shared items with outlets on its media database.

In January 2022, EIGE published a press release, outlining the main conclusions of the report *Artificial Intelligence, Platform Work and Gender Equality*, which attracted significant media attention. Following the start of Russia’s war of aggression against Ukraine, EIGE, along with other EU agencies, shared a **joint statement of support** and adapted its communications. To communicate the findings of its statistical briefs on gender balance in business and finance and in politics, EIGE published two news items in April and May highlighting the sluggish progress. The timely link to the then proposed directive on gender balance on corporate boards triggered media engagements with key outlets, including Reuters, France24 and CNN.

REUTERS® World Business Legal Markets Breakingviews Technology Investigation

Europe

2 minute read - June 7, 2022 11:17 PM GMT+3 - Last Updated 9 months ago

### EU sets board quotas for women by mid-2026, lawmakers say

By Gabriela Baczynska

'The European Institute for Gender Equality (EIGE), an EU agency, said last April such binding quotas have proven more effective in improving balance on boards compared to countries legislating softer measures, or none at all.'

Source: <https://www.reuters.com/world/europe/eu-set-introduce-quota-women-company-boards-boost-equality-2022-06-07/>

FRANCE 24 Home Shows News Live

SMASHING THE GLASS CEILING  
E.U. BILL CALLS FOR 40% QUOTA OF WOMEN ON BOARDS

The 51%

1:46 / 12:13

Source: <https://www.france24.com/en/tv-shows/the-51/20220610-smashing-the-glass-ceiling-eu-bill-calls-for-40-quota-for-women-on-boards>

Ahead of the presentation of the **European Care Strategy** in early September, EIGE published a news item highlighting key findings from its annual Gender Equality Index report – which in 2022 focused on the COVID-19 pandemic and care – ahead of its publication in October. The news item was accompanied by a series of social media posts to draw attention to the topic in line with the timing of the launch of the European Care Strategy.

European Institute for Gender Equality  
42,527 followers  
6mo

Equality begins at home

Sharing childcare more equally makes everyone happier, according to the ...see more

**When childcare is shared**  
**Equally between partners**  
**Both women and men report**  
**Higher satisfaction rates**

**73%** **70%**

2 comments • 6 reposts

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European Institute for Gender Equality  
42,527 followers  
7mo

How many people in the EU are unpaid informal carers for family members or friends in need due to health problems and/or disability?

You can see how people vote. [Learn more](#)

More than 20%	9%
More than 25%	27%
More than 30%	64%

350 votes • Poll closed

15 2 reposts

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European Institute for Gender Equality  
42,527 followers  
7mo

And that's just one of the key findings from EIGE's annual Gender Equality Index report

...see more

**1 in 3 people are informal carers**

9 reposts

EIGE published regular communications on various aspects of gender-based violence, including a news alert on the agency's report on coercive control and psychological violence across the EU Member States and the #SafeSpaces campaign, which translated key findings of EIGE's cyber violence report into a creative campaign that was launched on the occasion of the Orange the World 16 days of activism against gender-based violence.



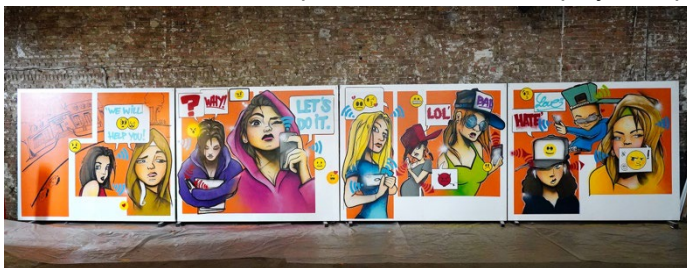
## #SafeSpaces campaign

The #SafeSpaces campaign was a collaborative effort to raise awareness of new and emerging forms of CVAWG. The campaign showed some of the ways in which CVAWG undermines the safety of women and girls both online and offline and proposed definitions for some widespread forms of cyber violence.

In collaboration with mural artists, non-governmental organisations and UN Women's Brussels office, the #SafeSpaces campaign unveiled artworks portraying three forms of CVAWG – cyber stalking, cyber bullying and online gender-based hate speech – in three physical spaces – home, school and public.

The campaign is based on a simple truth: we all want to feel safe at home, at school and in public. But are we as safe as we think we are? And is the woman or girl next to us safe?

Below is a series of examples of the murals, displayed in public places and on the campaign website.



Together with its partners, EIGE also had a social media campaign during and beyond the 16 days of activism against gender-based violence. Below is a selection of social media posts.





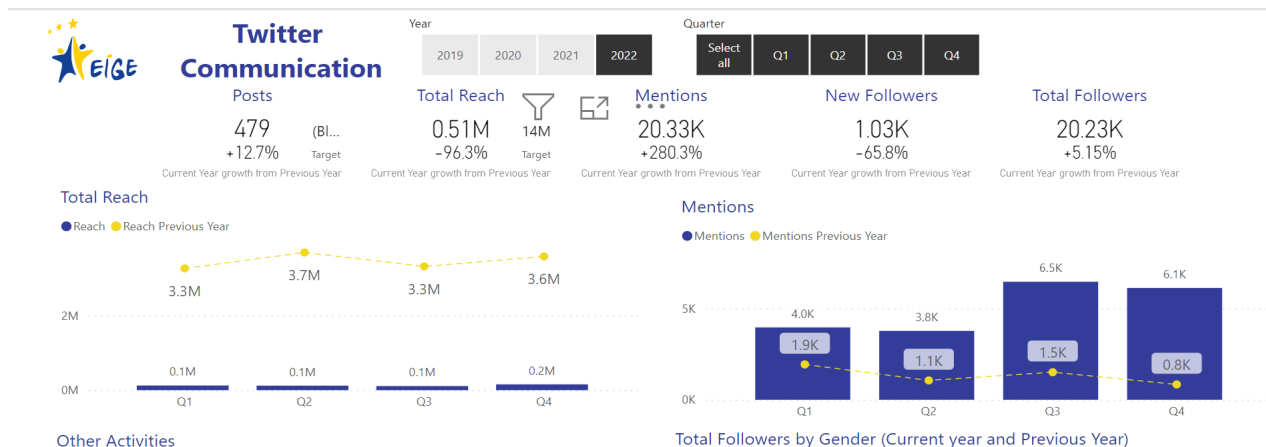
Coverage of EIGE’s work in mainstream media outlets across the EU increased by **24 %** compared with 2021. EIGE’s outreach on social media has shifted, putting more focus on **LinkedIn** as a key social media platform for professional conversations on the topic. The analytics below show strong increases across all key metrics.

**Figure 1. Analytics of LinkedIn**



Overall, EIGE’s social media outreach decreased mainly because its social media engagements rely solely on organic outreach, and the agency can therefore only respond in limited ways to shifts in algorithms, which are frequently implemented on social media platforms. In 2022, EIGE’s **Twitter** reach saw a sudden drop, despite a steady increase in mentions, which indicates a change in the way organic posts reach audiences on the platform, as illustrated in the analytics below.

**Figure 2. Analytics of Twitter**



Media requests also decreased in 2022, partly due to the shift in media attention ahead of International Women’s Day, which usually sees a peak in enquiries, and partly because media relations were mainly reactive for part of the year and needed to be rebuilt because of staffing challenges and changes in EIGE’s communications team. The **number of media requests is increasing again** with the new team fully in place and undertaking proactive media engagement.

EIGE's Director continued to promote the agency's work via **speeches at high-level events** organised by the Commission, the Parliament, the Presidencies of the Council of the EU and EU agencies. The Director presented EIGE's work on more than 20 occasions in 2022. The Director's speeches are uploaded to a specific section <sup>(41)</sup> on EIGE's website.

EIGE also launched its paper on the developments in the EU's policy and legal approaches to gender equality. This was one of the requests made by the Management Board as part of EIGE's work on responding to anti-gender initiatives. The paper sets out how the EU has moved from economic arguments, such as the need for equal pay, to the principle of fully fledged equal treatment of women and men in all their diversity. In parallel EIGE hosted a session on anti-gender initiatives during its Gender Equality Forum with a focus on how to respond to such initiatives.

**Table 9. Achievement of indicators for activity 1.3.1, EIGE's communication campaigns and activities**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	Number of media articles/broadcasts mentioning EIGE	> 2 000	4 625 mentioning EIGE, of which 3 086 are considered mainstream media	100	Media monitoring reports
	Number of media requests responded to	> 75	25 requests received, all requests responded to	25 requests	Media requests database
	Outreach on Facebook, Twitter and LinkedIn	>3 500 000	2 606 375	75	Social media monitoring reports
	Number of newsletter subscribers	> 6 000	10 331 subscribers by December 2022	100	EIGE's newsletter system

<sup>(41)</sup> <https://eige.europa.eu/about-eige/director-speeches>.

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Output	News alerts / press releases on priority topics	At least 4 news alerts / press releases	27 news items	100	EIGE's website
	Press briefings for journalists	2	1 briefing for journalists during the EIGE Gender Equality Forum and 1 briefing to launch EIGE's campaign #SafeSpaces	100	Management Board progress report, EIGE's website
	Regular posts on EIGE's social media channels	At least 180 posts on EIGE's social media channels per quarter	991 social media posts on EIGE's channel in 2022 (i.e. on average around 248 posts per quarter)	100	Social media plan
	Audiovisual materials for priority topics	2 packages of audiovisual materials	1 package for #3StepsForward, 1 package for #SafeSpaces and 1 package for EIGE Gender Equality Forum	100	Management Board progress report
	EIGE's newsletter	4 newsletters	4	100	Management Board progress report

### 1.3.2. Building and maintaining stakeholder relations

Through continuous dialogue and cooperation with policymakers responsible for gender equality, EIGE aimed to ensure that its work was in line with the policy needs of the EU institutions and Member States and was delivered in a timely and useful manner.

Throughout 2022, EIGE continued close cooperation with the European Commission and the European Parliament and increased its efforts to promote gender equality on the agenda of

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the Presidency of the Council of the EU through cooperation with the trio of France, Czechia and Sweden. EIGE provided relevant data and knowledge and contributed to a number of Presidency events and meetings, including EPSCO meetings. Looking forward to 2023, EIGE initiated talks with the forthcoming Swedish and Spanish Presidencies of the Council of the EU. to identify their needs for data and evidence for their policy discussions on promoting gender equality, especially in economic and social policies, and on preventing and combating gender-based violence.

To strengthen policy dialogue and more efficiently connect its work with its stakeholders' needs, EIGE established **a liaison office in Brussels** for a pilot period of 2 years during 2022–2023.

The liaison office started operating in January 2022, allowing EIGE to provide input to a number of EU-level policy documents and discussions, including the proposal for a directive on standards for equality bodies, a proposal for a directive on pay transparency and the European Care Strategy. The liaison office played a key role in further raising the agency's visibility and accessibility, and expanded its engagement with stakeholders beyond the gender equality community. In this way, EIGE built closer relations with various European Parliament committees and European Commission services. To attract support for EIGE's 2022 priority topic, 'An economy that works for people', and to prepare for the 2023 priority topic of the European Green Deal, the agency established or enhanced contact with EU-level stakeholders working in areas of employment, environment, energy and transport.

As regards cooperation with the European Parliament, EIGE participated in a number of **Committee on Women's Rights and Gender Equality (FEMM)** meetings and hearings and provided input to several parliamentary reports and resolutions. In 2022, EIGE joined the European Parliament Gender Equality Week and gave presentations to meetings of FEMM and the committees on Employment and Social Affairs, on Constitutional Affairs and on Industry, Research and Energy. The presentation of EIGE's annual Gender Equality Index results has formed part of Gender Equality Week for a few consecutive years now, while exchanges between members of FEMM and EIGE's management team have become regular practice.

EIGE has been actively supporting the European Parliament with gender mainstreaming expertise and has contributed to a European Parliament resolution on gender mainstreaming in the Parliament and presented on gender mainstreaming methods and tools (gender budgeting, GRPP, gender equality action plans) to Parliament Gender Mainstreaming Network and interparliamentary committee meetings, workshops and working groups.

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While prioritising cooperation with EU-level policymakers, EIGE has also sought closer links with national-level stakeholders. Cooperation with Member States has focused on exchanges with EIGE's Management Board and Experts' Forum members, including linking them whenever appropriate. In 2022, EIGE resumed the country visits postponed in previous years because of the COVID-19 pandemic. In 2022, EIGE visited Austria and Spain and made pre-Presidency country visits to Czechia and Sweden. Country visits, encompassing high-level meetings with national authorities, also include meetings with representatives of civil society organisations and are an engaging way to discuss the gender equality situation in the country and how EIGE's data and knowledge could further support national efforts in that area.

Despite limited resources, EIGE also maintained its ongoing exchange of information with key civil society organisations and initiatives. These included Director-level or expert-level meetings with the European Women's Lobby, Social Platform and MenEngage. EIGE also kept in regular contact with international and regional organisations, especially with UN Women (mainly on the topic of gender-based violence) and the Council of Europe (mainly on gender-based violence and gender mainstreaming more broadly).

Throughout the year, EIGE continued its close cooperation with other EU agencies and sought further synergies where appropriate. Its most active cooperation was with the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and FRA.

EIGE regularly exchanged information with Eurofound, and the agencies provided input to each other's reports and research projects. In 2022, the two agencies developed a joint policy brief focusing on gender and platform work, organised a joint webinar on the occasion of International Women's Day and produced a podcast on various aspects of the impact of the COVID-19 pandemic on women. EIGE's Director spoke at Eurofound's flagship Foundation Forum 2022, while Eurofound was invited to host a session during EIGE's Gender Equality Forum 2022.

Cooperation with FRA mostly focused on the area of gender-based violence, including on [the joint FRA–EIGE survey on violence against women](#). The cooperation with FRA also included EIGE's participation in the strategic communication network C10. Furthermore, EIGE was an active participant in the Justice and Home Affairs Agencies Network and joined justice and home affairs agencies in supporting Member States and EU institutions in responding to Russia's invasion of Ukraine and helping people affected and displaced by the war. In this respect, EIGE contributed to the joint EIGE-JHAAN paper on contributions to the EU's solidarity with Ukraine. EIGE was also involved with the EU Agencies Network on Scientific Advice (EU-ANSA), in particular with the quantitative survey data cluster, the socioeconomic cluster and the futures cluster.

To better inform EIGE’s ongoing work and to identify issues and trends that may affect the future of gender equality in the EU, EIGE also looked for new ways to consult its stakeholders.

A **strategic foresight approach**, based on the principle of creating knowledge and sharing information in the area of gender equality, was acknowledged as key in this regard. In 2022, EIGE started discussions with other EU agencies (European Environment Agency, European Monitoring Centre for Drugs and Drug Addiction, FRA) to learn from their experience how to introduce a strategic foresight approach into the agency’s planning and research processes. Strategic foresight methods and tools have also been discussed within the activities of EU-ANSA’s futures cluster. To support the Commission’s strategic foresight efforts, EIGE provided input to the EU’s 2022 strategic foresight report and continued exploring ways to contribute in 2023 and beyond.

**Table 10. Achievement of indicators for activity 1.3.2, building and maintaining stakeholder relations**

	Indicator	Target	Achievements	Achievement rate (%)	Source of data
Outcome	References to EIGE’s work in EU policy documents	> 350	769	100	Policy monitoring report
	Input provided to EU-level policy documents	> 5	25	100	Stakeholders’ register
	Presentations at high-level policy discussions (e.g. ministerial/commissioner/parliamentary level)	At least 9	25	100	Stakeholders’ register
Output	Meetings with institutional stakeholders organised (annual flagship event, country visits, Experts’ Forum)	At least 5	5	100	Project management tool
	Cooperation plans with Swedish and Spanish Presidencies of the Council of the EU agreed	By Q2/Q4	By Q2/Q4	100	Mission reports, email exchanges

Indicator		Target	Achievements	Achievement rate (%)	Source of data
	Meetings with officials from the EU institutions held	65	71	100	Stakeholders' register, EIGE Brussels liaison office (BLO) statistics

### 1.3.3. Facilitating knowledge management

During 2022, EIGE refocused its activities on the knowledge management area. Specifically, the Resource and Documentation Centre was discontinued and EuroGender was closed following an evaluation. Communication with external parties and groups on EIGE's projects moved to Microsoft Teams, which fits EIGE's working arrangements and level of technological advancement better.

EIGE took its first steps into **e-learning**, performing a feasibility study on the potential of producing such an output. This work will be continued in 2023, being the core of EIGE's knowledge management activities. EIGE's website was augmented by three mini-sites (Gender Equality Forum and #3StepsForward and #SafeSpaces campaigns), which led to a slight delay in launching EIGE's new website in Q2 2023.

EIGE continued to produce publications (22 publications and 31 language versions) and translations (7 102 pages in target languages and 132 minutes of videos with subtitles), which **met the reader's needs well or excellently** for 94 % of readers who responded to a survey <sup>(42)</sup>.

**Table 11. Achievement of indicators for activity 1.3.3, facilitating knowledge management**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	Website, EuroGender and RDC meet the needs of stakeholders	Satisfaction level > 70 %	70	100	Survey report External evaluation report
	Intranet, CRM and DMS support EIGE's work	At least 70 % of	84	100	Survey report

<sup>(42)</sup> Responses to a survey conducted on EIGE's website.

Indicator		Target	Achievements	Achievement rate (%)	Source of data
		respondents agree			
Output	Intranet, CRM, DMS updated	Finalised by Q3	N/A due to the decision to postpone the update of the CRM to 2023 and deprioritise the update of the intranet and DMS	N/A	Intranet/CRM/DMS
	EuroGender performance and user feedback analysis carried out	Delivered by Q3	EuroGender performance and user feedback analysis delivered in May 2022	100	EuroGender report
	EIGE's website upgraded	Upgraded website published by Q4	Website to be published in Q2 2023	35	EIGE's website
	Timely production of publications/translations	At least 75 % of EIGE's publications produced within the production time frame agreed with PO/CdT	12/12 translations produced on time 22/22 publications produced on time 31/31 language versions produced on time	100	Publications and translations plans
	Policy impact monitoring reports	12 monthly and 4 quarterly reports	12 policy monitoring reports and 4 quarterly reports delivered	100	Monitoring reports
	Updated selection of resources and	At least 100 new	N/A due to the decision to	N/A	EIGE's website



Indicator		Target	Achievements	Achievement rate (%)	Source of data
	catalogue in the RDC	resources available in EIGE's online and physical libraries	discontinue the RDC		

NB: CdT, Translation Centre for the Bodies of the European Union; CRM, customer relationship management; DMS, document management system; N/A, not applicable; PO, Publications Office of the European Union; RDC, Resource and Documentation Centre.

#### 1.3.4. Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender equality policies (2018–2022)

EIGE's fifth Instrument for Pre-Accession Assistance (IPA) project funded by DG Neighbourhood and Enlargement Negotiations, 'Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018–2022)', continued to support the IPA beneficiaries on their paths to membership of the EU. This activity aims to support the responsible authorities in the EU candidate countries and potential candidates in the Western Balkans and Türkiye in their efforts to improve gender equality in line with EU policies.

In 2022, EIGE signed **non-cost addendum no 2 to the contribution agreement with DG Neighbourhood and Enlargement Negotiations (CN 2018/402-854 and 2019/414-064)**, which extended the ongoing IPA project until the end of September 2023. The addendum modified or rescheduled certain project outputs and activities, which also affect the achievement rates in the table below. That includes postponing the development of composite indicators on the violence against women domain of the Gender Equality Index to 2023 because of the ongoing EU-GBV survey and planned changes in EIGE's methodology. Instead, in 2022, EIGE developed guidance on strengthening data systems on violence against women for the Western Balkans and Türkiye, aiming to provide essential knowledge for the development of the composite indicators. Addendum no 2 also planned one regional coordination meeting at EIGE's Gender Equality Forum instead of two in 2022. Due to the extended duration of the project, the last regional coordination meeting will take place in 2023.

EIGE continued its close cooperation with the national authorities in charge of gender equality policies, national statistical offices and EU delegations in IPA beneficiaries. EIGE also continued its well-established cooperation with DG Neighbourhood and Enlargement Negotiations and DG Justice and Consumers for the implementation of this IPA project. EIGE strengthened its relations with civil society organisations and other international organisations working in the region, such as the UN Women Europe and Central Asia Regional Office, the

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United Nations Population Fund Regional Office for Eastern Europe and Central Asia, the Council of Europe, the Regional Cooperation Council and the Organization for Security and Co-operation in Europe.

EIGE continued supporting the IPA beneficiaries that are developing national gender equality indices. In 2022, Bosnia and Herzegovina became the fifth country in the region of the Western Balkans to have taken key steps in developing a national gender equality index. The country launched a partial index in November 2022. During 2022, Albania, Montenegro and North Macedonia started working on the second releases of their gender equality indexes, and Kosovo (43) continued working on its first index, which should be completed in 2023. EIGE also started working with an external expert on a comparison of gender equality indexes in the region.

In 2022, DG Neighbourhood and Enlargement Negotiations issued a results-oriented monitoring mission (ROM) report, which provided an assessment of the IPA project, including its benefits in the region, based on a review of documents and interviews with stakeholders. The ROM report concluded that the implementation of the IPA project has been managed very well, especially considering the number of partners and target countries involved but also taking into account the small size of the implementing institution. It also noted that the project is likely to have a lasting impact, as it contributes to increasing the capacities of the key beneficiaries and provides direct assistance to the countries' institutions and through the regional platform that fosters regional cooperation. According to the findings of the ROM report, the IPA project will result in a transfer of tools, methods, good practices and tangible outputs of EIGE's work for the EU Member States to the EU candidate countries and potential candidates.

EIGE's work and engagement with the regional stakeholders in the IPA project resulted in it contributing to DG Neighbourhood and Enlargement Negotiations' enlargement package for the Western Balkans and Türkiye in 2022. This was a great opportunity for EIGE to share its expertise and observations collected throughout its engagement in the project. Such an opportunity enhances EIGE's reputation and its engagement in the region.

EIGE continued collecting data on women and men in decision-making positions for 28 data indicators in all seven IPA beneficiaries and publishing it on the EIGE Gender Statistics Database. In addition, a data talk on women in key decision-making positions in politics and in business and finance in the EU candidate countries and potential candidates was prepared (to be published in 2023).

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<sup>(43)</sup> This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

Another milestone in the area of gender mainstreaming was the organised regional thematic event on gender mainstreaming in the Western Balkans and Türkiye. Thirty-five participants from gender equality machineries, gender equality focal points in ministries and national institutions, civil society counterparts from the region, EIGE and DG Neighbourhood and Enlargement Negotiations gathered to discuss the experience and challenges of gender mainstreaming in the region and learned how to use EIGE tools and methods in their work. In addition, an IPA observer attended EIGE’s Gender Mainstreaming Thematic Network meetings.

In the area of monitoring violence against women, EIGE finalised a guidance document on strengthening data systems for the IPA beneficiaries. The publication aims to support the beneficiaries’ work to develop composite indicators for measuring violence against women. It will be published in 2023.

In 2022, a total of 127 participants from IPA beneficiaries participated physically and virtually in EIGE events, including IPA-specific events (e.g. the 14th regional IPA coordination meeting and a regional thematic event on gender mainstreaming) and EIGE general events (e.g. Gender Equality Forum).

**Table 12. Achievement of indicators for activity 1.3.4 Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender equality policies (2018–2022)**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Outcome	IPA beneficiaries are supported in measuring their progress in gender equality	Up to 1 index developed and 1 index published and available online. All WMDM indicators populated for all 7 IPA beneficiaries; composite indicators on VAW developed	1 gender equality index (Bosnia and Herzegovina) developed and published All WMDM indicators populated for all 7 IPA beneficiaries As per contribution agreement addendum no 2, development of composite indicators on VAW postponed to 2023	N/A	Governments and national statistical offices website EIGE Gender Statistics Database

Indicator		Target	Achievements	Achievement rate (%)	Source of data
		by 2 IPA beneficiaries			
	Improved capacity of IPA beneficiaries in gender equality	> 75 % participants benefit from the meetings	89 % (average of 2 meetings)	100	Evaluation report from EIGE events
Output	EIGE's support to IPA beneficiaries developing their national gender equality index	2 IPA beneficiaries	1 report finalised and launched (Bosnia and Herzegovina), work on the Kosovo's 1st index continued and 2 <sup>nd</sup> releases with Albania, Montenegro and North Macedonia started	100	IPA index reports
	Regional coordination meetings with IPA beneficiaries	2 meetings	As per addendum no 2, 1 meeting instead of 2 was planned in 2022 at EIGE's Gender Equality Forum	N/A	EIGE website
	Regional thematic event	1 meeting	1 meeting	100	EIGE website
	Data collected from IPA beneficiaries for WMDM section of database	7 IPA beneficiaries	7 IPA beneficiaries	100	Gender Statistics Database
	EIGE's support to IPA beneficiaries developing composite	2 IPA beneficiaries	As per addendum no 2, postponed to 2023	N/A	IPA index reports

Indicator		Target	Achievements	Achievement rate (%)	Source of data
	indicators for measuring VAW				
	IPA participants engaged in EIGE's events	Up to 20 participants	52	100	Lists of participants
	Support the production of national versions of EIGE's glossary and thesaurus	2 national versions prepared	5 languages prepared in 2021 and no further interest from other IPA beneficiaries	N/A	Governments' and national statistical offices' websites
	Examples of good practices collected from IPA beneficiaries	21 examples of good practices drafted (3 per IPA beneficiary)	15 in 2020 (6 postponed to 2023)	71	EIGE's website

NB: N/A, not applicable; VAW, violence against women; WMDM, women and men in decision-making.

## 1.4. Organisation, administration and functioning of EIGE (horizontal)

The agency is divided into the following units <sup>(44)</sup>: Operations Unit, Knowledge Management and Communications Unit, Director's Secretariat and Administration Unit, with the last two dealing primarily with cross-cutting tasks.

This section reports on the cross-cutting tasks that support the fulfilment of operational objectives.

### 1.4.1. Procurement and facility management

In 2022, the procurement and facility management services in the Administration Unit managed the premises in line with EIGE's evolving needs and further improved the

<sup>(44)</sup> By Director's Decision No 275 of 22 December 2022, the names of the Operations Unit and Knowledge Management and Communications Unit were changed to Research and Policy Support, and Outreach and Engagement, respectively. As the reporting year is 2022, the old unit names are used throughout this document.

effectiveness and efficiency of procurement processes to ensure the completion of the 2022 work programme.

Procurement procedures were carried out in line with the 2022 procurement plan, in order to support the continuity of EIGE’s services, as well as to further digitalise procurement and reporting processes and procure additional services, where needed.

EIGE signed a **new lease contract** in December 2022 for its premises in Vilnius. The contract runs for 10 years. The agency also continued to rent office space in Brussels for its liaison office, which runs as a pilot project until the end of 2023.

**Table 13. Achievement of indicators for activity 1.4.1, procurement and facility management**

	Indicator	Target	Achievements	Achievement rate (%)	Source of data
Output	Rate of implementation of the adopted 2022 procurement plan	> 90 %	88 % execution rate	98	Procurement plan
	Regular procurement training of EIGE staff	> 1/year	6 training courses conducted in 2022	100	Training material
	e-Procurement strategy fully implemented	Q4 2022	e-Tendering fully used	100	Tenders Electronic Daily platform
	Average completion time for requests for work submitted (repairs, moves, alterations)	< 5 working days	Average completion time 2 days	100	Document management system

#### 1.4.2. Human resources management

In 2022, human resources (HR) services within the Administration Unit focused on recruiting staff in line with EIGE’s establishment plan, whereby a **100 % occupancy rate** was achieved on 31 December 2022. EIGE completed the **annual performance appraisal** exercise for all

staff and ensured that staff members were offered appropriate training opportunities aimed at improving their skills and competencies.

In 2022, HR services continued to streamline internal HR processes and procedures, in the light of the implementation of the staff regulations and the implementing provisions, and adopted more efficient HR tools, such as Sysper2 and the e-recruitment tool.

Moreover, EIGE developed its **HR strategy for 2022–2027** aimed at establishing a long-term HR policy framework, which prioritises the introduction of a competency framework, developing measures for work–life balance and lifelong guidance and career development, as well as gender balance, teleworking, geographical balance and the recruitment and integration of people with disabilities.

**Table 14. Achievement of indicators for activity 1.4.2, human resources management**

	Indicator	Target	Achievements	Achievement rate (%)	Source of data
Output	Average length of recruitment procedure	< 4 months	Average duration 2.7 months	100	Recruitment plan
	Minimum occupancy rate of TA posts in the establishment plan by the end of 2022	90 %	100 % occupancy rate achieved in 2022	100	Establishment plan
	Percentage of eligible EIGE staff subject to performance appraisal to undergo evaluation in the 2022 exercise in line with the current implementing rules	100 %	All staff eligible underwent appraisal	100	HR tool
	Minimum attendance at in-house training	> 75 %	Average attendance at training 82 %	100	Attendance lists

NB: TA, temporary agent.

### 1.4.3. Budget implementation

In 2022, EIGE's financial and accounting services <sup>(45)</sup> focused on drawing accurate financial statements that presented a fair view of the agency's financial performance and on coordinating the budget planning, consumption forecast, budget reviews and transfer of appropriations that led to EIGE achieving higher budget implementation rates.

The main challenge for financial management in 2022 was the unpredictable fluctuation of the inflation rate and the impact of the energy crisis on prices in Lithuania. This led to additional budgetary needs in Title I caused by the indexation of salaries and the sharp rise in the correction coefficient applicable in Lithuania. Thus, EIGE's financial services focused on regular budget reviews and close monitoring of budget implementation. The budgetary needs were offset by identifying internal savings and receiving additional appropriations from the Commission.

In spite of these challenges, EIGE achieved **satisfactory budget implementation rates** in 2022. EIGE also performed an ex post control exercise, which confirmed the functioning and effectiveness of its internal control system and identified only some minor deficiencies that were promptly addressed.

**Table 15. Achievement of indicators for activity 1.4.3, budget implementation**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Output	Final accounts adopted by the deadline	By 1.7.2022	Accounts adopted 27.6.2022	100	Management Board decision
	Minimum rate of budget implementation for commitment appropriations and for payment appropriations by 31.12.2022	> 95 % commitments > 75 % payments	98 % commitments 81 % payments	100	Budget execution reports

<sup>(45)</sup> EIGE's accounting officer function has been outsourced to the Commission's accounting services since 2019.



Indicator		Target	Achievements	Achievement rate (%)	Source of data
	Ex post controls report submitted to the authorising officer	Q4 2022	Report submitted in October 2022	100	Ex post controls report

#### 1.4.4. Internal control and audit

In 2022, EIGE received a positive opinion from the ECA on the reliability of its 2021 accounts and on the legality and regularity of its financial transactions. All outstanding audit observations have been closed.

Furthermore, the Internal Audit Service (IAS) performed a risk assessment at EIGE in 2022 as part of determining the **IAS strategic audit plan for 2023–2025** for the agency. The IAS proposed two audit topics for the audit period, which were accepted by EIGE’s Director: HR management and project management.

EIGE took all the actions needed to implement the recommendations of the IAS audit on programming and reporting in 2022. All the recommendations were closed by the IAS in January 2023.

Moreover, in 2022, EIGE assessed the functioning and effectiveness of the internal control system. The results were reported in the 2021 Consolidated Annual Activity Report (CAAR). EIGE also implemented its anti-fraud strategy for 2021–2023 in accordance with the action plan set out in the strategy.

**Table 16. Achievement of indicators for activity 1.4.4, internal control and audit**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Output	Percentage of ECA audit recommendations implemented on time	> 90 %	100 %	100	ECA report
	Percentage of IAS audit recommendations implemented on time	> 90 %	100 %	100	Teams Central

Indicator		Target	Achievements	Achievement rate (%)	Source of data
	Assessment report on effectiveness of internal control system sent to authorising officer	Q1 2022	Report submitted 18.3.2022	100	2021 CAAR
	Implementation of 2021–2023 anti-fraud strategy in accordance with action plan	100 %	All actions implemented on time	100	Management Board progress report

#### 1.4.5. ICT infrastructure

In 2022, EIGE’s information and communications technology (ICT) services within the Administration Unit ensured a level of high-quality information technology (IT) support services that enabled EIGE’s staff to perform their tasks effectively and securely.

The main focus in the ICT area in 2022 was on further digitalisation of key processes by the adoption and development of digital tools and solutions, such as the HR management tool Sysper2, the e-recruitment tool and the project management tool. There was also a strong focus on updating and developing relevant IT policies and procedures, such as the ICT security policy, the ICT strategy for 2022–2024 and the business continuity plan.

EIGE also delivered security training and awareness sessions throughout 2022, with the support of the Computer Emergency Response Team for the EU institutions, bodies and agencies (CERT-EU).

Lastly, an internal satisfaction survey performed in 2022 showed a high level of satisfaction with IT services among EIGE staff.

**Table 17. Achievement of indicators for activity 1.4.5, ICT infrastructure**

Indicator		Target	Achievements	Achievement rate (%)	Source of data
Output	Timely completion of tasks in the 2022–2024 IT strategy	Q4 2022	2022–2024 IT strategy adopted 18.12.2022	100	IT strategy

Indicator		Target	Achievements	Achievement rate (%)	Source of data
	Timely implementation of data management and information security policies following the adopted action plan	Q4 2022	New ICT security policy adopted 22.7.2022	100	ICT security policy
	Percentage of staff satisfied or very satisfied with IT services based on an annual satisfaction survey conducted by Q4 2022	> 85 %	90 % of respondents satisfied	100	Survey report

#### 1.4.6. Management support assistance

Under the guidance of the Director, in 2022, EIGE's day-to-day administration was run effectively and efficiently. Efforts were made to incorporate best practices and lessons learned into its activities, and included a particular focus on ensuring the continuity of the work of the Management Board.

Internally, the management team held both bi-weekly and quarterly consultative meetings with staff on topics including communicating milestones, discussing and understanding staff policy, and work programme planning, ensuring that the management team's positions were transparent and that its well-informed decisions were communicated clearly and accessible. **Executive decisions** (44) issued by the Director throughout the year were promptly communicated to staff and centrally accessible on EIGE's intranet. In an effort to increase the efficiency of this process, in January, the Director issued guidance on the procedure for issuing Director's decisions and office notices. In seeking to build cohesion among her management team to achieve greater business efficiency and long-term success in decision-making, the Director held two management retreats in January and July, with the latter including team leaders (key but non-management roles) from each unit.

Anticipating the sixth rotation of the Management Board's composition on 1 June 2022, efforts were made to enhance the handover and induction processes for incoming members. The materials for both Management Board induction meeting sessions and the orientation meeting for the newly elected Board chair and vice-chair were revamped under the new

Director in 2020, and a formal handover by the Board chair was integrated into the new Board's first meeting.

**Table 18. Achievement of indicators for activity 1.4.6, management support assistance**

Indicators		Target	Achievements	Achievement rate (%)	Source of data
Output	Consult and report to the Management Board	2x/year	Meetings held 16–17.6.2022 and 10–11.11.2022	100	Summaries of proceedings on EIGE's website
	Monitoring and review of the project schedule for key programming documents for submission to the Management Board and Standing Committee	2x/year	Reviewed and updated in Q1 and Q3	100	Director's Secretariat site on EIGE's intranet
	Communicate management decisions/actions to units, staff consultations	Weekly staff meetings	Weekly staff meetings changed to bi-weekly following return to office and lifting of strict COVID-related restrictions	100	Management Board wrap-up email to all staff Director's messages to all staff Director's Secretariat site on EIGE's intranet
		Quarterly consultative meetings	4 held		

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## Part II(a). Management

### 2.1. Management Board and Experts' Forum

#### 2.1.1. Management Board

With Europe facing serious economic and security crises as a direct result of the escalation of Russia's war of aggression against Ukraine early in 2022, EIGE's Management Board remained vigilant as it continued to support the agency, hosted by a country that shares borders with the aggressor and one of its staunchest allies. In executing its functions, the Board was mindful to follow proactive working methods and collaborated closely with the Director to help EIGE achieve its goals set for the year, adapting to the regional challenges as necessary. Both the Board and its Standing Committee convened twice in 2022, focusing on the agency's performance and its detailed reporting.

On 1 June 2022, the Management Board's composition underwent its sixth rotation, with nine outgoing Member State representatives being replaced by nine new counterparts. Eighteen Member State representatives appointed by the Council of the EU and one representative appointed by the European Commission hold seats on EIGE's Management Board for a 3-year term. During its first formal meeting on 16–17 June, the newly formed Board elected a chair and vice-chair, appointed three members from the Member States to sit on its Standing Committee and designated two reporting officers for the Director's annual appraisal.

At the start of its sixth mandate, the Management Board Secretariat organised an induction meeting during which new Board members received a comprehensive outline of their administrative role and responsibilities, and retrospective and prospective overviews of EIGE's programming activities. Having introduced a formal handover process on rotation in 2022, on 16 June the outgoing chair of the Management Board handed over governance of the agency to the new Board, providing the members with an overview of what happened during the fifth mandate and expectations for the upcoming 3-year term. Shortly after the election of the new Board chair and vice-chair, the Secretariat held an orientation meeting with them specifically about their unique roles.

Of the 27 decisions taken by the Management Board in 2022, those constituting routine business were the adoption of the 2023–2025 SPD and the corresponding budget for 2023; a positive analysis and assessment of EIGE's 2021 CAAR and a favourable opinion of the final annual accounts for the 2021 financial year. It also revised the compositions of the Management Board's Standing Committee and the Steering Committee monitoring the implementation of EIGE's external evaluation following several members' resignations.

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The Board also approved several emerging activities related to the EU's response to Russia's invasion of Ukraine and subsequently amended the 2022–2024 SPD and the related programming from 2023 onwards. In continuing EIGE's encouraging work with EU candidate countries and potential candidates (solely financed by DG Neighbourhood and Enlargement Negotiations), the Board reviewed the agency's proposed activities post 2023, with a view to adopting a final IPA programme for 2024–2027 in 2023. Importantly, because of the impact of salary indexation <sup>(46)</sup> as a result of Lithuania's high inflation rate, the Board authorised vital budget transfers and amended the 2022 budget, allowing EIGE to meet its statutory obligations to staff.

A distinct highlight of the Management Board's work this year was in connection with the conclusion of the second external evaluation of the agency's achievements, pursuant to Article 20 of [Regulation \(EC\) No 1922/2006](#) of 20 December 2006 on establishing a European Institute for Gender Equality. In November, the independent contractor delivered an in-depth report on the outcomes of the evaluation, and the Board held a thorough discussion on the strategic future of the agency. As a result, it convened an extraordinary meeting early in 2023 with the intention of delivering its recommendations (in line with Article 21 of EIGE's regulation) to the Commission.

Meeting EIGE's obligations to report regularly to the Board throughout the year, staff presented comprehensive reports on the agency's work programme, budget implementation, and audit and evaluation activities (ECA, IAS and other sources of assurance), among other pertinent matters.

With the agency's host country sharing borders with Russia, and given the continuing impact of COVID-19, EIGE's Director kept the chair of the Management Board regularly updated on the agency's crisis management and business continuity plans, particularly in relation to the wellbeing and safety of staff. Moreover, other potential risks or matters influencing control were brought to the Board's attention, when relevant. EIGE's Management Board members remain committed to declaring their interests to avoid any conflicts during annual calls and meetings.

The Management Board, in agreement with the Commission, continued to adopt the necessary implementing measures, in accordance with the arrangements set out in Article 110 of the [Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Community](#).

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<sup>(46)</sup> In accordance with Article 65 of the EU Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Community, remuneration of EU civil servants is updated in line with changes in the cost of living in the host country.

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### 2.1.2. Experts' Forum

The year 2022 marked the first full year of the fifth term of the Experts' Forum (EF). A virtual induction meeting was organised on 2 June 2022. As a result of this meeting, a competency mapping exercise was conducted, which gave a better understanding of the skills and experiences different experts can bring to this group.

The main meeting of the year was organised back to back with the Gender Equality Forum 2022 and the release of the Gender Equality Index 2022, and the EF members could attend the meeting in person or virtually. This meeting was an opportunity to share reflections directly after the Gender Equality Forum, to better understand the needs and expectations of the cooperation between the EF and EIGE, and to prepare for the upcoming tasks in 2023 with a more strategic perspective in mind. For the first time, the meeting agenda was co-created with some of the EF members, and this approach proved to be meaningful.

The main topics discussed during the meeting were:

- competency mapping and the results of the exercise;
- strategic foresight – trends and key drivers for change in the area of gender equality;
- fostering the EF in 2023.

The results of the competency mapping were analysed and used as a basis for another exercise: the matrix of interest for supporting and engaging in EIGE's upcoming projects in 2023. The EF members were asked to select the projects (identified by EIGE) that each could contribute to, having in mind their personal expertise and skills, as well as the time they could invest. EIGE believes that this approach to working together will improve cooperation and add value to the work of both EIGE and the EF experts, who are working at the national level. It also shows the agency's continuous efforts to improve the role and working methods of the EF, as noted in the second independent external evaluation of EIGE.

**The second independent external evaluation of EIGE (2022)** highlights the need to reconsider the role and working methods of the EF and underlines EIGE's continuous efforts in this regard: 'Since its inception, the Experts' Forum struggled to demonstrate a clear added value, which was already highlighted by the first independent evaluation. The evaluation recommended reconsidering the role and functioning of the Experts' Forum or abolishing the Experts' Forum if a clear value cannot be derived.

During the evaluation period, EIGE and its bodies have reviewed their approach and made significant efforts to clarify and improve the role and working methods of the Experts' Forum. However, the utility and role of the Forum remained limited. The involvement of competent external experts is essential in ensuring the excellence and independence of activities of the Institute; therefore, it is essential to revise the composition, role and working methods of EIGE's advisory bodies, namely the Experts' Forum.

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The excellence and independence of the activities of EIGE could be supported by the scientific committee, ad hoc experts' groups and/or other means. The members of such bodies should be appointed by EIGE (EIGE's Management Board).

Maintaining the dialogue and involvement of the Member States in the work of EIGE is essential and the Experts' Forum currently is the only body of EIGE having representatives from all Member States. Therefore, the reform of EIGE's advisory bodies should be carried out together with the revision of the composition of EIGE's Management Board (the creation of a fully-fledged Management Board, which would include representatives of all Member States).'

Source: Second independent external evaluation of EIGE (2022), Appendix 3, Experts' Forum case study, p. 13.

## 2.2. Major developments

Although 2022 saw a steady easing of COVID-19 restrictions, which allowed EIGE's staff to return to the office, the year remained marked by crises caused by geopolitical events and economic volatility in Europe. Thus, business continuity and safeguarding the safety and wellbeing of staff remained high on the agenda of EIGE's management team.

The following major developments marked 2022.

- EIGE's crisis management team remained active throughout 2022 and continuously monitored the regional situation and the information provided by the Lithuanian authorities, which announced a state of emergency due to Russia's war of aggression against Ukraine, as Lithuania is close to the conflict zone and shares borders with the aggressor. EIGE maintained close contact with the Lithuanian Ministry of Foreign Affairs, provided safety training for all staff, updated its business continuity plan and developed a communications crisis management plan with the support of an external consultancy. EIGE's staff, supported by management, mobilised to show their support for Ukrainian refugees in Lithuania and contributed to several humanitarian activities.
- EIGE launched new projects and activities that contribute to the EU's support for Ukraine. The new activities were endorsed by the Management Board and incorporated in the amended 2022–2024 SPD.
- EIGE's management team mitigated the budgetary challenges created by high levels of inflation by closely monitoring budget implementation, identifying savings to partially offset the budget needs and incorporating additional EU subsidy into the budget. Despite the challenges, satisfactory levels of budget implementation were achieved.
- Full digitalisation of key processes was achieved in 2022 with the implementation of electronic workflows and digital signatures. Several tools contributed to the automation and digitalisation of processes, thus realising significant efficiency gains, for example the Sysper2 time management module (HR management), e-recruitment tool and project management tool.



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- In the area of HR management, 100 % of establishment plan posts were filled by the end of the year. Moreover, a working group was established and actively contributed with proposals to enhance inclusion and diversity in the agency. An HR strategy was developed that aimed to establish a long-term HR policy framework, which prioritises introducing a competency framework and developing measures to ensure work–life balance, lifelong guidance and career development, as well as gender balance, teleworking, geographical balance and the recruitment and integration of people with disabilities.
  - The Brussels liaison office started its activities in 2022 and contributed to building stronger stakeholder relations and increasing the visibility of the agency.

Furthermore, the management team coordinated the successful implementation of the IAS audit on planning, programming and reporting. The actions implemented, such as the development of EIGE’s performance management framework and the revision of procedures on planning and reporting, led to substantial improvements in the agency’s programming and reporting processes. Management also consolidated the use of the activity-based management (ABM) tool that supports the efficient management of financial and human resources and strengthens the agency’s planning, programming and reporting processes.

## **2.3. Budgetary and financial management**

### **2.3.1. Budget and procurement**

EIGE’s 2022 budget was initially planned based on 2022 estimates, and the requested amount that was subsequently approved in the budgetary procedure was EUR 8 257 919.91. Due to the sharp rise in inflation in the EU and particularly in Lithuania in 2022, an indexation of salaries of 6.9 % and a rise in the correction coefficient applicable in Lithuania of 7.3 % were applied with retroactive effect to the remuneration of EIGE’s statutory staff, in line with Article 65 and Annex XI of the EU Staff Regulations. This created a large budgetary need in Title I (amount of EUR 505 000) in the last quarter of 2022. The budgetary need was offset partly by identification of internal savings and deprioritisation of certain activities (EUR 330 000) and partly by receipt of additional appropriations in EU subsidy (EUR 175 000). The additional funds were incorporated in EIGE’s budget via budgetary amendment procedure in October 2022 <sup>(47)</sup>.

The 2022 budget following the amendment and including revenues was EUR 8 432 919.91. The final 2022 budget, which reflects all transfers, was published in the Official Journal of the European Union (OJ) <sup>(48)</sup> in December 2022.

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<sup>(47)</sup> Management Board Decision No MB/2022/013 of 26 October 2022.

<sup>(48)</sup> OJ 2022/C 489/05.

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The inflationary situation in 2022 has put strains on EIGE's budget implementation capabilities. Thus, the focus during the reporting period was on regular budget reviews and close budget monitoring while facilitating a closer monitoring of procurement execution deadlines, as well as strengthening inter-unit cooperation and enhancing skills in the area of financial management. Particular efforts were put into identification of internal savings and reprioritisation of activities, without compromising the achievement of core activities and the quality of the outputs produced.

Specifically, the following measures were taken in the area of financial management:

- Bi-weekly budget-monitoring meetings and monthly budget-implementation reports.
- Enhanced cooperation between units by applying the PLO approach. In this respect, EIGE applied the new project management methodology and tool with a focus on the digitalisation and simplification of processes.
- The establishment of suitable payment schedules and introduction of a new method of calculating the rate of payments in the technical specifications for individual projects.
- Detailed planning and monitoring of procurement procedures in line with the SPD (including the expected signature date of the contract and procedural steps such as the launch, award and budgetary commitment).
- Updating the procurement guidelines for staff, including checklists, internal timelines and procedural steps, in order to improve the quality of the documents produced in the framework of the procurement actions.
- Applying uniform standards for the electronic exchange of information with third parties participating in procurement procedures by using an e-tendering platform and e-submission tool.
- Delivery of trainings on lessons learned and on contract management (i.e., procurement case-law analysis).
- Delivery of trainings on budget management.
- Usage of electronic flows for all procurement files.
- Usage of electronic flows for internal approval of commitments and transactions.

As a result of these measures, and due to the commitment of EIGE's staff, satisfactory levels of budget implementation were achieved in 2022, namely: 97.91 % (98.92 % in 2021) of committed appropriations and a payment appropriations rate of 81.10 % (72.16 % in 2021). Furthermore, 98.09 % of payments were made within the legal due date (in 2021, 96.61 %). No interest due to late payments was paid in 2022. Further information on compliance with the payment time limits and on the suspension of the time limits is provided in Annex II.

### Budget transfers

In 2022, four transfers between titles were made, amounting to EUR 609 110.16 (two transfers of EUR 111 834.62 in 2021). EIGE performed seven transfers in Title I, (thirteen

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transfers in 2021), five transfers in Title II (nine transfers in 2021) and four transfers in Title III (three transfers in 2021). Apart from this, five transfers were made involving budget lines from different Titles but without falling into the category of transfer between Titles (two in 2021). More detailed information is presented in Annex II.

#### Carry-overs from 2021 (C8)

The payment of funds in administrative and operational appropriations (C1) carried forward from 2021 was 96.98 % (98.45 % in 2021), following the trend in previous years (98.45 % in 2021 and 92.33 % in 2020).

#### Carry-overs to 2023 (C1)

The operational appropriations (fund source C1) carried over to 2023 amounted to 42.28 % (54.79 % to 2022). The percentage of administrative carry-overs to 2023 was lower for Title I and Title II (0.43 % and 18.29 % respectively) compared to administrative carry-overs to 2022 (2.35 % and 30.33 %, respectively). The administrative and operational appropriations carried over to 2023 amounted to 17.17 % (27.84 % in 2022) (see Annex II). The level of carry-overs in Title III was generally high due to the unpredictability caused by the indexation of salaries (data confirmed by DG HR in December) and budgetary needs in Title I, which caused significant reshuffling in the projects portfolio and thus impacted budget execution capabilities towards the year end. The level of carry-overs was also impacted by a large contract which was committed in December, in an inter-Agency project where the procurement procedure was coordinated by another Agency.

#### Amount to be paid back to the European Commission (surplus)

The amount to be transferred back to the Commission is EUR 248 114.74 (EUR 122 337.24 in 2021), below the threshold of the accepted 5 %.

#### Revenue and expenditure

Revenue in 2022 amounted to EUR 8 435 072.52 (EUR 8 696 231.33 in 2021), out of which the EU contribution amounted to 99.97 % (99.97 % in 2021).

Expenditure in 2022 amounted to EUR 7 062 834.31 (EUR 6 381 441.76 in 2021), out of which EUR 4 384 956.09 in Title I (EUR 3 775 913.62 in 2021), EUR 913 902.67 in Title II (EUR 942 437.21 in 2021) and EUR 1 763 975.55 in Title III (EUR 1 663 090.93 in 2021).

The Agency's balance sheet as of 31 December 2022 and the statement of financial performance are presented in Annex VIII.

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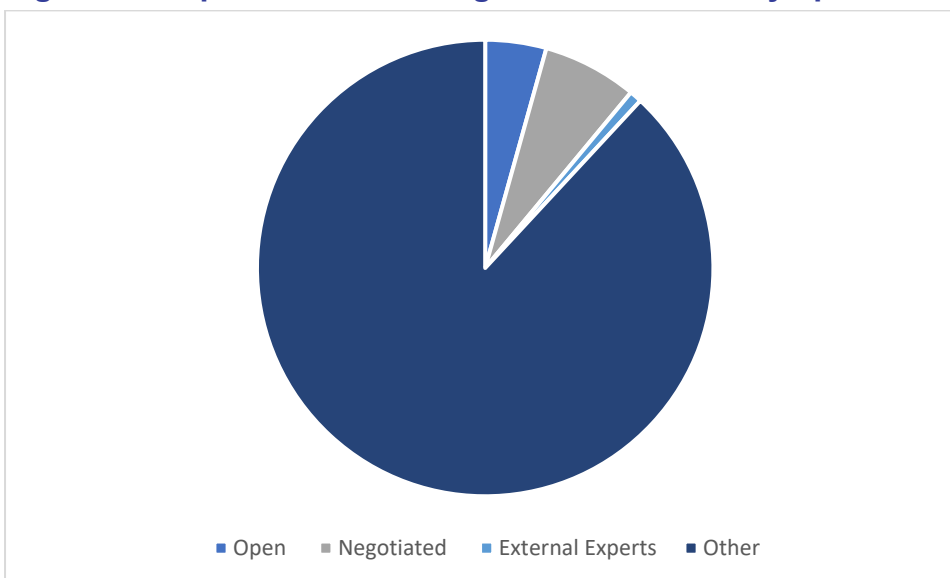
## Public procurement

For the purpose of this document, the term ‘contract’ refers to contracts awarded following open, very low-, low- or medium-value negotiated procedures, external experts’ contracts and specific contracts resulting from interinstitutional / joint procurement procedures under the financial regulation applicable to the general budget of the EU and the financial rules of EIGE.

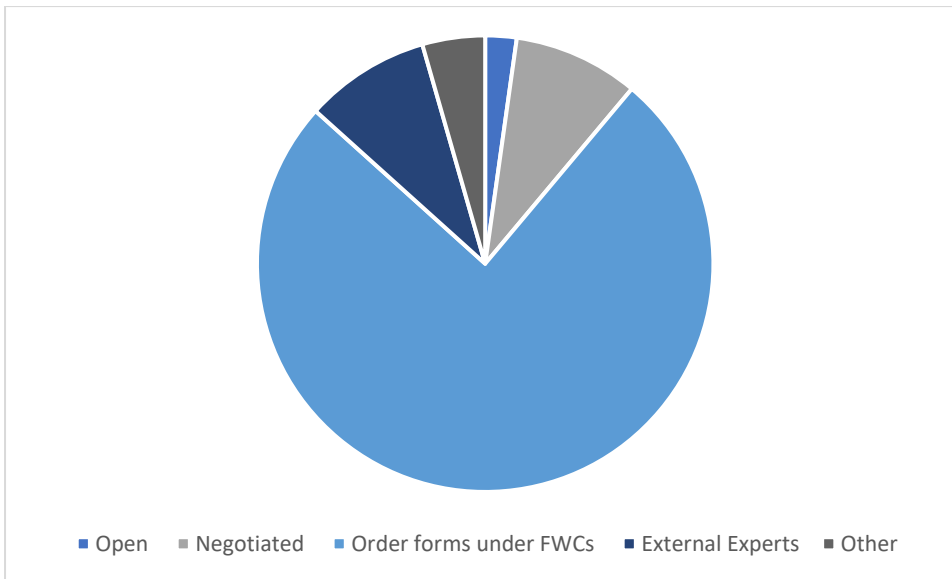
In 2022, EIGE’s procurement procedures complied with the principles of transparency, proportionality, equal treatment and non-discrimination. All public procurement contracts were tendered on the broadest possible basis, while, for negotiated procedures below the directive’s thresholds (very low-, low- and medium-value contracts), the agency invited at least the minimum number of candidates to ensure a balance between publicity and proportionality. During 2022, there were no legal actions brought against EIGE, and no exceptional negotiated procedures were carried out.

In line with the implementation of the annual work programme set out in the 2022–2024 SPD, 39 operational procurement procedures were completed during 2022 for a total of EUR 2 883 760.31 (Figure 3). These included 1 open procedure resulting in a direct contract, 4 negotiated procedures below the directive’s thresholds and 34 order forms / specific contracts under framework contracts (FWCs) (Figure 4). In addition, EIGE signed interinstitutional framework service contract (amount EUR 357 377) and internal framework service contract (ceiling amount EUR 3 700 000). EIGE also concluded four contracts with external experts worth EUR 40 400.

**Figure 3. Proportion of the budget accounted for by operational procurements in 2022**



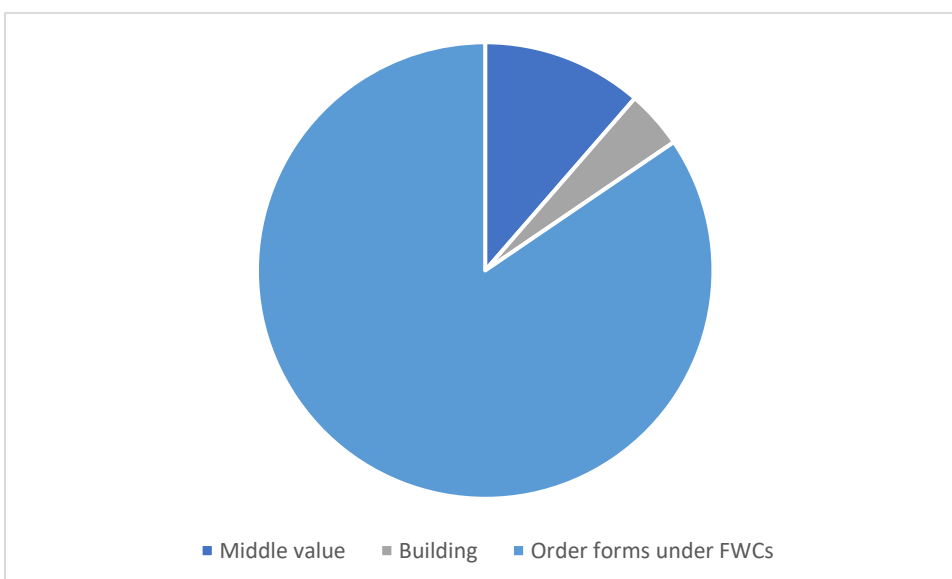
**Figure 4. Number of operational procurements in 2022**



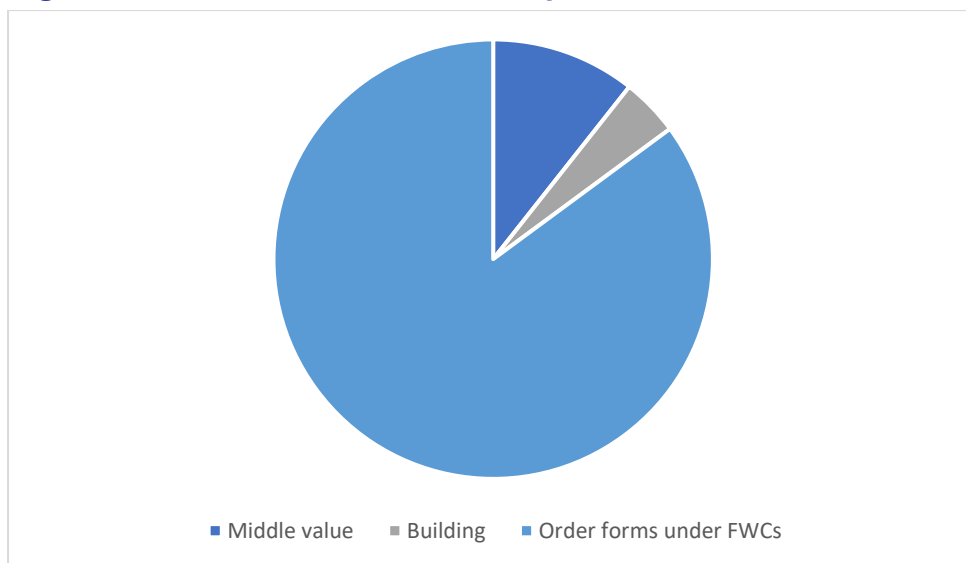
In 2022, 47 administrative procurement procedures were concluded for a total of EUR 365 544.78 (Figure 5).

These included five negotiated medium-value procedures with a value of EUR 41 614.54 and two building contracts (one valid for 1 year amounting to EUR 15 000 and one valid for 10 years amounting to EUR 4 944 380.00, but the latter is not included in overall administrative consumption for 2022) (Figure 6). In addition, EIGE signed 40 order forms under framework contracts amounting to EUR 308 930.24.

**Figure 5. Proportion of the budget accounted for by administrative procurements in 2022**



**Figure 6. Number of administrative procurements in 2022**



### 2.3.2. Information on grant, contribution and service-level agreements

On 20 December 2019, EIGE and DG Neighbourhood and Enlargement Negotiations signed addendum No 1 to contract 2018/402-854 (CRIS contract No 2019/414-064), 'Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018–2022)'. The implementation period of the project was 48 months, starting 1 January 2019 and ending in December 2022. Due to COVID-19-related project savings, the Management Board decided to extend the duration of the project. On 12 October 2022, addendum No 2 to the contribution agreement was signed. The project was extended for an additional 9 months without any additional budget (non-cost extension), with a total implementation period of 57 months until 31 September 2023.

The total eligible costs of the project are estimated at EUR 928 950.30. The agreed pre-financing rate is 100 %. Salaries for a contract agent (CA) at FG III and a CA at FG II are budgeted for under this agreement (see overview of the budget executed in 2022 in Annex VI).

### 2.3.3. Control results

In addition to the audit of the annual accounts performed by the European Court of Auditors (ECA or 'the Court'), the results being presented in section 2.7.2., EIGE's 2021 accounts were audited in 2022 by an external independent auditor in line with Article 104 of EIGE's financial regulation. The audit did not identify any material findings.

In addition, EIGE conducted an ex-post controls exercise in September 2022 in line with the procedure for performing ex-post controls adopted by the Director's Decision No 204 of 18 March 2021. A total of 1 800 control operations were performed on a sample of 40 transactions with a total value of EUR 1 278 405.92. The results show that the internal control

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system in place ensures the compliance of the transactions with the financial rules and with the internal procedures. The report included 12 recommendations related to minor deficiencies that were promptly addressed.

#### 2.3.4. Cost and benefits of controls

The assessment of cost of controls was conducted on the basis of the Commission guidance on the estimation, assessment and reporting on the cost-effectiveness of controls <sup>(49)</sup>.

For the purpose of the exercise, the following control systems were considered.

- **Procurement:** including the procurement process and contract management operations.
- **Reimbursements:** HR and mission reimbursements.
- **Payroll:** payment of staff salaries and entitlements and other payroll operations such as regularisations and social contributions.
- **Ex-post controls:** since all audits are externalised (ECA, IAS and external audit consultancy), only internal costs related to the coordination of audits and the annual ex-post controls exercise were considered.
- **Grants:** the Agency does not manage grants, so this system is not included.

The assessment was focused on the controls in financial management, specifically on the control operations pertaining to the following financial roles: financial initiation, financial verification, financial authorisation (including the delegated AO role) and checks performed by the procurement officer and assistant. The accounting function is outsourced to the Commission.

The assessment exercise was performed as follows:

1. Identification of the staff members pertaining to the control functions.
2. Identification of time spent on controls in terms of full-time equivalents (FTEs).
3. Calculation of cost of controls (based on average salary <sup>(50)</sup> in grade multiplied by the FTE using EIGE's ABM tool).
4. Aggregation the costs per category.
5. Assessment of the cost of controls against the funds managed (expenditure in 2022) in each category (for ex-ante controls).
6. Assessment of the cost of controls against the budget controlled for ex-post controls.
7. Presentation of the results in the overview table.

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<sup>(49)</sup> Commission guidance on the estimation, assessment and reporting on the cost-effectiveness of controls – DG Budget updated edition – December 2020.

<sup>(50)</sup> EIGE's ABM tool assigns overheads based on the FTE allocation therefore only costs of salaries were being considered.

**Table 19. Overview of cost of controls**

Relevant control system	Ex-ante controls			Ex-post controls			TOTAL		
Title	Cost of controls (EUR)	Funds managed (EUR)	Ratio (%)	Cost of controls (EUR)	Budget controlled (EUR)	Ratio (%)	Cost of controls (EUR)	Funds managed (EUR)	Ratio (%)
Payroll	1 681	3 950 500	0.04 %	-	-	0.00 %	1 681	3 950 500	0.04 %
Reimbursements	16 950.5	509 861	3.32 %	-	-	0.00 %	16 950.5	509 861	3.32 %
Procurements	23 423.15	3 639 745	0.64 %	8 358	1 278 405	0.65 %	31 781	4 918 150	0.64 %
<b>TOTAL</b>	<b>50 412</b>	<b>8 100 106</b>	<b>0.62 %</b>	<b>8 358</b>	<b>1 278 405</b>	<b>0.65 %</b>	<b>50 412.5</b>	<b>9 378 511</b>	<b>0.53 %</b>

## Assessment

### a. Effectiveness

Ex-post checks on the legality and regularity of transactions are performed annually by the ECA and by an independent external auditor. At the time of the drafting of this report, the ECA audit of the 2022 accounts was still ongoing. In the report on the audit of 2021 accounts, the Court did not issue any findings related to the legality and regularity of transactions with a materiality that would qualify its opinion.

The ratio between cost of controls for payroll operations to the funds managed is very low – only 0.04 % (similar to 2021). It is to be noted that this area is also subject to controls by the Paymaster Office of the European Commission.

EIGE's financial portfolio consists of segments with a relatively low error rate. This is thanks to the inherent risk profile of the projects and the performance of the related control systems. Low value transactions are linked to a higher probability of error due to the short financial workflows employed; however, the impact is very low. These types of payments occur mostly in the area of reimbursements where the ratio between the cost of controls and funds managed is 3.32 % (relatively high compared to the other two control systems, but overall, very low compared to the total funds managed, 0.2 %).

### b. Efficiency and cost-effectiveness (economy)

Efficiency is achieved by yielding the best results with the resources employed. The principle of economy requires that the resources used by EIGE in the pursuit of its activities be made available in due course, in an appropriate quantity, with an appropriate quality and at the best price. This subsection outlines the indicators used to monitor the efficiency of the control systems.



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### Qualitative analysis of the management review of the registry of exceptions and internal control weaknesses

The exceptions registered are analysed to identify specific areas of concern and actions for improvement, assisting the decision-making process. In addition, they enable management to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way. The annual analysis of the level of compliance with the ICF includes qualitative analysis and actions for improvement.

In 2022, four out of seven exceptions had a materiality level above EUR 15 000.

Moreover, EIGE regularly implements preventive measures together with internal awareness-raising activities, such as regular presentations and training sessions for staff members in the area of ethics and integrity and fraud prevention.

### Ex-ante controls on procurement procedures

All procurement procedures were subject to an ex-ante review before the launch of the call for tenders.

Issues identified and tackled have been recorded as lessons learned. The procurement team also developed a list of procurement red flags which serves as fraud prevention tool.

Ex-post controls on procurement are conducted annually by the ECA. In its latest report, the ECA did not identify material findings related to procurement that would qualify its opinion. The controls are therefore considered effective and the ratio between cost of controls and the funds managed is very low: 0.64 % (0.86 % in 2021).

### Results of the ex-post controls exercise

In 2022, EIGE conducted an ex-post control on payments. A total of 1 800 control operations were performed on a sample of 40 transactions with a total budget controlled of EUR 1 278 405. The results show that the internal control system in place ensures the compliance of the transactions with the financial rules and the internal procedures. The report included twelve recommendations to enhance the internal controls in order to address minor deficiencies. The costs of ex-post controls in 2022 are low, with a ratio of just 0.65 % of the budget controlled.

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### Activity-based budgeting

In 2021, EIGE developed its activity-based management model. The model consists of activity-based budgeting and activity-based costing functionalities. EIGE used the costing functionality to calculate the cost of its activities in 2022. The results are presented in Annex V.

## 2.4. Delegations and subdelegations

A delegation of power for budget implementation in the capacity of authorising officer by subdelegation (AOSD) was issued by the Director in 2021 to the head of operations for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and a period limited to 1 year for Title III, valid until 11 December 2022, also for a ceiling of EUR 500 000. The delegation was renewed on 12 December 2022, with validity until 11 December 2023, under the same conditions.

In 2022, the Director also delegated the power of budget implementation in the capacity of an AOSD to the head of knowledge management and communications for a maximum amount of EUR 300 000 for an unlimited period for Titles I and II, and a period limited to 1 year for Title III, valid until 8 February 2023, also for a ceiling of EUR 300 000.

In addition, in 2022, the Director delegated the power of budget implementation in the capacity of an AOSD to the head of administration for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and a period limited to 1 year for Title III, valid until 31 March 2022, also for an amount of EUR 500 000. On that delegation's expiry, the Director issued a new delegation for budget implementation in the capacity of an AOSD to the head of administration for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and a period limited to 1 year for Title III, valid from 1 April 2022 to 31 March 2023, also for an amount of EUR 500 000.

## 2.5. Human resources management

In a context still overshadowed by COVID-19, various initiatives were developed to address concerns driven by the uncertainty created by the pandemic as well as Russia's war of aggression in Ukraine: from the adaptation of working arrangements (return to office working with teleworking available up to 50 % of the time) to COVID-19 testing measures aimed at addressing concerns about possible contagion from office sources. At the same time, ensuring that business continuity was maintained meant that extensive interaction with staff was key, even if this was increasingly done online.

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Throughout 2022, EIGE focused on ensuring:

- full occupancy of available posts by securing timely staff replacements in the different categories (CAs, temporary agents (TAs), seconded national experts (SNEs) and trainees) as the need arose, which was done in anticipation of staff turnover and in line with established standards for selection and recruitment procedures;
- the implementation of existing policies and procedures, such as the renewal/non-renewal of contracts and applicable staff rights and entitlements, as well as adapting HR-related policies, notably on teleworking, psychotherapy support and model rule decisions (e.g. on administrative enquiries and disciplinary proceedings), and sustaining EIGE's commitment to provide career development opportunities, including learning and development activities.

EIGE's organisational chart (in Annex III) presents the situation at the end of 2022.

EIGE's establishment plan (Annex IV) occupancy rate at the end of 2022 was 100 % (at the end of 2021 it was 96 %). An establishment plan turnover rate of 11 % was registered, identical to the rates in 2021 and 2020 <sup>(51)</sup>.

Significant recruitment by larger and better-resourced EU agencies offering higher starting grades and the perception of better career opportunities elsewhere remains a challenge for EIGE.

During the year, six calls for applications were launched as open procedures (four for TA posts, two for CA posts); three calls were launched for SNEs and two for trainees.

As has been previously documented, applications from women invariably exceeded those from men. Excluding applications for traineeships and SNE posts and for two posts still not concluded by the end of the year, EIGE received 453 applications in 2022. Of these, 79 % were submitted by women and 21 % by men. This imbalance was also evident in the 329 applications received for traineeships at EIGE, with 92 % of applications submitted by women.

While the gender divide in subject choices in tertiary-level education is structural, this situation presents EIGE with the ongoing reality of having to move towards a better gender balance within its ranks. The overall gender imbalance in staff at EIGE increased from a ratio of 71:29 in 2018 to 76:24 in 2019 and to 77:23 in 2020, showing that this aspect of the agency's staff profile remains a challenge. While an improved ratio of 68:32 was registered at the end of 2021, this had slipped to 74:26 at the end of 2022. The gender balance achieved in EIGE's management team in 2021 was maintained in 2022. Building on this, EIGE remains

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<sup>(51)</sup> In 2020, this figure was 11 %, the same as it was in 2019 and 2018.

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committed to ensuring that all its vacancy announcements feature gender-sensitive language while reaching out to broader audiences to promote a more diverse staff body.

Annex IV portrays the change in the total number of staff. As at 31 December 2022, 19 of the 27 EU Member States were represented at EIGE (up from 16 in 2021). Annex IV provides details of the distribution of staff by Member State. Lithuania maintained its position as the most represented Member State (35 %), followed by Germany and Spain (both at 7 %). Italy, the Netherlands and Portugal were next (each at 5 %).

During the year, EIGE's management team, with support from HR services, sustained efforts to enhance the working environment. Respect and integrity, team spirit and cooperation across the units were combined to strengthen staff's understanding of and support for EIGE's zero tolerance stance on psychological and sexual harassment.

As part of EIGE's commitment to career development, 32 annual staff appraisals based on performance objectives for 2021 were completed in 2022, and these were followed by the reclassification of four TAs and two CAs.

Towards the end of 2022, arrangements with external consultants were put in place for a 360-degree assessment of EIGE's Director, the heads of unit and team leaders. This is planned to be concluded in the first half of 2023.

Commitment to competency development and training of staff is central to increasing the agency's knowledge, capabilities and skills. In order to promote and facilitate professional development, 19 different group training programmes were organised in 2022 with 414 participants, while 20 statutory staff members undertook 42 individual training courses throughout the year.

In 2022, EIGE continued to promote language training for its TAs, CAs, SNEs and trainees, reimbursing up to EUR 500 per staff member. In total, 30 requests were made by members of staff to take classes in various EU languages, for example English, French, Greek, Italian, Lithuanian and Spanish.

In 2022, an ongoing case against Manpower Lit, instituted with the Vilnius City District Court at the beginning of 2018 by a number of former interim workers, was finalised. In 2019, the Lithuanian Supreme Court made a request for a preliminary ruling to the European Court of Justice (ECJ) concerning the applicability of [Directive 2008/104/EC](#) of the European Parliament and of the Council, on temporary agency work, to EU agencies. The ECJ delivered its ruling in case C-948/19 (Manpower Lit) on 11 November 2021 <sup>(52)</sup>. The ECJ confirmed the

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<sup>(52)</sup> <https://curia.europa.eu/juris/liste.jsf?lgrec=fr&td=%3BALL&language=en&num=C-948/19&jur=C>.

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applicability of the directive to EU agencies in their capacity as public bodies engaged in economic activities. Moreover, the ECJ delivered a judgment in favour of equal treatment and equal pay of interim workers with statutory staff members. The Supreme Court of Lithuania upheld the ECJ ruling in its decision of 23 February 2022 and ruled in favour of interim workers. EIGE was a third party in this case and no direct claims were made against it. EIGE does not engage interim workers as of 1 January 2022.

In line with the framework financial regulation in force, which sets out the obligation for EU agencies to carry out a benchmarking exercise, EIGE carried out a benchmarking and screening exercise following the Commission's methodology adapted for agencies. The exercise showed that 79.9 % of all staff worked on operational tasks and 11.8 % delivered administrative support. The remaining 8 % of staff performed a 'neutral' function. Details are presented in Annex IV.

## **2.6. Strategy for efficiency gains**

In 2022, EIGE maintained close cooperation with EU agencies and sought further synergies where appropriate. EIGE has established cooperation with FRA, based in Vienna, and Eurofound, based in Dublin, for research and communication activities in particular.

EIGE has actively engaged in the Justice and Home Affairs Agencies' Network, which has, for example, coordinated a joint COVID-19 crisis response since the start of the pandemic and the agencies' contribution to the EU's solidarity with Ukraine. EIGE also coordinated the work of the justice and home affairs cluster in the peer risk assessment exercise, the results of which were shared with DG Justice and Consumers.

EIGE actively participated in the activities of the EU Agencies Network (EUAN): it engaged in the exchange of information on the 'new ways of working', responded to requests for information in a timely manner, and engaged in discussions on the agencies' involvement in strategic foresight in EU policies, cooperation in times of crisis, a greener EUAN administration of excellence and other relevant topics, such as a future-proof EUAN structure and governance.

Furthermore, to achieve efficiency in the use of its human and financial resources, in 2022 EIGE began to use the inter-agency contract for the provision of services for the evaluation of projects. Evaluations commenced in 2022, following the appointment of the members of the Project Support Office who have been tasked with coordinating evaluations.

As regards internal efficiency gains, EIGE further digitalised its work processes by expanding the use of paperless workflows and by maximising the use of online communications. Several

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tools developed/deployed in 2022 contributed to the automatisisation and digitalisation of key processes, such as Sysper2, the Commission's HR management tool, the e-recruitment tool (online application tool) and the project management tool. In the area of resource management, EIGE started to make use of the activity management tool to achieve better and more efficient allocation of human and financial resources.

Moreover, EIGE completed the implementation of the recommendations arising from the IAS audit on planning, programming and reporting. The action taken will bring significant improvements in programming and reporting processes at EIGE.

## **2.7. Assessment of audit and ex-post evaluation results during the reporting year**

### **2.7.1. Internal Audit Service**

The Internal Audit Service of the Commission (IAS) performed an in-depth risk assessment at EIGE in 2022, in view of defining the Strategic Internal Audit Plan 2023–2025 for the Institute. The Strategic Internal Audit Plan 2023–2025, including the results of the risk assessment was received on 18 May 2022, and it identifies two audit topics for the audit period 2023–2025: HR management and project management. There were no other IAS engagements at the Agency in 2022.

### **2.7.2. European Court of Auditors**

In February 2022, the ECA carried out the audit on the reliability of the annual accounts and the legality and regularity of the financial transactions for the 2021 financial year. The audit did random checks on commitments, payments, recruitments and procurement procedures and detected no material errors. In the Court's opinion, the annual accounts presented fairly, in all material respects, the financial position of EIGE on 31 December 2021, the results of EIGE's operations, its cash flows, and the changes in net assets for the year that ended, in accordance with the provisions of EIGE's financial regulation and the accounting rules adopted by the Commission's Accounting Officer. In the Court's opinion, revenue and payments underlying the accounts for the year that ended on 31 December 2021 were legal and regular in all material respects.

The ECA issued one observation on the legality and regularity of transactions, three observations on management and control systems and one emphasis of matter on the reliability of accounts (listed below). EIGE provided replies to all observations, which are part of the annual report on EU agencies for the 2021 financial year <sup>(53)</sup>.

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<sup>(53)</sup> Available here: <https://www.eca.europa.eu/en/Pages/DocItem.aspx?did=62271>.

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### ECA's emphasis of matter on the reliability of accounts

'We draw attention to Note 4.1 of the accounts, where EIGE has disclosed a contingent liability of €22 224 which will be incurred if the Lithuanian Supreme Court reaches an adverse decision in an ongoing case concerning temporary agency workers working at EIGE.'

### EIGE's reply

'The Supreme Court of Lithuania issued its ruling on 23.02.2022. The Court ruled in favour of interim workers confirming the principle of equal treatment of interim workers with statutory staff. EIGE was a third party in the case and no direct claims were made against it.'

### ECA's observation on legality and regularity of transactions

'In May 2020, EIGE launched a call for expressions of interest with the purpose of establishing a list of external experts to assist EIGE in specific areas of work. While translation services were not in the scope of the call, it was used to procure such services. As a result, EIGE was not able to choose the most suitable candidates. The call for expressions of interest was not in line with Articles 160 and 237 of the Financial Regulation. We also found that five payments made in 2021 for services provided by experts selected under the call for expressions of interest were related to translation. Since translation services were outside the scope of the call, these payments, with a total value of €12 200, are irregular.'

### EIGE's reply

'EIGE takes note of the Court's observations and will not engage external experts for translation services. Such services will be procured via open procurement procedures. The experts' database will continue to be used for quality assurance services and review of gender sensitive language.'

### ECA's observation on management and control systems

'In one recruitment procedure we found a number of weaknesses which undermine the principles of transparency and equal treatment:

- a) The selection committee members had signed their declarations of confidentiality and non-conflict of interest only after the candidates had been shortlisted.
- b) EIGE had not drawn up detailed instructions on how to award points under the various selection criteria. This led to significant differences in how different selection committee members had awarded points to candidates.
- c) EIGE had not established the minimum number of points or the maximum number of candidates to be shortlisted for interviews or for the written tests phase, before examining the applications.
- d) There was no direct link between some of the criteria on which the candidates were assessed and the ones set out in the vacancy notice.



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- e) EIGE had not awarded scores to shortlisted candidates based on their final interviews, the step which preceded the decision about which of them to recruit.'

#### EIGE's reply

'EIGE takes note of the Court's observations and will address the internal control weaknesses identified:

- a) The workflow in Director's Decision No 136 of 11 July 2017 on Selection Procedures for Recruitment will be updated to clarify confidentiality and conflict of interest assessment procedures.
- b) Detailed instructions will be drawn for Selection Panels on how to award points under the selection criteria.
- c) EIGE's general approach in selection procedures will be formalised.
- d) EIGE will adapt its recruitment procedures accordingly.
- e) EIGE accepts this observation as best practice. However, after taking into account the recommendation of the selection committee and the findings of the Assessment Centre, the Appointing Authority can then appoint any candidate on the Reserve List.'

#### ECA's observation on management and control systems

'EIGE has set up specific procedures for selecting seconded national experts. We found that in one selection procedure, EIGE had not followed part of its own procedures. These omissions undermine the transparency and objectivity of the selection procedure for seconded national experts and suggest weaknesses in EIGE's internal controls.'

#### EIGE's reply

'EIGE takes note of the Court's observation and will address the internal control weaknesses identified. EIGE will revise the procedure for recruitment of Seconded National Experts in view of simplifying it.'

#### ECA's observation on management and control systems

'In a procurement procedure, all four members of the evaluation committee appointed to evaluate the tenders against the award criteria belonged to the same unit of EIGE. This goes against Article 150(3) of the Financial Regulation.'

#### EIGE's reply

'EIGE takes note of the Court's observation and will clarify the procedures of the evaluation committees in the procurement guidelines and templates.'



### 2.7.3. Ex-post evaluations

EIGE performs evaluations of its projects and activities that entail high expenditure in accordance with Article 29 of its Financial Regulation <sup>(54)</sup>. In this respect, EIGE is using as of 2022 the services contracted via an Inter-Agency Joint Procurement procedure. The evaluations are coordinated by EIGE's Project Support Office, based on the Annual Evaluations Plan, approved by the Director and in accordance with the evaluation's strategy defined in the SPD.

One project was selected for ex-post evaluation in 2022:

**Table 20. Ex-post evaluation in 2022**

Name	Link to SPD	Lead Unit	Start-End Date	Budget
Survey on gender gaps in unpaid care, individual and social activities	Activity 2 – (Gender Equality Index) of SPD 2021–2023 and Activity 1 (Gender Equality Index) of SPD 2022–2024	Operations	Nov. 2021–Nov. 2022	471 481 EUR <sup>(55)</sup>

The evaluation is ongoing, the results will be available in Q2 2023 and reported in the CAAR 2023.

## 2.8.a. Follow-up of recommendations and action plans for audits and evaluations

During 2022, EIGE continued to follow-up on outstanding recommendations from previous years. All the audit recommendations issued in the IAS audit report on planning, programming and reporting processes at EIGE (report issued on 18 October 2021) have been implemented according to the action plan agreed with the IAS and have been reviewed and closed by the IAS in January 2023.

Regarding the outstanding ECA recommendations, two observations from 2018 and 2019 have been marked completed, while two observations from 2019 and 2020 are no longer

<sup>(54)</sup> Management Board Decision No MB/2019/024 of 20 December 2019 adopting the Financial Regulation of EIGE.

<sup>(55)</sup> The amount represents 16 % of Title III allocation in 2021.

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applicable, as assessed by the ECA in its annual report on EU agencies for the 2021 financial year and listed below. As regards the ECA observations for the financial year 2021, these are currently being assessed by the ECA in the follow-up review and the results will be published in the annual report on EU agencies for the 2022 financial year expected in the last quarter of 2023.

#### **ECA observation on the legality and regularity of transactions in 2018 accounts-COMPLETED**

‘A framework contract with a temporary work agency did not require compliance with certain legal requirements (i.e., to grant its workers the same working conditions as EIGE’s staff). There is no evidence that the EIGE itself carried out such comparison. The EIGE should analyse the working conditions of its interim workers and ensure they are in line with European and national labour law.’

#### **ECA observation on the legality and regularity of transactions (2019/2020)- NOT APPLICABLE**

‘In 2019 and 2020, the ECA concluded that EIGE’s procedures for selecting and contracting the external experts lacked a solid audit trail (as set out in Article 36(3) of the Financial Regulation). As a result, all subsequent payments associated with these contracts were irregular.’

#### **ECA observation on budgetary management (2019/2020)- NOT APPLICABLE**

‘In its budgets for 2019 and 2020, EIGE did not include €550 000 and €378 950 respectively as revenue assigned under the Instrument for Pre-Accession Assistance for the implementation of the action “Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender-equality policies (2018–2021).’

#### **ECA observation on internal controls (2019)- COMPLETED**

‘EIGE has not carried out ex-post controls of operations and budgetary implementation since September 2016. A dedicated ex-post controls programme based on specific risks would contribute to improving EIGE’s internal control environment.’

### **2.8.b. Follow up of recommendations issued following investigations by the European Anti-Fraud Office (OLAF)**

There are no OLAF recommendations pending a follow-up from previous years.

## 2.9. Follow-up of observations from the Discharge Authority

Article 107(2) of the framework financial regulation, Commission Delegated Regulation 2019/715 of 18 December 2018, states: ‘At the request of the European Parliament or the Council, the Director shall report on the measures taken in the light of those observations and comments’.

The table below provides an overview of the measures taken by EIGE in response to the discharge authority’s observations and comments of 4 May 2022 with respect to implementing the Agency’s 2020 budget.

Discharge was granted on 4 May 2022.

**Table 21. Follow-up of observations from the Discharge Authority**

Observation of the Discharge Authority	Response and measures taken by EIGE	Status
<p>3. Observes from the Court’s report that, on 17 December 2019, the Institute signed an amendment to the agreement with the Commission’s Directorate-General for Neighbourhood Policy and Enlargement Negotiations for the provision of EUR 378 950 under the Instrument for Pre-Accession Assistance for the implementation of the action entitled “Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender equality policies (2018 to 2021)”, and that the amount was received on 27 December 2019 but that information relating to that amount was not included in the budget; remarks that, pursuant to Article 157 of the Financial Regulation, such information must be reported; regrets that the Institute did not publish an amendment to its 2020 budget in order to include the amount cashed and did not include it in the 2020 budget published on 31 March 2021, and that a similar issue was previously reported in 2019; notes that, at the end of 2021, the Institute</p>	<p>EIGE has taken due note of the Court’s observation regarding the publication of the IPA contribution in EIGE’s budget. EIGE provided its reply to the Court’s observation in the audit report for the financial year 2019, expressing its concerns regarding the publication of IPA funds, which are project-based funds and not related to a year’s specific budget with EIGE’s budget.</p> <p>During the audit for the financial year 2020, EIGE discussed with the audit team the best modalities to implement the Court’s recommendation. In the follow-up of the audit, EIGE liaised also with DG BUDG and the Publications Office and proceeded with publishing a corrigendum to its 2020 budget as to include the IPA contribution in EIGE’s budget. No IPA contribution has been received in 2021.</p> <p>The Court of Auditors performed a follow-up review of the observation during the audit on the 2021 accounts.</p> <p>Besides the corrective measure implemented, EIGE has liaised also with other Agencies within the Inter-Agencies accountants’ network and has gained clear understanding and</p>	<p>Implemented</p>

<p>implemented the Court’s observation on budgetary management in the audit of the 2020 accounts and that the Institute proceeded with the publication of a corrigendum to its 2020 budget regarding the contribution from the Instrument for Pre-Accession Assistance; notes that the action is currently under follow-up by the Court; <b>calls on the Institute, as the Court notes this is indicative of a systemic issue, to provide the discharge authority with an explanation for the reoccurrence of the reporting issue in 2020; calls on the Institute to inform the discharge authority about other measures it has taken to prevent it from happening again;</b></p>	<p>knowledge on how to treat similar instances in the future.</p>	
<p>5. Welcomes the ongoing cooperation between the Institute and Parliament’s Committee on Women’s Rights and Gender Equality (the ‘FEMM Committee’) and the Institute’s contribution to the ongoing work of the FEMM Committee such as work on the impact of the COVID-19 pandemic, gender-based violence, equal pay, gender budgeting and the development of a gender-sensitive parliament tool; stresses the valuable contribution that the Institute can make to all of Parliament’s committees, and encourages Parliament to establish an ever closer cooperation with the Institute; <b>encourages collaboration between the Institute and other Union agencies;</b></p>	<p>EIGE currently cooperates closely with Union agencies and seeks further synergies where appropriate.</p> <p>EIGE regularly cooperates with the Fundamental Rights Agency and the Eurofound in research and dissemination activities.</p> <p>To ensure synergies with all relevant Agencies, in 2020, EIGE mapped the responses to the Covid-19 outbreak by its stakeholders (including Union agencies) to better plan its research and avoid overlaps.</p> <p>Joint initiatives for Covid-19 crisis response and business continuity plans were also discussed within the network of Justice and Home Affairs (JHA) agencies. Moreover, EIGE joined JHA agencies in supporting Member States and institutions in responding to the conflict in Ukraine and helping people affected and displaced by the war. In this respect, EIGE contributed to the joint paper on the contributions to the EU’s solidarity with Ukraine.</p> <p>Further opportunities for resource sharing with other Agencies will be explored in the context of EIGE’s external evaluation in 2022.</p>	<p>Ongoing</p>

<p>11. Notes with concern the unbalanced gender distribution in senior management, with one man (25 %) and three women (75 %), on the management board, with seven men (21,9 %) and 25 women (78,1 %) and among staff overall, with 11 men (23,4 %) and 36 women (76,6 %); <b>reiterates its call on the Institute to ensure gender balance at senior management level in the future; reminds the Institute that in the selection of candidates, competence, knowledge and experience are important, as well as geographical and gender balance among staff members;</b></p>	<p>EIGE has taken pro-active steps to apply measures for improving gender balance across all levels of the organisation, paying particular attention to:</p> <ul style="list-style-type: none"> <li>• the use of gender sensitive wording in vacancy announcements so as to attract the attention of both women and men,</li> <li>• Ensure, as much as possible, gender balance in EIGE's selection committees,</li> <li>• target the under-represented sex in situations where two candidates are equally suitable for a post.</li> </ul> <p>Moreover, since 2021, EIGE has been actively participating in the EUAN Diversity &amp; Inclusion Working Group and has established a list of actions that complement existing measures and that can lead to improved diversity and inclusion within the Institute, including gender balance, such as:</p> <ul style="list-style-type: none"> <li>• increasing the reach of vacancy notices to attract a more diverse talent pool,</li> <li>• screening vacancy notices to detect bias,</li> <li>• organising training for staff involved in recruitment on mitigating unconscious bias, and</li> <li>• promoting measures for work-life balance.</li> </ul> <p>EIGE has achieved gender parity in the management team in 2021 and has detected a slight improvement in the gender balance within the staff population. As regards senior management, only one post falls in this category as per Article 29(2) of Staff Regulations: that of the Director.</p> <p>EIGE remains committed to continuing its efforts to achieve better gender balance and to report on a regular basis in this regard.</p>	<p>Ongoing</p>
<p>12. Welcomes the efforts made in staff policy to promote teleworking and healthy life and <b>continues to encourage the Institute to pursue the development of a long-term human resources policy framework</b> which addresses work-life balance,</p>	<p>EIGE has in place comprehensive policies and measures aimed at supporting work-life balance, staff wellbeing, career development and inclusion and diversity. For example, EIGE adopted flexible working arrangements while allowing teleworking up to 2.5 days per week, has policies in place for parental leave, part-</p>	<p>Partially implemented</p>

<p>lifelong guidance and career development, gender balance, teleworking, geographical balance and recruitment and integration of people with disabilities;</p>	<p>time work and outside activities, established service level agreements with schools in Vilnius in order to support access to education for the children of the statutory staff, promotes inclusion and diversity through a series of measures defined in the Diversity and Inclusion Action Plan, has measures in place for provision of reasonable accommodation.</p> <p>In order to enhance and further develop the existing portfolio of HR policies and processes, EIGE has developed an HR Strategy 2022–2027 aimed at establishing a long-term human resources policy framework, which prioritises the introduction of a competency framework, developing measures for work-life balance, lifelong guidance and career development, as well as gender balance, teleworking, geographical balance and recruitment and integration of people with disabilities. This document was developed in the first half of 2022 and its implementation should start from the second half of 2022.</p>	
<p>13. Notes that in 2020 the Institute continued using the framework contract for the provision of interim personnel; notes that, at the beginning of 2018, some interim workers challenged their working conditions with the contracted company and that the case was dealt with by the Lithuanian labour dispute committee, which decided in favour of the interim staff; notes that the decision of the Lithuanian labour dispute committee was contested by the contracted company; remarks that the Institute acted as a third party in that case; remarks moreover that Directive 2008/104/EC of the European Parliament and of the Council<sup>1</sup> did not provide a priori legal clarity about whether Union agencies fall under its scope as regards employing temporary workers; notes that on 30 December 2019 the Lithuanian Supreme Court addressed questions to the Court of Justice of the European</p>	<p>The Supreme Court of Lithuania issued its ruling on 23 February 2022. The Supreme Court upheld the CJEU's ruling and ruled in favour of interim workers, confirming thus, the principle of equal treatment of interim workers with statutory staff. EIGE was a third party in the case and no direct claims were made against it.</p> <p>Due to Manpower's refusal to accept the offer to extend the contract for provision of interim workforce in December 2021, EIGE has not engaged interim agents since January 2022.</p>	<p>Implemented</p>

<p>Union (CJEU) in case C-948/19; <b>notes that, according to the Court's report, the fact that the CJEU was ruling on the matter might have an impact on the Court's position concerning the Institute's use of interim workers and that observations on the matter would be provided when the CJEU issued a final ruling in the case</b>; notes that the case was resolved in November 2021, as the CJEU ruled that Union agencies fall under the scope of Directive 2008/104/EC when they employ temporary agency workers through temporary employment agencies;</p>		
<p>14. Notes that, following the Commission's Internal Audit Service's 2019–2021 Strategic Internal Audit Plan, the audit on the implementation of the project-led organisation approach in the Institute took place in 2020 and that the final audit report contained one important and two very important recommendations that were accepted by the Institute; notes that the very important recommendations <b>concern improvements to the Institute's project management framework and underline the need to communicate the Institute's project management approach as staff had not been following the guidelines</b>; notes that the important recommendation <b>calls on the Institute to analyse and consider enhancing its project management</b>;</p>	<p>All the audit recommendations pertaining to the IAS audit on the implementation of the project-led organisation approach in EIGE have been implemented in accordance with the action plan.</p> <p>The IAS closed all the recommendations in February 2022.</p>	<p>Implemented</p>
<p>18. Notes that the Court presented three observations on the legality and regularity of transactions, budgetary management and internal controls in 2019; notes that, regarding the first observation related to the assignment of tasks to external experts on the basis of pre-defined selection criteria,</p>	<p>As regards the observation related to the publication of the IPA contribution, the Institute took corrective measures in 2021, by publishing a corrigendum to its 2020 budget as to include the IPA contribution in the budget.</p> <p>As regards the observation related to ex-post controls, EIGE addressed the Court's</p>	<p>Implemented</p>

<p>as set out in Article 36(3) of the Financial Regulation, the Institute examined the current processes and prepared a new call for expression of interest that takes into account the Court's suggestion; notes that the second observation was related to the Instrument for Pre-Accession Assistance and that the Institute contacted the Commission's Directorate-General for Budgets on the issue of presenting project-based funds in the annual budget; <b>calls on the Institute to provide a coordinated approach to the Court on the way it intends to deal with that specific issue in the future in order to ensure that the Court's finding is properly addressed</b>; notes that the third observation concerned the fact that the authorising officer may, by delegation, put in place ex-post controls to detect errors and irregularities, <b>but that the Institute has not carried out such ex-post controls; notes that the actions taken by the Institute to address that observation were ongoing in 2020;</b></p>	<p>observation by revising its procedure for performing ex-post controls in March 2021 and having performed ex-post controls annually since September 2021.</p>	
<p>19. Notes with concern the conclusion of the internal control assessment for the year 2020 that states that the internal control system is partially effective due to an issue in component 3, 'control activities', as the business continuity plan is obsolete, and that there has been a lack of business continuity testing since 2015; <b>recalls the findings and recommendations of both the Commission's Internal Audit Service and the Court and calls on the Institute to reflect those findings in the assessment of the internal control system, if not already done</b>; welcomes the mitigating measures taken by the Institute and <b>calls on the Institute to keep the discharge authority</b></p>	<p>EIGE takes due account of audit findings in the assessment of internal control. In this respect, EIGE's management defines actions to address the audit recommendations, continuously monitors their implementation and reports on it in Part II of the Consolidated Annual Activity Report (CAAR). Audit opinions and the results of ex-post controls constitute sources of assurance towards the Declaration of Assurance of the Director in Part V of the CAAR.</p> <p>EIGE addressed the internal control weaknesses identified in the 2020 internal control assessment by:</p> <ul style="list-style-type: none"> <li>• Having updated its Business Continuity Plan (BCP) in July 2022 and arranging to start testing the new BCP annually, as of Q4 2022.</li> </ul>	<p>Implemented</p>



<p><b>informed about the progress made; notes with concern that the Institute has not carried out any ex-post controls of operations and budgetary implementation since September 2016;</b></p>	<ul style="list-style-type: none"> <li>• Having revised its procedure on performing ex-post controls in March 2021 and having started performing ex-post controls annually, as of September 2021.</li> </ul>	
<p>23. Notes the Institute's efforts to ensure a cost-effective and environmentally friendly workplace; welcomes the fact that the Institute nominated a green officer to work on reducing the impact of its operations on the environment; <b>encourages the Institute to share its challenges and lessons learned in the EU Agencies Network;</b></p>	<p>EIGE's Green Officer is actively involved in the activities of the EUAN Greening Network by attending meetings and workshops, contributing to consultations and sharing best practices and information. EIGE's Director is as well actively engaged in sharing of information and best practices within the EU Agencies Network.</p>	<p>Ongoing</p>
<p>24. <b>Calls for buildings to be modernised in order to meet zero-emission standards,</b> in particular by installing solar panels on all buildings belonging to the Institute;</p>	<p>EIGE's premises in Vilnius are in a multi-purpose building and are subject to a lease agreement. EIGE will discuss with the lessor the possibility to install solar panels, however, this would depend on what technical adjustments to the building are feasible and allowed by the municipality, considering that the building is located in the historical centre of Vilnius.</p>	<p>Ongoing</p>
<p>33. Recalls the importance of increasing the digitalisation of the Institute in terms of internal operation and management and the importance of speeding up the digitalisation of procedures; stresses the need for the Institute to continue to be proactive in that regard in order to avoid a digital gap between Union agencies at all costs; draws attention, however, to the need to take all the necessary security measures to avoid any risk to the online security of the information processed; <b>calls on the Institute to develop its cybersecurity policy more quickly and to deliver it without delay;</b></p>	<p>EIGE has fully digitalised its key processes in 2021 by establishing the electronic workflows and e-signature. Further progress has been made with the adoption of SYSPER 2 time management module in 2022. EIGE continues to pursue opportunities for further digitalisation of its work processes.</p> <p>EIGE has updated its ICT Security Policy as well as Information Management Policy and will continue to organise regular vulnerability tests as well as regular security awareness sessions for all staff, in accordance with the updated policies. EIGE also developed a Data Breach Procedure and Internal rules concerning restrictions on certain data subjects' rights, in line with EDPS guidance.</p>	<p>Ongoing</p>

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## 2.10. Environment management

EIGE took several measures during 2022 to strengthen its efforts to achieve sustainable and environmentally friendly processes. It established the role of 'green officer' with the task of proposing a framework and measures to reduce the negative impacts on the environment caused by EIGE's operations. The eco-group continued to support the green officer's tasks in 2022.

To reduce CO<sub>2</sub> emissions, EIGE remained committed to ensuring that its contracts include environmental sustainability clauses. It also adopted an environmentally friendly approach to its work practices, detailed in Annex VII.

## 2.11. Assessment by management

EIGE has in place a functioning internal control system of processes and procedures, assuring the appropriate management of the risks relating to the legality and regularity of underlying transactions and the nature of payments. The internal control system designed provides reasonable assurance that EIGE is achieving effectiveness, efficiency and economy of operations, reliability of reporting, safeguarding of assets and information, and prevention, detection, correction and follow-up of fraud and irregularities.

The established internal control system is based on segregation of duties, a risk management and control strategy, avoidance of conflicts of interest, appropriate audit trails and data integrity in data systems, and established procedures for monitoring performance and for following up any internal control weaknesses identified.

To enhance the existing internal control system, EIGE's Management Board adopted a new internal control framework (ICF) on 12 June 2019, in line with the Commission's revised ICF. There are 17 principles to provide assurance that the organisation is meeting its objectives. In accordance with the provisions of the ICF, the Director adopted <sup>(56)</sup> the guidelines for the assessment of internal control and the internal control indicators.

Financial management and control are rooted in core processes such as procurement (from the assessment of needs to the selection of suppliers to the award decision), financial operations (establishing the financial commitment, making payments, monitoring contracts and recovering debts with ad hoc procedures in place) and supervisory measures (including ex post controls), which form the basis for achieving sound financial management.

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<sup>(56)</sup> Director's Decision No 252 of 27 June 2022.

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### Clear procedures

EIGE's procedures and policies serve as a reference for the daily activities of the staff.

During 2022, EIGE's Management Board took the following decisions with a view to adopting implementing provisions to the Staff Regulations:

- administrative inquiries and disciplinary proceedings (Ref. MBD/2022/007) adopted on 12 October 2022;
- non-application of Commission Decision C(2022) 1788 of 24 March 2022 on working time and hybrid working (Ref. MBD/2022/008) adopted on 12 October 2022;
- function of adviser (Ref. MBD/2022/014) adopted on 4 November 2022;
- by analogy, Commission Decision C(2022) 1715 of 24 March 2022 on home leave for officials, temporary staff and contract staff serving in a third country and repealing Commission Decision C(2013) 9035 final of 16 December 2013 (Ref. MBD/2022/015) adopted on 4 November 2022;
- by analogy, Commission Decision C(2021) 8179 of 16 November 2021 laying down general implementing provisions regarding the payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations to staff members for the duration of temporary assignments to the seat of the institution or any other place of employment in the Union (Ref. MBD/2022/016) adopted on 4 November 2022.

Also, during 2022, the IAS performed an in-depth risk assessment of EIGE's activities and processes, which led to the development of the IAS strategic internal audit plan for 2023–2025 and identification of two topics for the audit period: HR management and project management.

### Ethics and integrity

During 2022, the HR team organised several ethics and integrity training courses, as well as training on fraud prevention. Training on the prevention of harassment was organised in 2022, for both management and staff. EIGE also had active confidential counsellors in 2022.

Moreover, the anti-fraud strategy for 2021–2023, which defines measures aimed at further strengthening the agency's anti-fraud system, was implemented in accordance with the action plan defined in the strategy.

### Continuity of services

EIGE successfully managed the return to the office in 2022 while still maintaining measures to safeguard the health and safety of staff. Since the onset of the pandemic in 2020, management has continuously and closely monitored the situation and has followed the guidance and instructions issued by European and Lithuanian health authorities. EIGE also

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revised its business continuity plan in order to update the crisis management procedures and incorporate lessons learned from the COVID-19 crisis.

#### Ex ante verification

In accordance with applicable procedures, each operation is verified in terms of regularity, conformity and sound financial management. Staff members with the right competencies and skills, robust experience of the relevant procedures and IT-related tools are placed in ex ante verification positions. When the basic (short) financial circuit is applied at EIGE, the functions of verification and authorisation are performed by the authorising officer or AOSD.

#### Ex post control system

To complement the ex ante verifications and to confirm the reliability of the internal control system, a decision on implementing an ex post control system (Director's Decision No 203 of 18 March 2021) and a procedure concerning the ex post control system was established (Director's Decision No 204 of 18 March 2021). The ex post control exercise was performed in September 2022 and resulted in no material findings. The report, however, included some recommendations for strengthening the internal control system, which have been implemented.

### Key indicators used for assessment by management

#### Analysis of exceptions

Since 2010, EIGE has introduced and maintained a procedure for registering exceptions and incidents of potential non-compliance. In 2022, seven exceptions involving financial and procedural deviations were registered (six exceptions in 2021). Four exceptions had a materiality level of over EUR 15 000. At the end of each financial year, the exceptions are analysed by the head of administration and the internal control and compliance officer to ensure that exceptions are followed up with corrective action.

#### Rate (%) of external and accepted internal audit recommendations implemented

By the end of 2022, all measures addressing the recommendations of the IAS audit on planning, programming and reporting at EIGE had been implemented by the deadline. All the recommendations were reviewed and closed by the IAS in January 2023.

#### Fraud cases detected

In 2022, no fraud cases were detected (as in 2021).

#### Lost assets

In 2022, there were no lost assets (zero in 2021).

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## Part II(b). External evaluations

In line with Article 20 of [Regulation \(EC\) No 1922/2006](#), EIGE's Management Board commissions the organising of an external evaluation of the agency. In line with a decision of the Management Board at its 32nd meeting in June 2019, the second evaluation of EIGE took place in 2022. The evaluation report<sup>(57)</sup> was presented at the November 2022 Management Board meeting.

According to the external evaluation, EIGE is a well-functioning organisation and fulfils the mandate set out in its regulation. EIGE's expertise and programme of work are key to promoting gender equality in the EU. Data and research produced by EIGE are needed to ensure and inform further progress. Stakeholders value EIGE's contribution to the development of effective policies and initiatives. The Gender Equality Index continues to be the main reference within the EU, providing a platform for comparisons between Member States and allowing monitoring of the status of gender equality in the EU.

The report shows that there have been many improvements since the first evaluation of EIGE carried out in 2015; however, it is apparent that some key concerns are still prevalent, such as the role of the Experts' Forum, the functioning of the Management Board and staffing issues.

Based on the results of the external evaluation report, the Management Board defined its recommendations<sup>(58)</sup> (outlined below) and submitted them to the Commission on 9 February 2023. EIGE will develop an action plan for implementation of the recommendations addressed to EIGE's management (also outlined below).

Recommendations to the Commission arising from the second external evaluation of EIGE:

1. **Allocating sufficient and adequate resources to the agency.** The evaluation findings make the case that the resources currently allocated to EIGE are not sufficient to fulfil the tasks assigned to it in the founding regulation, and this situation is being exacerbated by the increasing demand from the EU institutions and the Member States for support from EIGE, alongside the specific tasks and operational activities the agency is expected to achieve.
2. **Revising the composition of the Management Board.** The evaluation shows that revising the composition of the Management Board by including representatives of all Member States would ensure the continuity of the agency's work and maintain

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<sup>(57)</sup> See the report on the second independent evaluation of EIGE ([https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/european-institute-gender-equality\\_en](https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/european-institute-gender-equality_en)).

<sup>(58)</sup> See the letter to the Commission from EIGE's Management Board ([https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/european-institute-gender-equality\\_en](https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/european-institute-gender-equality_en)).

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dialogue with all Member States. The creation of an Executive Board based on the current Standing Committee would also help to streamline the decision-making process. These changes would result in better alignment with the Common Approach and increase the efficiency and effectiveness of EIGE.

3. **Experts' Forum.** The evaluation found that the Experts' Forum still struggles to demonstrate a clear value, suggesting that securing the excellence and independence of EIGE's activities could instead be supported by, for example, a scientific committee, ad hoc experts' groups or another forum.

Recommendations aimed at EIGE's management:

1. **Developing an organisational strategy to strengthen the intersectional approach.** The evaluation shows that EIGE has made significant steps in applying the intersectional approach to data collection, analysis and reporting. Nevertheless, an organisational strategy for enhanced intersectionality would allow a more coherent approach across EIGE's activities and a commitment to continuous improvement.
2. **Mapping and reviewing the needs in the area of gender mainstreaming in the EU and national-level stakeholders with policymaking and budgetary competencies.** In view of the available resources, EIGE should consider its work on 'toolkit development' compared with other viable options to satisfy stakeholders' needs (more direct technical assistance, emerging policy areas that may require specific development of competencies for gender mainstreaming, etc.).
3. **Building on EIGE's accumulated credibility and expertise to create larger networks.** The evaluation recommends that EIGE increasingly embed its work on gender equality within larger policy programmes, in line with the priorities of the Commission's agenda. EIGE is already taking steps in this respect, for example its quick reaction to the COVID-19 pandemic or the recent focus on the European Green Deal; however, stakeholders have suggested that EIGE could become more involved in other policy areas. Further work should be coupled with better dissemination of information to ensure that existing knowledge reaches EIGE's stakeholders.

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# Part III. Assessment of the effectiveness of the internal control systems

## 3.1. Effectiveness of internal control systems

### Results of the assessment of internal control

A specific assessment of internal control for the year 2022 was performed in accordance with EIGE's ICF <sup>(59)</sup> and EIGE's guidelines for the assessment of internal control <sup>(60)</sup>.

The assessment was carried out at three levels:

1. principles (based on the analysis of the detected strengths and deficiencies),
2. components (based on an analysis of the results at principle level),
3. internal control system as a whole (based on an analysis of the results at component level).

The following information sources were used to identify internal control strengths and deficiencies:

- assessment by management;
- audit conclusions, findings and recommendations;
- exceptions registered in the Register of Exceptions;
- implementation of the Anti-Fraud Strategy;
- the Accounting Officer's validation of financial management systems;
- report on ex-post controls;
- results of the internal survey on 'soft controls';
- report of the neutral verifier for the use of ABAC;
- results of staff engagement surveys;
- follow-up of the internal control deficiencies identified in previous years;
- achievement rate of the internal control indicators in 2022;
- ongoing or finalised legal proceedings.

Based on the above information, the Internal Control and Compliance Officer supported management in identifying both the internal control strengths and deficiencies, and in assessing the severity of the identified deficiencies corresponding to the relevant internal control principles, as follows.

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<sup>(59)</sup> Adopted in Management Board Decision No MB/2019/018 of 12 June 2019.

<sup>(60)</sup> Adopted in Director's Decision No 252 of 27 June 2022.



- **Moderate deficiency** – it has a moderate impact on the presence and/or functioning of the principle. With such a deficiency, the principle is in place and functions, but some improvements are needed.
- **Major deficiency** – it has a significant impact on the presence and/or functioning of the principle, but the principle is partially effective. With such a deficiency, the principle is partially in place and/or is partially functioning; substantial improvements are needed.
- **Critical deficiency** – it has a fundamental impact on the presence and/or functioning of the principle and the principle is not effective. With such a deficiency, the principle is not in place and/or essentially does not function as intended.

**Four moderate deficiencies** (related to components I, III and IV) were identified. **One major deficiency** was identified in component III.

At the level of principles, it can be concluded that most principles are present and functioning as intended. However, some improvements to principles 4, 10, 13 and significant improvements to principle 11 are required.

Components 2 and 5 are present and functioning well, while some improvements are needed in components 1 and 4 and significant improvements in component 3.

The table below presents the deficiencies identified, their severity and the impact on the internal control components.

**Table 22. Internal control deficiencies identified, their severity and the impact on the internal control components.**

No	Internal control deficiency description and date	Source of the internal control deficiency	Severity 1. None/ 2. Moderate/ 3. Major/ 4. Critical	Affected internal control component	Affected internal control principle
1	Internal control weaknesses in 2 selection procedures	ECA audit	Category 2. Moderate	I	4
2	Services procured outside the scope of the call for expression of interest. Related payments in amount	ECA audit	Category 2. Moderate	III	10

	of EUR 12 200 considered irregular				
3	Composition of the Evaluation Committee not in line with the FR in one procurement procedure	ECA audit	Category 2. Moderate	III	10
4	Submitted tender not received in EIGE's mailbox dedicated to the respective tender procedure	management controls	Category 3. Major	III	11
5	Document Management policy (2014) needs updating	IAS risk assessment	Category 2. Moderate	IV	13

Management has defined an action plan to address the internal control deficiencies identified in the reporting year.

All actions to address the deficiencies identified in 2021 have been implemented and the related deficiencies closed.

### **Fraud prevention and detection**

Aiming to minimise the risk of fraud, EIGE continued to raise awareness among staff members in 2022 in order to facilitate the detection and prevention of possible fraudulent activities. Fraud risks are being continuously monitored and assessed through annual fraud risk assessments. A fraud risk assessment was performed in December 2022.

EIGE has been developing and implementing its renewed anti-fraud strategy since 2021 on the basis of the methodology provided by OLAF. In the reporting year, EIGE devoted most of its efforts to implementing the relevant action plan. This resulted in constant monitoring of the existing legal framework, the provision of fraud prevention trainings, awareness-raising of staff through informational material published and updated on the dedicated anti-fraud intranet page, and the performance of dedicated controls and fraud risk assessments.

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Specific actions were implemented to mitigate areas of risk such as: the update of the project management framework, processes and tools, the update of the quality assurance policy and the update of the procedure for performing ex-post controls.

### **Prevention and management of conflicts of interest**

Prevention and management of conflicts of interest is carried out through awareness-raising and by monitoring the validity of the declarations of interest signed by the Management Board, senior management and staff involved in recruitment and procurement activities.

EIGE took action in 2022 to update its conflict of interests' policy, in light of ECA's recommendations on 'revolving door' in its 2021 audit report for EU Agencies, and in light of other recommendations and reports issued by the European Ombudsman<sup>61</sup> and the European Parliament (<sup>62</sup>). The rules have been under consultation by EIGE's Staff Committee and will be submitted for the adoption of the Management Board in 2023.

No cases of conflict of interests were found in 2022.

## **3.2. Conclusions of assessment of internal control systems**

EIGE assessed its internal control system during the reporting year and concluded that most components are present and functioning as intended, with some improvements needed as a result of moderate deficiencies relating to components I and IV. Significant improvements are needed in component III to address a major deficiency.

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<sup>61</sup>) European Ombudsman, Practical recommendations for public officials' interaction with interest representatives, 24 May 2017, <https://www.ombudsman.europa.eu/en/correspondence/en/79435>.

<sup>62</sup>) Study EU Agencies and Conflict of Interest commissioned by the European Parliament's Policy Department for Citizens' Rights and Constitutional Affairs at the request of the Committee on Petitions, available at: [https://www.europarl.europa.eu/RegData/etudes/STUD/2020/621934/IPOL\\_STU\(2020\)621934\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2020/621934/IPOL_STU(2020)621934_EN.pdf).

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### **3.3. Statement of the Manager in charge of risk management and internal control**

I, the undersigned,

Manager in charge of risk management and internal control within the European Institute for Gender Equality,

In my capacity as Manager in charge of risk management and internal control, I declare that in accordance with the Agency's Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Director.

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

Place: Vilnius, Date: .....

(signature)  
Emmanuel Maurage

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## Part IV. Management assurance

### 4.1. Review of the elements supporting assurance

The declaration of assurance, provided by the Authorising Officer, based on all information at their disposal, is structured around four pillars or 'building blocks':

- assessment by management (audits and supervisory checks, monitoring reviews);
- assurances and/or recommendations from independent monitoring and assessment sources (data protection, results from audits (IAS and ECA) and evaluations during the reporting year);
- follow-up of reservations and action plans resulting from audits from previous years, and follow-up of observations from the discharge authority;
- assessments of internal control.

The key financial and non-financial indicators on legality and regularity and sound financial management show no evidence of inadequate/ineffective safeguards that exposed EIGE to key risks.

In 2022, a total of seven exceptions were recorded. They referred to formal or procedural errors that did not expose EIGE to key risks and that were addressed by immediate actions to prevent any future reoccurrence.

No critical internal control deficiencies were identified in the internal control assessment report for the year 2022, however, one major internal control deficiency related to improper functioning of systems and procedures that led to the 'loss' of a submitted offer in one procurement procedure was detected. The deficiency is classified as serious, however not critical, due to the mitigating measures promptly defined and implemented to prevent similar situations in the future.

Thus, after careful consideration of the results of audits and supervisory checks, monitoring reviews and self-assessments, management considered that the actions implemented to date gave reasonable assurance as to the architecture of the internal control system and that this system was operating correctly as a whole and could therefore be considered to be appropriate.

Based on all the facts presented in the previous sections, and on the opinion of the ECA on the reliability of the accounts and on the legality and regularity of the transactions underlying the accounts, it can be stated that the Agency operates in an environment where the risks are appropriately managed.

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Furthermore, the control procedures put in place ensure the legality and regularity of the underlying transactions; the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management.

## **4.2. Reservations**

Although one major internal control deficiency was identified in the reporting year, the AO, having taken into consideration the measures taken to prevent the occurrence of similar issues in the future and having considered the results of independent audits and controls, does not issue reservations.

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## Part V. Declaration of assurance

I, the undersigned, Director of the European Institute for Gender Equality,

In my capacity as Authorising Officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here that could harm the interests of the Agency.

Place: Vilnius, Date: .....

(signature)  
Carlien Scheele



# Annexes

## Annex I. Core business statistics

KPIs in relation to strategic objectives	<b>Strategic objective – Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</b>		
	<b>Key performance indicators</b>	<b>Target</b>	<b>Achievement level</b>
	Rate of achievement of annual activities*	> 95 %	96.1 %
	Number of references to EIGE’s work by EU-level organisations	250	769
	<b>Strategic objective – Support the integration of a gender perspective in Community policies and the resulting national policies</b>		
	<b>Key performance indicators</b>	<b>Target</b>	<b>Achievement level</b>
	Number of stakeholders provided with technical assistance for gender mainstreaming	At least 1	6
	Number of EU policy documents that EIGE has contributed to	> 5	25
	Percentage of EIGE’s events participants who increased their knowledge on gender equality issues	> 75 %	94.33 %
	<b>Strategic objective – Effectively promote gender equality to key stakeholders and target groups</b>		
	<b>Key performance indicators</b>	<b>Target</b>	<b>Achievement level</b>
	Number of accepted requests from EU institutions	130	121
	Number of media requests responded to	60	44
Number of presentations of EIGE’s work in stakeholders’ events	60	67	
KPIs in relation to management of financial and human resources	<b>Sound financial management</b>		
	<b>Key performance indicators</b>	<b>Target</b>	<b>Achievement level</b>
	Rate (%) of implementation of Commitment Appropriations	> 95 %	98 %
	Rate (%) of cancellation of Payment Appropriations	< 5 %	2.09 %

	Rate (%) of payments executed within the legal/contractual deadlines	> 75 %	81 %
	<b>Effective running of organisation</b>		
	<b>Key performance indicators</b>	<b>Target</b>	<b>Achievement level</b>
	Rate (%) of implemented external and accepted internal audit recommendations	> 90 %	100 %
	Average vacancy rate (%) of authorised posts of the annual establishment plan which are vacant at the end of the year	< 10 %	0
	Rate of staff engagement from the Staff Survey	> 65 %	71 % (based on 2021 data)
	Annual average days of short-term sick leave per staff member	Absence without med. cert. (JADS) < 3 Absence with med. cert. < 9	Absence without med. cert. (JADS) 2.06 Absence with med. cert. 9.53

\* Activities refer to projects as described in AWP/Section III of the SPD. The indicator assesses planned versus actual implementation of projects.

## Annex II. Statistics on financial management

### Budget outturn and cancellation of appropriations

Budget outturn	2020	2021	2022
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	8 146 295.56	8 696 231.33	8 435 072.52
Payments made (–)	– 5 943 777.49	– 6 381 441.76	– 7 062 834.31
Carryover of appropriations (–)	– 2 400 725.18	– 2 828 275.19	– 1 629 722.29
Cancellation of appropriations carried over (+)	100 259.43	12 032.88	71 504.16
Adjustment for carryover of assigned revenue appropriation from previous year (+)	372 877.66	624 063.41	434 360.91
Exchange rate differences (±)	– 103.07	– 273.43	– 266.25
Adjustment for negative balance from previous year (–)			
<b>TOTAL</b>	<b>274 826.91</b>	<b>122 337.24</b>	<b>248 114.74</b>

## Rates of implementation of appropriations (commitments and payments)

### Commitments

Official Budget Title	Fund Source	Credit Com Amount	Commitment Accepted Amount (Euro)	% Committed
T I: Staff	C1	4 381 602	4 313 037	98 %
	C4	351	0.0	0 %
	C5	67	0.0	0 %
	C8	89 463	75 405	84 %
	C9	1 439	1 439	100 %
	R0	164 324	90 347	55 %
	Total T I	4 637 246	4 480 228	97 %
T II: Buildings	C1	1 138 158	1 118 526	98 %
	C8	410 200	371 235	91 %
	Total T II	1 548 357	1 489 761	96 %

T III: Operating expenditure	C1	2 913 160	2 825 252	97 %
	C4	1 802		0 %
	C8	1 894 956	1 875 770	99 %
	R0	269 265	172 793	64 %
	Total T III	5 079 183	4 873 814	96 %
<b>Total</b>		<b>11 264 787</b>	<b>10 843 803</b>	<b>96 %</b>

NB:

C/o – carry-over of the appropriations to the next year.

Cfwd – carry forward of the outstanding commitments at the end of the year to the next year.

Cancelled – unused appropriations at the end of the year and cancelled.

C1 – fund source associated with the appropriations of the year.

C4 – fund source associated with appropriations internally assigned in the reported year.

C5 – fund source associated with the appropriations internally assigned in the reported year carried over to the reported year.

C8 – fund source associated with the payment appropriations of the precedent year carried over to the reported year.

C9 – fund source associated with the commitment appropriations carry forward without corresponding payment appropriations.

R0 – fund source associated with appropriations carried over to the reported year, funded by revenue externally assigned in the previous year or with appropriations of the year funded by revenue externally assigned in the reported year.

## Payments

Official Budget Title	Fund Source	Credit Pay Amount	Payment Request Accepted Amount (Euro)	% Payment	Carry Over payment appropriations	% CO payment appropriations	Cancellations
T I: Staff	C1	4 381 602	4 294 610	98 %	18 427	0 %	68 565
	C4	351			0	0 %	0
	C5	67			0	0 %	67
	C8	89 463	75 405	84 %	0	0 %	14 058
	C9	0		0 %	1 439	100 %	0
	R0	164 324	90 347	55 %	0	0 %	0
			4 635 807	4 460 361	96 %		
T II: Buildings	C1	1 138 158	913 903	80 %	204 623	18 %	19 632
	C8	410 200	371 235	91 %	0	0 %	38 965
			1 548 357	1 285 138	83 %		

T III: Operating expenditure	C1	2 913 160	1 630 823	56 %	1 194 429	42 %	87 908
	C4	1 802			0	0 %	0
	C8	1 894 956	1 875 770	99 %	0	0 %	19 186
	R0	269 265	133 152	49 %	39 640	23 %	0
		5 079 183	3 639 746	72 %			
<b>Total</b>		<b>11 263 348</b>	<b>9 385 244</b>	<b>83 %</b>	<b>1 458 559</b>	<b>13 %</b>	<b>248 381</b>

NB:

Cancelled – unused appropriations at the end of the year and cancelled.

C1 – fund source associated with the appropriations of the year.

C4 – fund source associated with appropriations internally assigned in the reported year.

C5 – fund source associated with the appropriations internally assigned in the reported year carried over to the reported year.

C8 – fund source associated with the payment appropriations of the precedent year carried over to the reported year.

C9 – fund source associated with the commitment appropriations carry forward without corresponding payment appropriations.

R0 – fund source associated with appropriations carried over to the reported year, funded by revenue externally assigned in the previous year or with appropriations of the year funded by revenue externally assigned in the reported year.



### Execution C1 appropriations during 2020–2022

Indicators	Results 2022 (%)	Results 2021 (%)	Results 2020 (%)
Commitment rate	97.91	98.92	97.75
Payment rate	81.10	72.16	74.82

### Payment monitoring over last 3 years

Indicators	Results 2022 (%)	Results 2021 (%)	Results 2020 (%)
Delayed payment rate	1.91	3.39	6.91

### Comparison of carry-overs \* (C1) to the next year in last 3 years

Indicators	Results 2022	Results 2021	Results 2020
Title I	18 427.48	EUR 89 158.36	EUR 33 475.35
Staff	0.43 %	2.35 %	0.96 %
Title II	20 4622.93	EUR 410 199.84	EUR 297 641.32
Infrastructure	18.29 %	30.33 %	25.88 %
Title III	1 194 428.75	EUR 1 894 556.08	EUR 1 445 545.10
Operations	42.28 %	54.79 %	49.49 %
<b>Total</b>	<b>1 417 479.16</b>	<b>EUR 2 393 914.28</b>	<b>EUR 1 776 661.77</b>
	<b>17.17 %</b>	<b>27.84 %</b>	<b>23.45 %</b>

\* Non-differentiated commitment and payment appropriations, corresponding to obligations duly contracted at the close of the financial year, are automatically carried over to the following financial year.

### Budget out-turn over the last 3 years

Indicators	Results 2022	Results 2021	Results 2020
Budget out-turn	2.94 %	1.41 %	3.37 %

## Budget result 2022

	Title	2022	2021
<b>Revenue</b>		8 435 072.52	8 696 231.33
of which:			
European Commission contribution	2	8 432 919.91	8 693 357.85
Other revenue	5	2 152.61	2 873.48
<b>Expenditure</b>		-7 062 834.31	-6 381 441.76
of which:			
Staff expenditure	1	- 4 384 956.09	- 3 775 913.62
Administrative expenditure	2	- 913 902.67	- 942 437.21
Operational expenditure	3	- 1 763 975.55	- 1 663 090.93
<b>Payment appropriations carried over to the following year</b>		-1 417 479.16	-2 393 914.28
of which:			
Staff expenditure	1	- 18 427.48	- 89 158.36
Administrative expenditure	2	- 204 622.93	- 410 199.84
Operational expenditure	3	- 1 194 428.75	- 1 894 556.08
<b>Cancellation of unused appropriations carried over from year n-1</b>		71 504.16	12 032.88
<b>Evolution of assigned revenue (B)-(A)</b>		222 117.78	189 702.5
Unused appropriations at the end of current year (A)		212 243.13	434 360.91
Unused appropriations at the end of previous year (B)		434 360.91	624 063.41
<b>Exchange rate differences</b>		- 266.25	- 273.43
<b>Budget result</b>		248 114.74	122 337.24

**Revenue in 2022**

		Income appropriations		Entitlements established			Revenue				Out-standing
	Item	Initial budget	Final budget	Current year	Carried over	Total	On entitlements of current year	On entitlements carried over	Total	%	
		1	2	3	4	5 = 3 + 4	6	7	8 = 6 + 7	9 = 8 / 2	10 = 5 - 8
200	European Commission contribution	8 257 920	8 432 920	8 432 920	0	8 432 920	8 432 920	0	8 432 920	100 %	0
Total Chapter 20		8 257 920	8 432 920	8 432 920	0	8 432 920	8 432 920	0	8 432 920	100 %	0
Total Title 2		8 257 920	8 432 920	8 432 920	0	8 432 920	8 432 920	0	8 432 920	100 %	0

	Item	Income appropriations		Entitlements established			Revenue				Out-standing
		Initial budget	Final budget	Current year	Carried over	Total	On entitlements of current year	On entitlements carried over	Total	%	
		1	2	3	4	5 = 3 + 4	6	7	8 = 6 + 7	9 = 8 / 2	10 = 5 - 8
501	Revenues from recovered expenses	0	0	351	1 802	2 153	351	1 802	2 153	-	0
Total Chapter 50		0	0	351	1 802	2 153	351	1 802	2 153	-	0
Total Title 5		0	0	351	1 802	2 153	351	1 802	2 153	-	0
<b>GRAND TOTAL</b>		<b>8 257 920</b>	<b>8 432 920</b>	<b>8 433 270</b>	<b>1 802</b>	<b>8 435 073</b>	<b>8 433 270</b>	<b>1 802</b>	<b>8 435 073</b>	<b>100 %</b>	<b>0</b>

## Budgetary transfers

Local Key	Initial	Transfers	Amendment	Transfers	Final
EIGE-B2021-1100-C1-EIGE	1 865 000.00	130 000.00	100 000.00	36 199.89	2 131 199.89
EIGE-B2021-1101-C1-EIGE	220 000.00	30 000.00		26 642.74	276 642.74
EIGE-B2021-1102-C1-EIGE	230 000.00	30 000.00		22 501.56	282 501.56
EIGE-B2021-1103-C1-EIGE	18 000.00	4 000.00		1 650.20	23 650.20
EIGE-B2021-1113-C1-EIGE	560 000.00	70 000.00	75 000.00	- 16 005.45	688 994.55
EIGE-B2021-1114-C1-EIGE	0.00				0.00
EIGE-B2021-1130-C1-EIGE	120 000.00	7 000.00		3 577.95	130 577.95
EIGE-B2021-1141-C1-EIGE	43 000.00	16 000.00		3 000.00	62 000.00
EIGE-B2021-1150-C1-EIGE	80 000.00	26 000.00			106 000.00
EIGE-B2021-1176-C1-EIGE	170 000.00	53 000.00			223 000.00
EIGE-B2021-1181-C1-EIGE	50 000.00	7 500.00			57 500.00
EIGE-B2021-1182-C1-EIGE	10 000.00	10 800.00			20 800.00
EIGE-B2021-1183-C1-EIGE	3 000.00	8 000.00			11 000.00
EIGE-B2021-1184-C1-EIGE	30 000.00	1 190.00		36 395.52	67 585.52
EIGE-B2021-1190-C1-EIGE	0.00				0.00
EIGE-B2021-1191-C1-EIGE	0.00				0.00
EIGE-B2021-1210-C1-EIGE	10 000.00	- 10 000.00			0.00
EIGE-B2021-1220-C1-EIGE	3 000.00			- 1 084.90	1 915.10
EIGE-B2021-1230-C1-EIGE	1 500.00	499.91		1 084.90	3 084.81
EIGE-B2021-1300-C1-EIGE	41 500.00	- 20 350.00			21 150.00
EIGE-B2021-1410-C1-EIGE	30 000.00	18 000.00			48 000.00
EIGE-B2021-1421-C1-EIGE	15 000.00			5 900.00	20 900.00
EIGE-B2021-1423-C1-EIGE	75 000.00	7 000.00		2 400.00	84 400.00
EIGE-B2021-1500-C1-EIGE	65 000.00	2 200.00			67 200.00

EIGE-B2021-1601-C1-EIGE	37 000.00				37 000.00
EIGE-B2021-1602-C1-EIGE	120 000.00	- 120 000.00			0.00
EIGE-B2021-1603-C1-EIGE	0.00				0.00
EIGE-B2021-1604-C1-EIGE	12 000.00				12 000.00
EIGE-B2021-1701-C1-EIGE	7 000.00	- 4 500.00		- 400.00	2 100.00
EIGE-B2021-1702-C1-EIGE	2 000.00			400.00	2 400.00
EIGE-B2021-1703-C1-EIGE	0.00				0.00
EIGE-B2021-2000-C1-EIGE	490 000.00	- 31 240.00		- 15 723.04	443 036.96
EIGE-B2021-2010-C1-EIGE	2 600.00			83.83	2 683.83
EIGE-B2021-2020-C1-EIGE	0.00				0.00
EIGE-B2021-2030-C1-EIGE	42 000.00			- 2 850.85	39 149.15
EIGE-B2021-2040-C1-EIGE	1 000.00				1 000.00
EIGE-B2021-2050-C1-EIGE	12 000.00			- 2 673.02	9 326.98
EIGE-B2021-2060-C1-EIGE	0.00				0.00
EIGE-B2021-2070-C1-EIGE	65 000.00	21 900.00			86 900.00
EIGE-B2021-2090-C1-EIGE	0.00				0.00
EIGE-B2021-2100-C1-EIGE	10 000.00			11 730.05	21 730.05
EIGE-B2021-2110-C1-EIGE	67 000.00			21 150.00	88 150.00
EIGE-B2021-2120-C1-EIGE	130 000.00			- 999.70	129 000.30
EIGE-B2021-2130-C1-EIGE	0.00				0.00
EIGE-B2021-2140-C1-EIGE	15 000.00			639.21	15 639.21
EIGE-B2021-2150-C1-EIGE	0.00				0.00
EIGE-B2021-2210-C1-EIGE	0.00			950.00	950.00
EIGE-B2021-2221-C1-EIGE	2 000.00				2 000.00
EIGE-B2021-2231-C1-EIGE	0.00				0.00
EIGE-B2021-2232-C1-EIGE	0.00				0.00

EIGE-B2021-2251-C1-EIGE	0.00				0.00
EIGE-B2021-2300-C1-EIGE	1 500.00				1 500.00
EIGE-B2021-2320-C1-EIGE	0.00				0.00
EIGE-B2021-2321-C1-EIGE	0.00				0.00
EIGE-B2021-2329-C1-EIGE	0.00				0.00
EIGE-B2021-2330-C1-EIGE	32 000.00			- 12 595.00	19 405.00
EIGE-B2021-2331-C1-EIGE	0.00	9 340.00		124 326.16	133 666.16
EIGE-B2021-2340-C1-EIGE	0.00				0.00
EIGE-B2021-2350-C1-EIGE	0.00				0.00
EIGE-B2021-2352-C1-EIGE	3 500.00			- 245.71	3 254.29
EIGE-B2021-2353-C1-EIGE	0.00				0.00
EIGE-B2021-2354-C1-EIGE	5 700.00			- 2 000.00	3 700.00
EIGE-B2021-2355-C1-EIGE	90 000.00			- 25 096.00	64 904.00
EIGE-B2021-2359-C1-EIGE	0.00				0.00
EIGE-B2021-2500-C1-EIGE	2 000.00			- 2 000.00	0.00
EIGE-B2021-2510-C1-EIGE	60 000.00			- 28 246.00	31 754.00
EIGE-B2021-2511-C1-EIGE	42 560.00			- 42 560.00	0.00
EIGE-B2021-2520-C1-EIGE	35 000.00			- 4 177.65	30 822.35
EIGE-B2021-2521-C1-EIGE	0.00				0.00
EIGE-B2021-2600-C1-EIGE	0.00				0.00
EIGE-B2021-2700-C1-EIGE	21 560.00			- 11 974.69	9 585.31
EIGE-B2021-2710-C1-EIGE	0.00				0.00
EIGE-B2021-2800-C1-EIGE	0.00				0.00
EIGE-B2021-3001-C1-EIGE	88 500.00			- 7 933.50	80 566.50
EIGE-B2021-3111-C1-EIGE	135 000.00			- 43 000.00	92 000.00
EIGE-B2021-3215-C1-EIGE	480 000.00			- 104 000.00	376 000.00

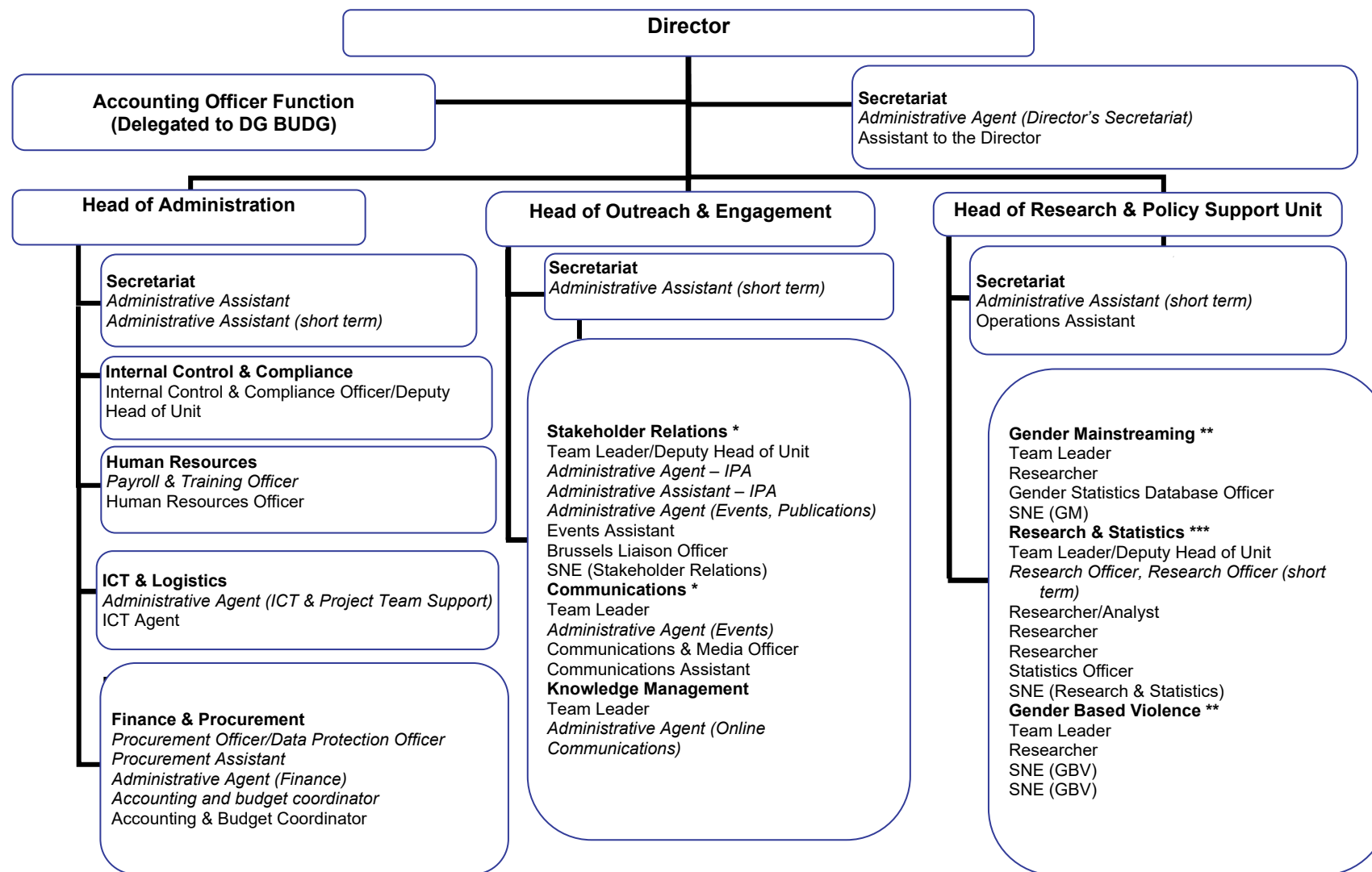


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EIGE-B2021-3315-C1-EIGE	640 000.00			35 950.00	675 950.00
EIGE-B2021-3415-C1-EIGE	1 025 000.00	-266 340.00		9 215.00	767 875.00
EIGE-B2021-3512-C1-EIGE	941 000.00			- 20 231.50	920 768.50

<b>Total</b>	<b>8 257 920.00</b>	<b>- 0.09</b>	<b>175 000.00</b>	<b>0.00</b>	<b>8 432 919.91</b>
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## Annex III. Organisational chart of the Agency on 31.12.2022



NB: Posts noted in italics are CA posts. \* Denotes the presence of a trainee.

## Annex IV. Establishment plan and additional information on human resources management

### Establishment Plan

Function group and grade	Year 2022			
	Authorised budget		Actually filled as of 31.12.2022	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16				
AD 15				
AD 14		1		1
AD 13				
AD 12		2		1
AD 11		2		1
AD 10		4		2
AD 9		2		
AD 8		4		6
AD 7		3		3
AD 6		3		5
AD 5				2
<b>AD TOTAL</b>		<b>21</b>		<b>21</b>
AST 11				
AST 10				
AST 9		1		1
AST 8		1		
AST 7		2		
AST 6		2		4

<b>AST 5</b>				
<b>AST 4</b>				1
<b>AST 3</b>				
<b>AST 2</b>				
<b>AST 1</b>				
<b>AST TOTAL</b>		6		6
<b>AST/SC 6</b>				
<b>AST/SC 5</b>				
<b>AST/SC 4</b>				
<b>AST/SC 3</b>				
<b>AST/SC 2</b>				
<b>AST/SC 1</b>				
<b>AST/SC TOTAL</b>				
<b>TOTAL</b>		27		27
<b>GRAND TOTAL</b>	27		27	

## Information on recruitment grade/function group for each type of post

Key functions (examples – terminology should be adjusted to each agency's job titles)	Type of contract (official, TA or CA)	Function group, grade of recruitment *	Indication whether the function is dedicated to administrative support or operations [subject to definitions used in screening methodology]
e.g., Head of Department, Deputy Director etc. (please identify which level in the structure it corresponds to taking the Director as level 1).	TA 2a	AD14	The Director has overall legal responsibility for the Agency as Authorising Officer and Appointing Authority.
e.g., Head of Unit, Head of Business Area (please identify which level in the structure it corresponds to taking the Director as level 1).	TA 2f	AD9-AD12	EIGE has three Heads of Unit respectively covering <sup>(63)</sup> : (i) Administration (ADM), (ii) Operations (OPER), (iii) Knowledge Management & Communications (KMC)
e.g., Head of Sector (please identify which level in the structure it corresponds to taking the Director as level 1).	Head of Sector: n/a  Team Leaders: TA 2f	n/a  AD5-AD10	Six Team Leaders were appointed in December 2020 to cover respectively three areas each in OPER (gender mainstreaming, gender-based violence and research and statistics), and in KMC (Communications, Knowledge Management plus Stakeholder Relations). A Deputy Head of Administration was appointed in June 2021.
E.g., Senior Officer, Senior Specialist, etc.	TA 2f	AD8	OPER
e.g., Officer, Specialist	TA 2f, CA 3a	AD 5-AD 7; FG IV	ADM, OPER, KMC
e.g., Junior Officer	n/a	n/a	n/a
e.g., Senior Assistant	TA 2f	AST 4-AST 6	Director's Secretariat, ADM, OPER, KMC
e.g., Junior Assistant	n/a	n/a	n/a
e.g., Head of Administration	TA 2f	AD 12	ADM
e.g., Head of Human Resources	n/a	n/a	n/a
e.g., Head of Finance	n/a	n/a	n/a
e.g., Head of IT	n/a	n/a	n/a

<sup>(63)</sup> The names of the units Operations and KMC changed in as of December 2022, however, since the reporting year is 2022, the old names are figured throughout the document.

Key functions (examples – terminology should be adjusted to each agency's job titles)	Type of contract (official, TA or CA)	Function group, grade of recruitment *	Indication whether the function is dedicated to administrative support or operations [subject to definitions used in screening methodology]
e.g., Secretary	CA 3a	FG II	ADM
e.g., Mail Clerk	n/a	n/a	n/a
e.g., Webmaster – Editor	CA 3a	FG III	KMC
e.g., Data Protection Officer	CA 3a	FG IV	ADM
e.g., Accounting Officer	n/a	n/a	n/a
e.g., Internal Auditor	TA 2f	AD7	ADM
e.g., Secretary to the Director	CA 3a	FG III	Director's Secretariat

#### Implementing Rules:

Administrative inquiries and disciplinary proceedings (Ref. MBD/2022/007) adopted on 12 October 2022.

Non-application of Commission Decision C(2022) 1788 of 24/03/22 on working time and hybrid working (Ref. MBD/2022/008) adopted on 12 October 2022.

Function of Adviser (Ref. MBD/2022/014) adopted on 4 November 2022.

By analogy Commission Decision C(2022) 1715 on home leave for officials, temporary staff and contract staff serving in a third country and repealing Commission Decision C(2013) 9035 final of 16 December 2013 (Ref. MBD/2022/015) adopted on 4 November 2022.

By analogy Commission Decision C(2021) 8179 laying down general implementing provisions regarding the payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations to staff members for the duration of temporary assignments to the seat of the institution or any other place of employment in the Union (Ref. MBD/2022/016) adopted on 4 November 2022.

### Job screening/benchmarking exercise:

Job Type (sub) category	2022 (%)^^	2021 (%)^	2020 (%) *	2019 (%) **	2018 (%) ***
<b>Administrative Support and Coordination</b>	<b>11.8</b>	<b>14.5</b>	<b>16.2</b>	<b>14.7</b>	<b>15.0</b>
Administrative support	10.46	12.85	12.7	13.6	13.2
Coordination	1.34	1.65	3.5	1.1	1.8
<b>Operational</b>	<b>79.9</b>	<b>77.6</b>	<b>75.6</b>	<b>80.8</b>	<b>77.3</b>
Top-level operational coordination	9.44	9.17	9.6	9.6	8.9
Programme management & implementation	68.99	66.97	65.4	70.7	67.9
Evaluation & impact assessment	0.0	0.0	0.0	0.0	0.0
General operational	1.51	1.47	0.6	0.5	0.5
<b>Neutral</b>	<b>8.3</b>	<b>7.9</b>	<b>8.3</b>	<b>6.0</b>	<b>7.7</b>
Finance / Control	7.63	7.15	7.5	5.1	7.0
Linguistics	0.67	0.73	0.8	0.9	0.7

^^ A 100 % occupancy of establishment plan posts was registered at the end of 2022. While no interims were deployed, the equivalent of 8 trainees is taken into account. The total number of FTEs estimated for the year is 53.34 (including two CA posts funded under IPA). In addition, during 2022 four additional CAs were engaged on short term contracts.

^ 2021 ended with a 4 % vacancy rate of establishment plan posts. The equivalent of 4.1 interim staff and 8 trainees is taken into account. The total number of FTEs counted is 54.5 (including two CA posts funded under IPA).

\* 2020 ended with a zero-vacancy rate of establishment plan posts. The equivalent of 5 interim staff and 3 trainees is taken into account. The total number of FTEs counted is 52 (including two CA posts funded under IPA).

\*\* 4 posts were vacant in the administration unit for most of the year. 5 interim staff were taken into account. 6 trainees were taken into account. The total number of FTEs counted is 52.8.

\*\*\* 3 posts were counted as full FTEs although 3 colleagues were on maternity and parental leave and were present only 6 months, 5 months and 2 months during the year. 5 interim staff were taken into account. 2 interim staff who finished their contracts mid-2018 (each employed half a year) were not taken into account. 6 trainees were taken into account. The total number of FTEs counted is 56.



Geographical balance (as of 31.12.2022)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL 38	
	Number (maximum 25)	% of total staff members in AD and FG IV categories	Number (maximum 18)	% of total staff members in AST SC/AST and FG I, II and III categories	Total Number (maximum 43)	% of total staff
Belgian	1	0.04			1	0.02
Bulgarian	1	0.04			1	0.2
Croatian			1	0.05	1	0.02
Estonian	1	0.04			1	0.02
Finnish			1	0.05	1	0.02
French	1	0.04	1	0.05	2	0.05
German	1	0.04			1	0.02
Greek	2	0.08			2	0.05
Italian	1	0.04			1	0.02
Latvian			1	0.05	1	0.02
Lithuanian	6	0.24	11	0.61	17	0.39
Maltese	1	0.04			1	0.02
Dutch	3	0.12			3	0.07
Polish			1	0.05	1	0.02
Portuguese	2	0.08			2	0.05
Romanian	1	0.04	1	0.05	2	0.05
Slovenian	1	0.04			1	0.02
Spanish	3	0.12	1	0.05	4	0.09
<b>Total</b>	<b>25</b>	<b>1.00</b>	<b>15</b>	<b>1.00</b>	<b>38</b>	<b>1.00</b>

## Annex V. Human and financial resources by activity

Activity Group	Activity	Tot. Costs	Tot. FTE	Tot. Title I	Tot. Title II	Tot. Title III
<b>Providing evidence: Research and Data Collection</b>		<b>3 525 449.00</b>	9.91	1 099 731.49	384 096.13	2 041 621.39
	Monitoring of international commitments and supporting the Presidencies of the Council of the EU	<b>330 086.32</b>	1.87	241 527.23	78 826.27	9 732.82
	The Gender Equality Index	<b>1 831 518.67</b>	4.32	500 118.86	148 629.37	1 182 770.44
	Data collection on Intimate partner violence and femicide	<b>696 634.79</b>	1.82	178 283.88	77 510.04	440 840.87
	Development of the indicators on cyber violence against women	<b>333 282.87</b>	0.92	79 762.98	51 782.33	201 737.55
	Violence against Women Survey (VAW II)	<b>333 926.36</b>	0.96	100 038.53	27 348.12	206 539.70
<b>Supporting gender responsive policies: Gender Mainstreaming and Specific Tools</b>		<b>2 061 030.60</b>	4.595	503 247.61	181 799.63	1 375 983.36
	Policy support on gender mainstreaming	<b>310 608.50</b>	1.00	112 375.13	54 013.96	144 219.41
	Methods and tools for gender mainstreaming	<b>493 519.17</b>	1.85	169 913.16	52 663.61	270 942.39
	Gender Statistics Database	<b>1 256 902.93</b>	1.74	220 959.31	75 122.05	960 821.56
<b>Communicating Gender Equality</b>		<b>2 651 880.26</b>	9.70	1 047 489.24	355 610.87	1 248 780.15
	EIGE's communication campaigns and activities	<b>1 071 424.48</b>	2.65	343 993.84	101 105.61	626 325.03
	Building and maintaining stakeholder relations	<b>1 240 627.66</b>	4.49	436 372.92	181 799.63	622 455.12
	Facilitating knowledge management	<b>339 828.12</b>	2.55	267 122.48	72 705.64	0.00
<b>Organisation, Administration and Functioning of EIGE (Horizontal)</b>		<b>2 312 515.27</b>	<b>17.84</b>	<b>1 737 605.19</b>	<b>564 161.62</b>	<b>10 748.46</b>
	Procurement and Facility Management	340 251.52	3.36	240 185.94	95 590.50	4 475.08
	Human Resources Management	375 679.73	2.34	280 728.87	94 950.86	0.00
	Budget Implementation	507 855.65	3.78	400 254.15	107 601.50	0.00
	Internal Control and Audit (incl. Data Protection)	237 823.91	1.40	195 736.89	39 799.76	2 287.26
	ICT Infrastructure	255 940.10	2.05	197 661.87	58 278.22	0.00
	Management Assistance Support	594 964.36	4.90	423 037.47	167 940.78	3 986.12
<b>EIGE Total</b>		<b>10 550 875.13</b>	<b>42.06</b>	<b>4 388 073.52</b>	<b>1 485 668.25</b>	<b>4 677 133.36</b>

NB: The ABC model includes C1 and C8 consumption.

## Annex VI. Contribution, grant and service level agreements. Financial Framework Partnership Agreements

	General information					Financial and HR impacts		
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2021	2022
<b>Contribution agreements</b>								
1. IPA/2018/402-854 – Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender equality policies (2018–2021).	20.12.2018. Addendum No 1 was signed on 19.12.2019 (IPA/2019/414-064) Addendum No 2 was signed on 12.10.2022	EUR 928 950.30	1.1.2019–31.9.2023	European Commission. DG Neighbourhood and Enlargement Negotiations. D5 Western Balkans Regional Cooperation Programmes	There are two specific objectives: 1 – Strengthening capacities of IPA beneficiaries in monitoring and mainstreaming gender equality; 2 – Improving regional cooperation and gender equality awareness in the region of the Western Balkans and Türkiye.	<b>Amount</b> <b>Number of CA</b> <b>Number of SNEs</b>	Amount 2021 – EUR 173 508.60 Number of CA – 2 (FG II and FG III) Number of SNEs – 0	Amount 2022 – EUR 223 019.03 Number of CA – 2 (FG II and FG III) Number of SNEs – 0
<b>TOTAL</b>						<b>Amount</b> <b>Number of CA</b> <b>Number of SNEs</b>	Amount 2021 – <b>EUR 173 508.60</b> Number of CA – 2 (FG II and FG III) Number of SNEs – 0	Amount 2022 – EUR 223 019.03 Number of CA – 2 (FG II and FG III) Number of SNEs – 0

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## Annex VII. Environmental management

EIGE defined several measures in 2022 to reduce CO<sub>2</sub> emissions and adopt environmentally friendly work practices.

Firstly, the agency remained committed to ensuring that its contracts include environmental sustainability clauses. To date, EIGE has included a requirement for contractors to undertake environmental measures in contracts covering the following services:

- cleaning services,
- delivery and installation of office furniture,
- production of promotional materials,
- catering services,
- organisation of events,
- provision of lighting services.

Moreover, EIGE continued to recycle paper and plastic and is committed to reducing the amount of paper used. To achieve this, EIGE's default printing option is set to use the duplex format, and shared printers are fitted with staff ID card readers. In 2022, electronic workflows almost completely replaced paper-based workflows. During induction meetings, EIGE's commitment to environmentally friendly work practices is highlighted to new staff.

EIGE's mission management tool includes an electronic workflow for mission approval and reporting (mission reports). To ensure the collection of data on CO<sub>2</sub> emissions caused by EIGE's business travel, the tool incorporates a field where data on CO<sub>2</sub> emissions provided by the travel agent can be recorded.

In 2022, the CO<sub>2</sub> emissions arising from EIGE's missions amounted to 41.4 tonnes.

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Furthermore, in 2022, EIGE attempted to procure an application that would help the agency keep track of its environmental footprint. Unfortunately, the procurement failed because no offers were received. EIGE will look at the potential for sharing such a service with other agencies in 2023.

Lastly, in anticipation of a new rental contract for EIGE's premises in Vilnius (contract signed in December 2022), an internal working group was set up to provide ideas for improvements in terms of refurbishing the office space, including measures to green the office, such as using environmentally sustainable refurbishment materials (e.g. Ecolabel paint, furniture made from recycled materials), introducing green spaces (e.g. green wall and mini-garden area) and using appliances with the most efficient EU energy label (A).

## Annex VIII. Annual Accounts

### Balance sheet and statement of financial performance as of 31 December 2022 <sup>(64)</sup>

Thousands of EUR '			
	Note	31.12.2022	31.12.2021
<b>NON-CURRENT ASSETS</b>			
Intangible assets	2.1	-	12
Property, plant and equipment	2.2	183	278
Exchange receivables and non-exchange recoverables	2.4	5	8
		<b>188</b>	<b>298</b>
<b>CURRENT ASSETS</b>			
Pre-financing	2.3	-	30
Exchange receivables and non-exchange recoverables	2.4	1 913	2 987
		<b>1 913</b>	<b>3 017</b>
<b>TOTAL ASSETS</b>		<b>2 101</b>	<b>3 315</b>
<b>CURRENT LIABILITIES</b>			
Payables and other liabilities	2.5	(464)	(567)
Accrued charges and deferred income	2.6	(556)	(624)
		<b>(1 020)</b>	<b>(1 191)</b>
<b>TOTAL LIABILITIES</b>		<b>(1 020)</b>	<b>(1 191)</b>
<b>NET ASSETS</b>			
Accumulated surplus		2 123	1 655
Economic result of the year		(1 042)	468
<b>NET ASSETS</b>		<b>1 081</b>	<b>2 123</b>

<sup>(64)</sup> The final accounts are published on EIGE's website (<https://eige.europa.eu/about/documents-registry?ts=accounts>).

## Statement of financial performance

			Thousands of EUR †	
	Note	2022	2021	
<b>REVENUE</b>				
<b>Revenue from non-exchange transactions</b>				
Funds from the Commission	3.1	8 408	8 744	
		<b>8 408</b>	<b>8 744</b>	
<b>Revenue from exchange transactions</b>				
Other	3.2	-	2	
<b>Total revenue</b>		<b>8 408</b>	<b>8 746</b>	
<b>EXPENSES</b>				
Operating costs	3.3	(3 389)	(3 219)	
Staff costs	3.4	(4 340)	(3 5126)	
Other expenses	3.5	(1 722)	(1 546)	
<b>Total expenses</b>		<b>(9 450)</b>	<b>(8 278)</b>	
<b>ECONOMIC RESULT OF THE YEAR</b>		<b>(1 042)</b>	<b>468</b>	

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## Annex IX. Access to public documents

Pursuant to Article 17(1) of Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents <sup>(65)</sup>, public institutions shall publish annually a report for the preceding year including the number of cases in which the institution refused to grant access to documents, the reasons for such refusals and the number of sensitive documents not recorded in the register.

In accordance with the above-mentioned legal provision, EIGE reports on the handling of requests for access to its documents in 2022:

- EIGE received 7 requests for access to documents in 2022, via email or via the form for requests for access to documents on its website ([link](#)).
- Two partial disclosures were provided where personal data was concealed or anonymised on the basis of Art. 4.1(b) of Regulation 1049/2001 regarding the protection of personal data.
- There were no cases in which EIGE refused to grant access to documents.
- No confirmatory action pursuant to Article 7 of Regulation 1049/2001 was received by EIGE in 2022.

All requests were handled in full compliance with the provisions of Regulation 1049/2001 and EIGE's policy on public access to documents <sup>(66)</sup>.

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<sup>(65)</sup> Available here: <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32001R1049&from=EN>.

<sup>(66)</sup> Adopted by Management Board Decision No MB/2013/006 of 14 June 2013.





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