

Staff Status 2021



photo ActionAid Denmark - Nicolas Cho Meier

Presented to Cooperation Committee – 21st March 2022

Presented to AADK Board – 30th March 2022

The Secretary General's words

At the start of 2021, we already knew that it would be a year of changes with significant impact on staff: the new SPA application and the localisation agenda was on top of our mind in our international work as well as concerns for the finances in light of ongoing corona restrictions, which have been heavily affected in our "market facing" activities in Denmark. In addition, we expected to return to a different office culture after the pandemic, taking into account the need to "build forward" on the learnings and positive experiences – flexibility, better use of digital tools, easier international integration, and more conscious choices of a working environment that fits the task – while also rebuilding the sense of community and togetherness that has been challenged during the lockdowns. The goal was – and is – to create a new, more hybrid and more international organization and work environment, and physical locations on Fælledvej and Mejlgade that are green, open and welcoming for activists, partners and the wider community.

This agenda has been relevant during the whole 2021, but once again in a very different context than the one we expected. The pandemic's impact on our finances and our activities continued throughout the whole year, and the recurring lockdowns and sickness weakening the sense of community and reinforcing silos across the organisation. A delayed and burdensome implementation of a new financial management system has hindered financial visibility and created stress at all levels in the organisation. The SPA application process has dragged on for much of the year and together with the localisation agenda imposed by Danida has put the organisation and especially staff in the International Cluster under an unusually high level of strain and insecurity. In addition, we have had leadership transition in both the operations and the national cluster.

We can be proud of major achievements: we succeeded with our memberships-based fundraising and managed a good result to our SPA II application; our efforts to support youth and social movement with organising is consolidated; the development of our coming strategy is on track with reasonable staff engagement; we finalised the development of our cost allocation model which is crucial for our future economy; the bargaining and implementation of a new union agreement that supports cross organisational projects and career development, employment transparency and predictability better than ever; and we started to shape the organisation for the new Strategic Partnership period and the new strategy with a strong leadership team.

The Work Environment Assessment ran at start 2022 was quite positive overall and confirmed that 90 % of staff are proud to be part of AADK. It also shows that we have a safer workplace rather free for discrimination and sexism, and improvement of our physical workspace and psychological wellbeing are significant.

However, there are also clear areas of concern. There has been an increase in illness and exit indicators compared to previous years and there are frustrations expressed in the Work Environment Assessment by some staff around both the physical and psychological work environment. This sets the agenda for 2022.

To manage these challenges, the leadership has decided to focus efforts on two organizational priorities for 2022: ensuring sound financial management and a balanced organisation. Each priority has key milestones for the year and the work has already started. The whole management team and the Cooperation Committee have been engaged in these priorities with a goal of improving clarity, transparency, accountability and feedback.

As part of the priority around creating a more balanced organisation, we have laid out some actions for this year: a Back2Office plan that addresses some of the concerns around physical and social well-being; a new mandatory leadership course for all managers that focuses on continuing to improve the balance workload/resources, personnel management and the implementation of our Feminist Leadership principles; a process for ensuring staff input and clarity around the new strategy; and the development of a new HR strategy to improve support organisational and staff development.

It has been a challenging year, but we feel confident that we are well positioned to move forward and excited about the coming year.

Tim Whyte

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Part 1 – Challenges and coping strategies

1. Changes and challenges in 2021 –summary

As mentioned in the Secretary General's words, AADK has been challenged by *“the pandemic's impact on our finances and our activities continued throughout the year, and the recurring lockdowns and sickness weakening the sense of community and reinforcing silos across the organisation. A delayed and burdensome implementation of a new financial management system has hindered financial visibility and created stress at all levels in the organisation. The SPA application process has dragged on for majority of the year and has - together with the localisation agenda imposed by Danida - put the organisation and especially staff in the International Cluster under an unusually high level of strain and insecurity. In addition, we have seen leadership transitions in both the operations and the national cluster”*.

This chapter presents the main actions taken to cope with these challenges.

1.1. Work Environment & Corona

The efforts, that started in 2020 to support people working from home, has continued with a specific effort to provide equipment and facilitate discussions among the Management Group to qualify managers' answers and considerations to individual situations. The Corona Preparedness Team has continuously monitored the situation and taken initiatives to maintain a safe work environment.

There is no doubt that the continued delay in coming back to office has generated a lack of predictability and an increase of distance between teams. The hybrid House meetings and the Christmas party have been important events to meet and reconnect.

1.2. Implementation of a new financial management system

We did reach the implementation of Business Central at the beginning of 2021, but many integrations, previously supported in Navision, have been handled manually, leading to major delays and overloading of Finance staff, ultimately leading to the lack of managers' and staff's access to budgets and spendings during majority of the year.

A increased sourcing of Finance staff both long and short-term helped us getting back on track in Q4 and to get the first benefits from the new system e.g. timely and currently updated results in PowerBI, easily accessible for project managers and team leads.

At the end of the year, we still need to develop major integrations and optimisations before we reach the effectivity expected from the Finance Team.

1.3. SPA application process and localisation requirements

The SPA II process started in 2020 to make sure that we were ready for Danida kick-off, which we initially expected to be during Q1-Q2 of 2021. Danida started the application process much later and up to the very end it was uncertain when and what we were expected to deliver. Once the call for applications was made, we only had six weeks to develop our application, and we were taken back by the strong focus on displacement, refugees and fragility. This posed a challenge to the process and the conceptual thinking done so far – we had to 're-invent' ourselves while being true to our core and visions for our international work, thoroughly discussed with the International Committee of the Board. All this resulted in a process which was very long and resource intensive, creating a feeling of a never-ending job and stressing staff.

To cope with this situation, the planning group (leadership and staff reps) defined a framework for who and how the application should be developed as well as hired extra resources. The group also agreed to have a clear action and communication plan as soon as the grant envelope would be communicated.

1.4. Leadership transition in two clusters

The Director of Operations resigned in September while the Head of Finance ended her contract at the end of September. Although the exit of the Head of Finance has been planned in due time, it has been very difficult to recruit for this position, and the Leadership made the decision to recruit temporary consultants for both positions to support the Finance team and the organisation, taking the situation described in chapter 1.2 into consideration. It has been an effective solution even though it always takes time and generates some delay to on-board new staff - not least new managers.

The National Engagement Director resigned in August and the position has been vacant for a couple of months before the new Director started working partly with the Heads of Team. As the cluster was well-consolidated and managers had a strong cooperation and ability to work independently, the cluster continued to deliver according to targets.

1.5. Impact on staff health

As a result of the challenges above, we have noticed a small increase in short-term sick leave, while the long-term sick leave and the number of cases managed by our Healthcare partner have been reduced (see chapter 4.1 for more details). The presence ratio has fallen with 0,6 percentage in 2021. The number of resignations has significantly increased (40%) in the second part of the year and continued in the beginning of 2022.

The Work Environment Assessment and Exit analyzes give some indications of the causes behind this figure, and it was agreed to focus on retention in 2022.

2. Status by the end of the year: The Work Environment Assessment and 2022 action plan

We ran the assessment in January 2022; it indicates following major trends, although only 51 % of staff in DK has contributed (out of 127 asked staff):

- 65 % of respondents find the physical workspace good or very good, while 23 persons state the opposite. It stresses the lack of specific meeting spaces, noise at work, temperature, and air ventilation as low assessed conditions. Though, this result shows that our physical space and equipment has improved since 2018 survey, and people appreciate the character of the office that reflect AADK DNA.
- AADK is a safer for stereotyping, discrimination, bullying and harassment workplace than in 2018. Only four persons have observed or experienced "sometimes" either signs of discrimination, of offensive attitude, or harassment (it was 16 persons in 2018). Even the assessment shows that AADK has a strong feministic and value-based culture and practices, one case is too much. And we need to reinforce understanding of zero tolerance and knowledge about what to do if anything happens.
- 75 % of respondents assess AADK psychological / mental wellbeing environment as good or very good, while 16 persons find it is not. Even the result is a significant improvement compared with the last WEA assessment (about 50 % assessed the mental wellbeing as good or very good), we must recognise that more staff (67 % of answers) assess that there is a correlation between the work environment and sickness.

Balance between resources and workload is still not satisfying; and Leadership in particular as well as Cluster relationships, meaning at work (clarity of role and influence), and development opportunities appears to be the main reason for frustration which is worse than in 2018.

Anyway, people engagement, professionalism, togetherness, collegiality, inclusiveness, informal & good social tone and common traditions are seen as our strengths.

- Even answers show that people really appreciate flexibility at AADK, the freedom with responsibility and trust culture, the engagement in youth political empowerment, and notice their strong identification to AADK mission and values. More than half of the respondents think of leaving AADK occasionally or often. It is connected to a demand of better organization and structure to work effectively and across, clearer strategic management at all levels, and better personnel management.

Our 2022 action plan to address the major issues include:

- A rearrangement of the workspace, creation of small meeting rooms and a lounge. Change of the ventilation system, as well as the development of a long-term remodeling of our space with the support of professional advisers.
- A Management training course mandatory for the Management Group and a bi-monthly status and reflection upon Feminist Leadership is planned in 2022 to increase our ability to set clear priorities and directions, to balance workload with resources, and provide a better, transparent, and feminist leadership.
- We will also hold a general all-day kick-off workshop to increase our capacity within the fields of internal communication, decision making and feedback processes.

- In May 2022, we will engage in staff consultations on organizational adjustments for implementation of the new strategy to improve our organization and structure and ensure better connection between roles and our mission and strategy.
- During the third quarter, we will develop and implement a new HR strategy that clarify our sourcing strategy and increase visibility and career development opportunities.

With these efforts and our focus on financial systems and capacity, we believe that we can improve our work environment and increase our retention capacity.

Part 2 – HR Management & Staff Figures

3. Social Dialogue

3.1. Cooperation Committee

Cooperation in 2021 has been marked by the bargaining of a new collective agreement and follow-up on SPA application and localisation consequences for individuals.

The bargaining ran between end of April and June. The agreement signed confirms that AADK rely generally to the agreement between the State and Unions.

As main other results, the new agreement:

- Supports workspace flexibility and recognize the possibility of Working from Home
- Strengthens the implementation of cross-organisational projects with focus on reducing number of projects while contributing to fund the priorities the community identify
- Introduce more flexibility and simplicity in management of child sick leave days
- Clarifies Officers' allowance attributions rules and defines a Senior allowance
- Clarifies the frame for short-time project employment
- Increase Academics' career development efforts and define a retention allowance to mitigate the 8-years contract that the staff representative had asked to withdraw

The Cooperation Committee members met five times during the year to discuss organisational issue and contribute to clearer communications and priorities.

Staff representatives have been involved in individual cases and not least to qualify the localisation process.

3.2. Work Environment Council

At the end of 2020, it was decided to allocate a fixed number of hours to council members' work on work environment, to systematise consultation across the organisation and to focus on work conditions at home. But the council (2 staff and one leadership representative) has been challenged by less contact among colleagues in the context of 2021.

However, it has held three meetings during the year to follow up on the Work Environment Assessment action plan. The council concluded in November that all actions had been taken. The few remaining actions about balance between workload and resources and free seating will need to be reassessed or reconsidered based on the results of the new assessment and back to office frame.

4. Job satisfaction and performance

4.1. Presence & Health

In 2021, AADK had a presence rate of 97,0 %¹ of 120 Full Time Equivalent (FTE), which is a decrease of 0,6 percentage point compared to 2020. 49 % of staff did not have any illness related absence, while this number was 42 % in 2020, but the average of illness days by FTE is 5,8 days (an increase of 0,2 points compared to 2020), which represents a ratio of 2,97 % of absence on the total FTE. In short, fewer people have been sick more often in 2021 than in the previous year.

This trend is the opposite than the one observed at national level among companies and organisations which experience a decrease to 6,9 sick leave days by sick person and a lower absence ratio of 2,83 % than the previous year. It is the first time that AADK has a higher absence ratio than the national one, but the presence ratio is still much higher at AADK than at national level (32 %)².

The distribution of absence calculated in days between short-term and long-term illness has changed dramatically since 2020: 4 people have had long-term illness³ versus 7 persons in 2020. Long-term absences represent only 23 % of all absences due to illness

¹ Number of employees days at work / number of total workdays

² Notice that our sources are always one year behind our figures: [Source DS](#) – Danmark Statistik 2020 and [Det Nationale forskningscenter for Arbejdsmiljø](#) 2020

³ More than 4 weeks.

and 233 days in total (311 days in 2020); but the absence by person has lasted longer (about 3 months in average). This AADK number of long-term illness (3 % of headcount) is half of the national statistic⁴. All people with long-term illness have been accompanied by HR and their manager with regular check-ins, care and retention talks, and a gradual return to work.

Among the 66 staff with the short-term illness, 48 had less than 8 sick leave days with an average of 4,6 days of absence (1,1 more than in 2020); and 6 have had more than 4 absences in 3 months in a row; 85 less than in 2020). The last cases have been followed up with care and retention talks as directed by our policy.

7 persons have registered being sick due to Corona. It represents 3,3 sick leave days in average. This figure doesn't necessary represents the reality as we started to register such illness when the government changed the rules for salary coverage (end of Q1) and staff have not been immediately aware of the change in registration rule. The numbers are probably higher.

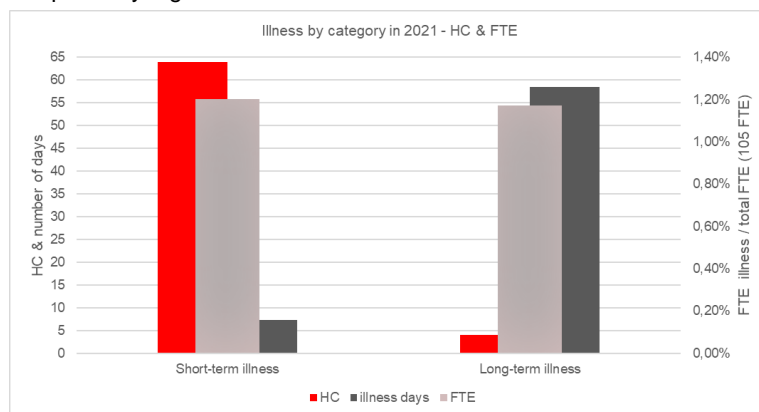


Figure 1 - Illness distribution among short-term and long-term (Head Count and illness days - percentage of illness FTE against total FTE)

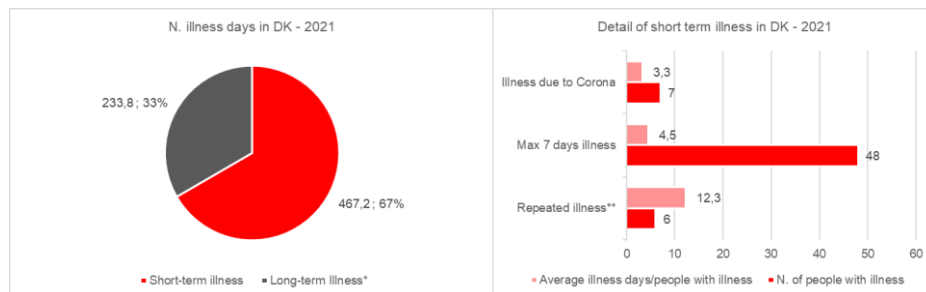


Figure 2 - Number of illness days by type, and number of people with average number of short-term illness days by type

Finally, our arrangement with Falck Healthcare to support people struggling with psychological issues and keeping them at work (or getting them back) has been used by 5,8 % of staff. 5 persons got help to cope with private challenges and 7 with work-related challenges; it is an increase of 2 in the first group and a decrease of 5 persons in the last group, where 5 are stress related, 3 are probably directly connected to long term illnesses and one to the closure of the kitchen. Among the 5 stress related cases, we can establish a relation partly to the lack of balance between resource and workload/responsibility and partly to the SPA application and localisation process.

4.2. Performance

We didn't have any case of poor performance in 2021 but two recruitment mistakes which led to discontinuation of a contract or resignation during the first year.

⁴ Source: [Det Nationale forskningscenter for Arbejdsmiljø](#) - 2020

5. Feminist Leadership

A survey ran at the beginning of 2021 indicated that we have started well on our Feminist Leadership journey but still can improve. Feminist Leadership characteristics are assessed pretty good or good by about 60 % of the respondents when it comes to assessing own manager. Respectful feedback gets the highest performance rating. Answers about what we should focus on in 2021 point at "Inclusion" and "Responsible use of power" as priorities; Accountable collaboration is also ranked high when it comes to our work with partners, while Self-care is ranked high when it comes to our own work environment.

6. Policy work

In 2021, we have developed or adapted the policies listed in this chapter. All policies are endorsed and implemented at the date this report is written, even though some of them are still requiring our attention to enhance implementation in the organisational behaviours.

6.1. SHEA

Trainings at teams' level have continued been implemented with high focus on the different context everyone operates in. The induction days include exercises to understand the importance and complexity of SHEA safeguarding as well as the ways to report any suspicion or case.

The Standard Operating Procedure to manage SHEA incidents as well as the Investigation Standard Operational Procedure has been finalised and implemented. We continuously improve our practices and the SOP as result of our evaluation meetings which take place after case closures.

6.2. Health & Safety

Health & Safety work has continued in 2021 with an update of the travel and Health & Safety guidelines to adjust to the Corona situation – in Denmark and abroad.

We have focused on ensuring that staff got a convenient physical workspace at home, providing equipment when required, and we have continuously supported managers to cope with individual needs related to their private working context.

6.3. IT Security for Staff and IT

In January 2021, a new IT Staff security has been endorsed. As part of its implementation, we have engaged with a new supplier that has significantly increase our security – both at device, platform and data management level – and we ran awareness campaigns in Q2. Our GDPR compliance procedures has also been more systematised.

Although we have documented a lot of our procedures, systems, and infrastructure, we still need in 2021 to focus on documentation, people on-boarding, threat management and damage control to reduce risk in a context of increasing threats – both generally and because of AADK overall strategy and activities.

6.4. AADK Security manual and SOP

As ActionAid has endorsed a global Staff Security Policy in 2019 that AADK complies to, we are still implementing some parts of it that are not fully operationalised at AADK.

The Travel policy has been updated and we are reviewing the AADK Security Manual. A new Crisis Management Standard Operational Procedure has been implemented, supported by Microsoft Teams

7. Compliance

7.1. Policies in place

In addition to the ActionAid Code of Conduct and AADK Values statement, the following key policies are in place:

- AAI Complaints Mechanism & Response Mechanism framework (June 2008 – partly overruled by newer AAI SHEA and Safeguarding policies and AADK Anti-corruption and Whistleblowing Policy) – this policy needs to be reviewed.
- Gender Policy and Policy on frequenting prostitutes (2007 & 2008, partly overruled by AADK Strategy and SHEA and Safeguarding policies) – these policies need to be reviewed.

- Bullying & Harassment at work policy (May 2013).
- AADK Data Privacy Policy (May 2018).
- AADK Anti-corruption and Whistleblowing Policy (April 2019).
- AAI SHEA and Safeguarding Overarching Policy, incl. i) AAI Sexual Harassment, Exploitation and Abuse (SHEA) at Work Policy, ii) AAI Child Safeguarding Policy and iii) AAI Protection from Sexual Exploitation and Abuse Policy (June 2019).
- AADK SOP SHEA Incident Management & AADK Investigation SOP (September 2021)
- Global Staff Safety & Security Policy, e.g. chapter on Principles (June 2019), and Health & Safety Guidelines (on-going review)
- Procurement Policy (January 2020)
- Conflict of Interest policy (November 2020)
- Staff IT Security policy and InfoSec policy (January 2021)

Other policies in place

- Open information policy
- Crisis management Protocol and security related Standard Operational Procedures
- HROD framework – we are waiting for a coming updated version from AAI to review it.
- Recruitment Policy
- Competence development policy
- International Secondment policy and Dual jobs policy
- Job satisfaction policy
- Short-term Posting Abroad Policy and Regular Home Working Guidelines
- EFAST Contributor Policy
- Free Seating policy
- Return from leave policy and Sickness absence policy
- Pension policy
- Expatriates Terms & Conditions and People4Change Advisor Manual
- AADK Climate policy
- AADK currency policy and AADK Housing policy
- AADK has Union Agreement with Academics (AC) and with Officers (HK). A local agreement covers working hours and duty travel rules.

7.2. Overview of cases

We had 10 cases opened in 2021 including 6 new during the year. It is fewer compliance breaches than in 2020 (11 cases). Almost all cases happened in Action Aid or at partners' level.

We or ActionAid International are still managing 4 cases, 1 is reported to the authorities and 5 are closed.

Two cases ended with a disciplinary decision and one with a resignation. When the suspicion has been upheld, the decision against the subject of concern is generally accompanied with awareness campaign, training and strengthening of structural context and procedures.

Status / Case type / Conclusion	No of cases
Awaiting investigation of claims	2
Corruption (Fraud / Forgery)	2
On-going	1
Suspicion upheld	1
Case closed	5
Conflict of Interest / Nepotism	1
Suspicion upheld	1
Corruption (Embezzlement)	1
Suspicion upheld	1
Corruption (Fraud / Forgery)	2
Suspicion not upheld	1
Suspicion upheld	1
Sexual Exploitation	1
Suspicion upheld	1
Case reported	1
Child abuse	1
On-going	1
Case under investigation	2
Sexual Harassment	2
On-going	2
Grand Total	10

Table 1 – Overview of opened cases in 2021

8. Staff figures

In 2021, the overall figure shows 129,1 Head Count⁵ (HC) globally that corresponds to 110,07 Full Time Equivalent (FTE). In Denmark, the HC is 123,35 corresponding to 104,6 FTE. This is a fall of 7,2 FTE compared with 2020. The figures below include temporary replacements of staff on leave⁶, and include generally only staff on regular payroll. If we also include interns, subsidised and volunteers working for the secretariat, the overall figure is 124,6 FTE for 145,8 HC.

8.1. Overview by cluster

As result of the HR process by the end of 2020, the most significant change is within the International clusters with a decrease of 7 FTE in Denmark and 10 FTE globally. The Leadership cluster grows with 1,5 FTE due to increase of capacity of the Policy Lab, and the National Cluster grows with 3 FTE and become the largest cluster in AADK reflecting our efforts in Programme work and Campaigns. Operations is unchanged as increase of capacity of Finance has been balanced by a fall at HR and Accountability.

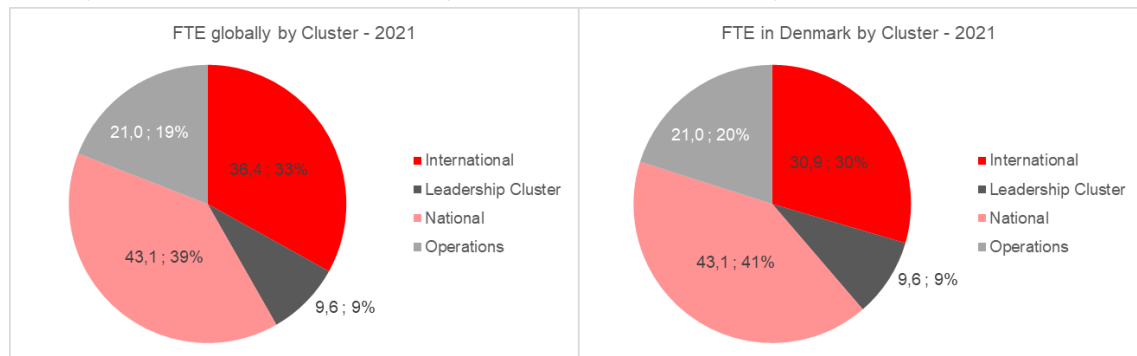


Figure 3 - Full Time Equivalent by cluster – globally and in Denmark

Most of the part time staff are still working in the National cluster (e.g. the students); the academic group is the largest 72,8 HC, and there is 12,1 HC officers and alike.

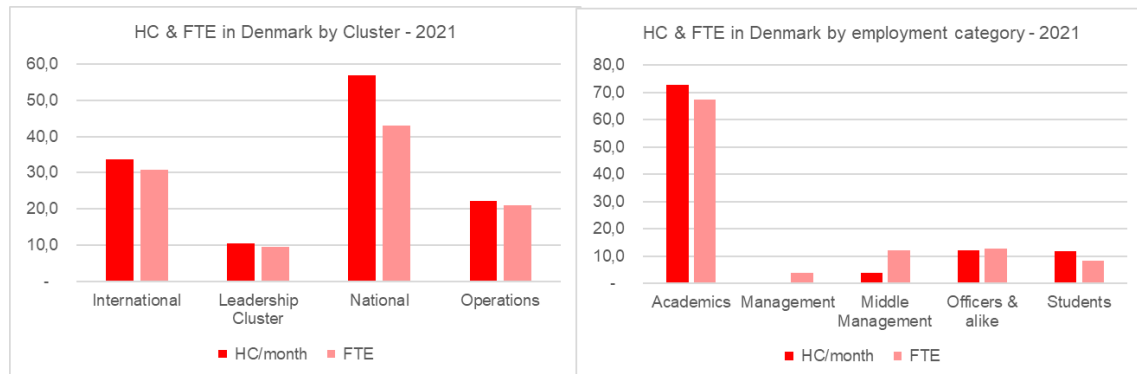


Figure 4 – Headcount/Full Time Equivalent by cluster and by category in Denmark

8.2. Overview by category

When we look at the distribution by staff category including non-paid staff (interns and volunteers working for the secretariat – mainly the National cluster), 13,7 HC was out of payroll while 132,1 HC was on the Danish payroll⁷ incl. 4 HC subsidized. It is worth to mention that AADK attracts subsidised, interns and volunteers, probably because of our mission, but also because we offer a real support and learning opportunity. We have worked and still work to increase our mentor capacity to welcome more subsidised, now which represent 3,3 FTE and 3 % of our workforce, an increase of 1 point.

⁵ HC is sum of the number of employees for each month divided by 12.

⁶ There was 2 maternity and 6 parental leaves in 2021.

⁷ This figure includes Advisors employed under AADK P2P programme

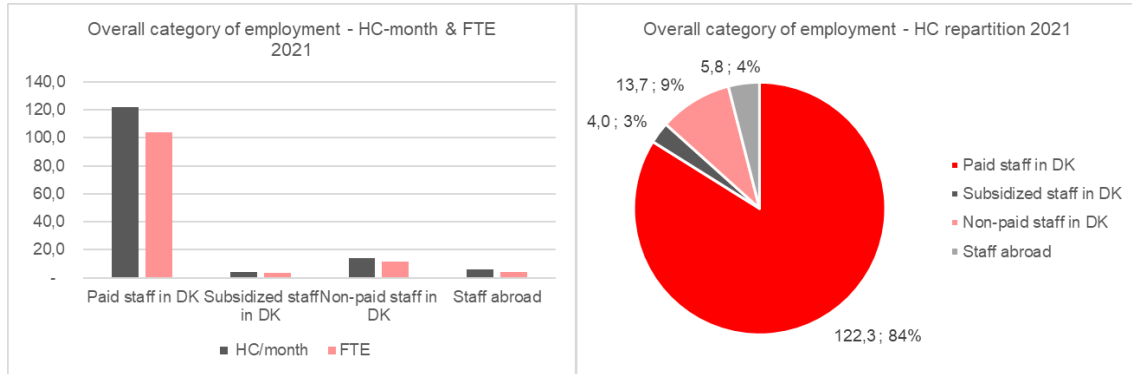


Figure 5 – Overview upon over all category of employment within or out of payroll

In 2021, 53 % of staff are employed on open or 8-years contract which is a fall compared with 2020, while the proportion of open contract has increased, partly due to the re-employment of students. The part of fixed term contracts over one year – typically employed on project – has increased with 2 points and corresponds partly to the sourcing of our Climate Finance justice activity that needed to be started. It is expected to transform these positions in standard Academics' contract. The number of fixed term contracts less than one year is unchanged.

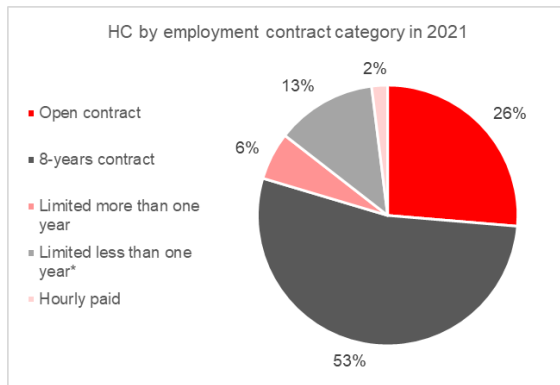


Figure 6 - Overview upon distribution of HC by type of employment contract

8.3. Gender

AAADK still have most females, who represent 64 % of staff (two points less than last year) with 64,8 FTE contra 39,8 males FTE. 87,90 FTE contra 44,58 FTE males.

There is a gender balance at leadership level and in the middle management.

Compared to 2020, there is in 2021 much fewer female interns (fall of 10 points) but few more employed as subsidised; and there is few less female abroad and a bit less academics. The ratio of officers is rather unchanged.

The large difference between on-boarded and off-boarded female in 2019 has been significantly reduced, although we have experienced more exits than entrance. The figure for the males is the opposite than in 2019: we have a positive balance of on-boarding / off-boarding for males, even though the turnover is much lower than for women.

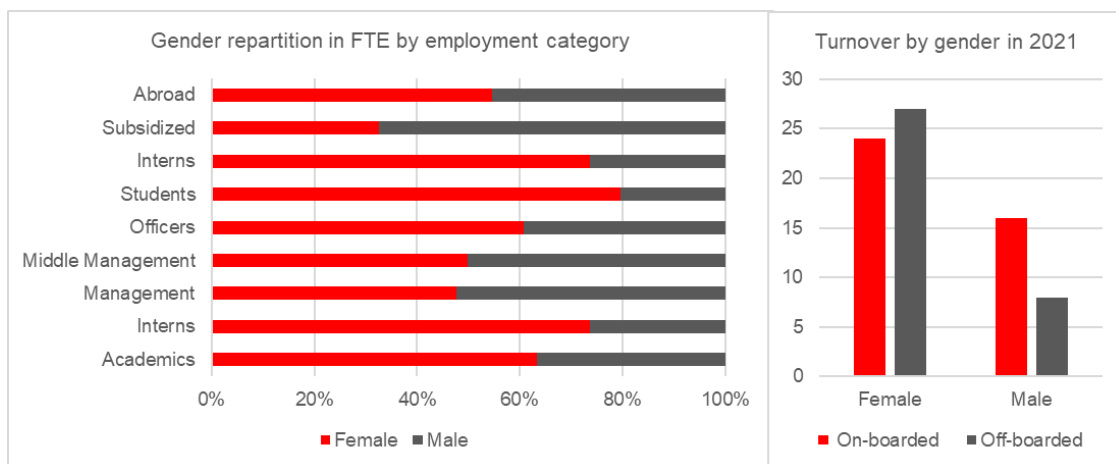


Figure 7 - Gender distribution by category and turnover

8.4. Age and seniority

The average of people's age is still 39 years like in 2020. The median is also stable at 38 years. The difference between average and median indicates that most staff is still under the average. Females are a bit younger with an average of 37,9 years – at median level. When we compare the figure below with the one from last year, it seems that there is a more linear distribution of people between 27 and 46 years than in the previous year, and the minimum and maximum are younger. This is partly due to hazard but also to our conscious strategy to increase diversity and have a better age spread.

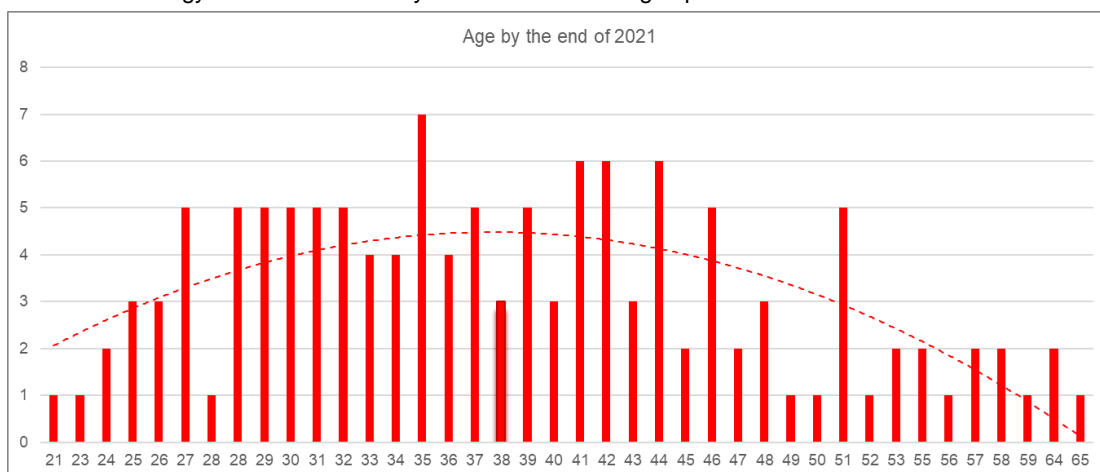


Figure 8 - Age pyramid, curve and median at AADK globally by 31 Dec.2021

The average seniority is 3,9 taking all employees on payroll into consideration. This is a decrease of 0,7 point. The median is 2,4, which is a decrease of 0,5 point since 2020, while they were an increase of both average and median of 1 point between 2019 and 2020. We are rather back to the same level than in 2019. Females have very little higher average seniority at 4,09 years but show the same trends than the general one.

Taking out the students from the calculation, the average seniority is 4,57 years contra 5 years in 2020, and the median 3,17 years contra 3,4 years in 2020, which confirms the trend mentioned above. This figure reflects a lower retention than in 2020, where we concluded either a better retention capacity or a reduced staff mobility due to Corona.

But looking more deeply at the seniority average among fixed-term employees (Academics), it is 4.8 years (and a median of 4.25, ie slightly more below the average), while it is 5.3 years for the Officers. It is the leaders who have the lowest median among the resigned leaders: 2.75 (close to the average) and who pull the average down.

Comparing the figure below with the one from 2020, we can see a large increase of staff staying? in the first two years of their employment. For academics, this increase is of 14 persons; this is partly due to a larger number of project employment in 2020 and 2021 but also employees in temporary replacement positions.

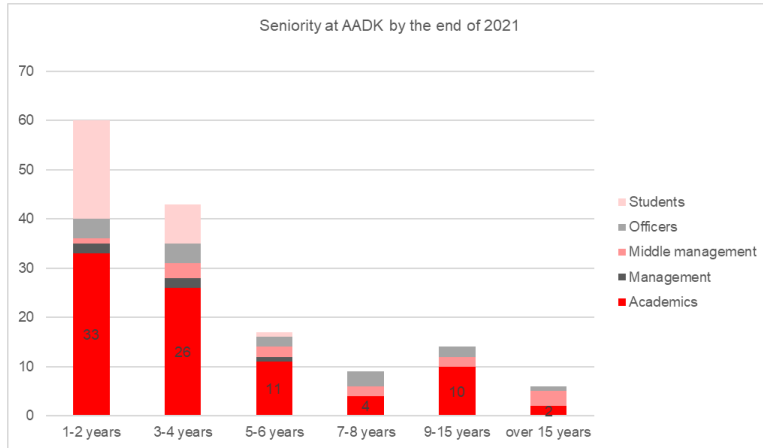


Figure 9 - Seniority at AADK by the end of 2021 with 2 years scale by employment category

8.5. Entries & Exits

The figures below show the turnover⁸ in FTE and indicate a higher turnover and negative net FTE in the International cluster that can be explained by the impact of SPA II application process, uncertainty with regards to own role in the next SPA period, localisation requirements and frustrations regarding change management. The positive net FTE in the Leadership and National Engagement clusters is partly due to the increase of capacity of the Policy Lab, in Campaign and Programme in Denmark as already mentioned in chapter 8.1.

It is worth noticing that the turnover by cluster is the diametral opposite compared to 2019, and that it has increased among leadership but is a bit lower for academics.

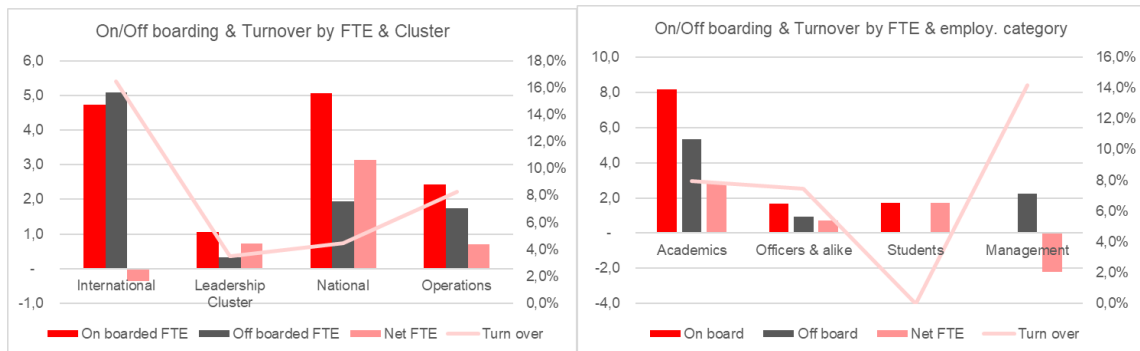
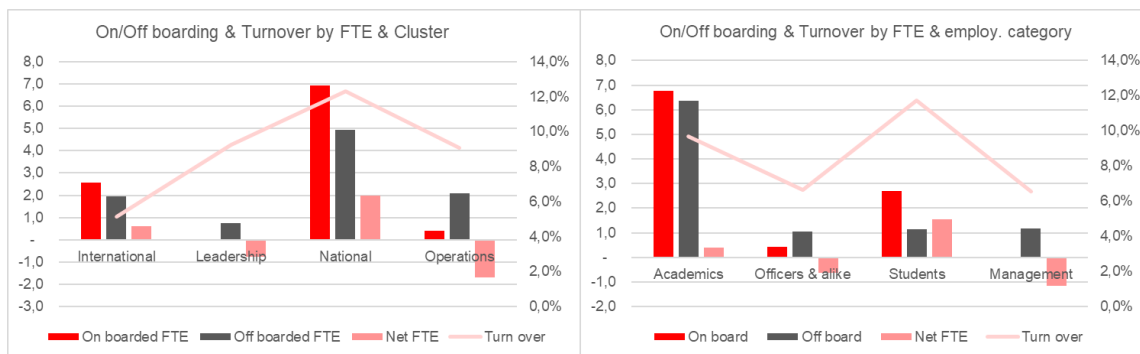


Figure 10 – Staff entries and exits in 2021 by cluster and by employment category with net FTE and turnover; the scale of the turnover curve is on the right side of the graphics, while the left scale returns the number of FTE.

AADK welcomed 37 newcomers and 30 staff exited.



⁸ The turnover is the ratio of off-boarded HC on the total HC over the year reduced to the FTE

Figure 11 – Staff entries and exits in 2020 by cluster and by employment category with net FTE and turnover; the scale of the turnover curve is on the right side of the graphics, while the left scale returns the number of FTE.

The next analysis focuses on exits for the Academics and other groups over a longer period to identify possible structural issues.

If we look at the graphic below, showing the number of staff having exited since 2018, we notice a pattern with more exits on the second part of the year since 2018 and a rather stable level in 2019 and 2020.

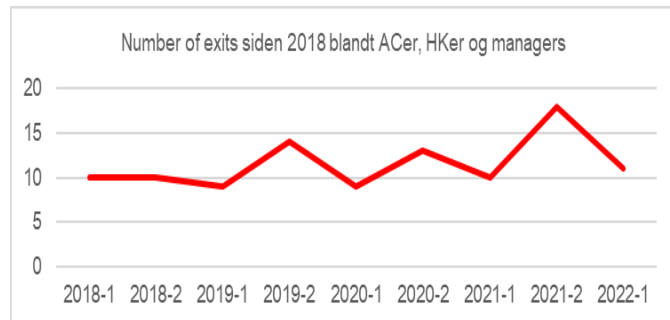


Figure 12 - Number of exits between 2018 and 31 March 2022 - shown by half-year

If we look at exits by staff category, the graph below shows an increase in the ACs' resignation from the 2nd semesters 2019 and for the Officers from 2021.

The number of exits is relatively stable since July 2019 (8 pers.). There are more Officers who stop in 2021, and we top in the second half of 2021 with 18 resignations with 2 managers and more project employees. And three leaders will retire in early 2022.

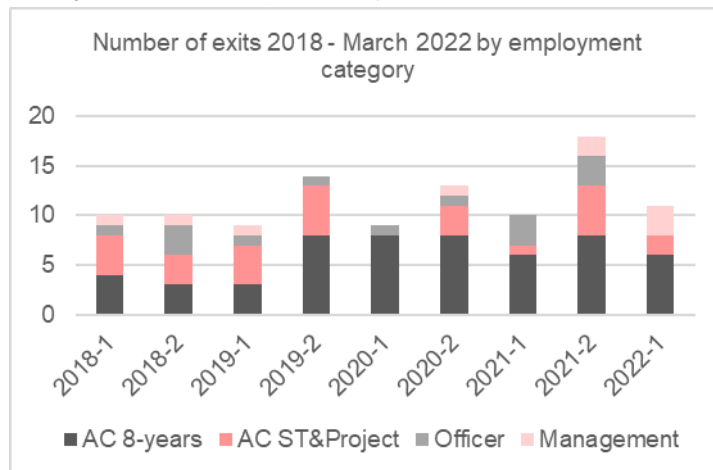


Figure 13 – Exits by employment categories over the past 4,25 years

We have analysed reasons behind the exits (disregard the expire of tenure), and it seems that the "personal reason"⁹ appears to be the biggest motive for resignation in late 2019 and 2020, while it is "better external opportunities" that are the reason for most resignations in the second part of 2021.

Even though we can compare the exit pattern with national trends which show a similarly increase of exit during the second part of 2021 (and a general increase since 2010)¹⁰, the leadership recognizes the impact of the transition: AADK is in the middle of major changes – in leadership, Partnership Agreement and Strategy – and need to pay attention to retain the necessary talents and people who identify themselves in its mission, maintain the organizational memory, which means somehow increase staff seniority, while still adapting its human capital to the changes to come.

⁹ The personal reason stands more for an opt-out which includes frustrations regarding leadership or other work environment issues (however, opt-out may be due to changes in the person's life such as moving or traveling).

¹⁰ <https://faqbladet3f.dk/artikel/vi-skifter-job-som-aldrig-foer>