

Staff Status 2020



photo ActionAid Denmark - Action Aid Center, Baalbek

Presented to Cooperation Committee – may 25th

Presented to AADK Board – June 5th

The Secretary General's words

Our human resource baseline at start 2020 was a high level of job satisfaction and engagement with a need to still improve the work environment e.g. management's communication to ensure clear purposes and priorities and identify resource conflicts. Furthermore, we planned to further implement our Free Seating policy and increase management and feminist leadership competences.

This agenda has been relevant during the whole year, but in a very different context than the one expected. The two waves of Working from Home (more than five months in all) and the impact of the Corona pandemic on our economy and our activities as well as the localisation agenda imposed by Danida has put the organisation and staff under an unusually high level of strain.

We have been able to react rapidly by asking people to work from home based on our existing experiences and guidelines and with the immediate creation of the Corona Preparedness Team which has supported the whole organisation throughout the whole year with clear directions. We have switched rapidly to a digital organisation and offered very flexible work conditions with focus on people's various needs. We developed alternative ways to communicate across the organisation and within teams (newsletter, regular online check-ins, etc), new ways to relate with others, and our surveys show that we have been generally more inclusive and efficient. However, it has been challenging for both managers and employees to balance between private and work requirements, and more people have experienced stress.

This stress has been worsened by the economic situation. A first budget revision in the spring 2020 has resulted in some staff moving from teams whose activity in Denmark was largely reduced (due to travel restrictions and closures) to other teams working on our international efforts; some other staff started to work part-time. These changes while partly working from home have put pressure on all teams. A second exercise to reduce our headquarter costs and move some activities to ActionAid has been conducted by HR; we imagined a redundancy up to eight positions and ended after a six weeks' process with two volunteer resignations and some change in roles, while contracts of people working for AADK and posted abroad will progressively be localised. But we recognised that it would have been preferable to shorten and decentralise this process to the teams, as it has created a lot of confusion and frustration, even though the final head count result is satisfying.

On the Feminist Leadership agenda, we managed to train all managers and some staff to develop our feedback practices, which has been very useful in our daily remote relations and to further implement the feminist principles. The conversation has been supported during our regular Management Group meetings and weekly newsletters – two well appreciated efforts to ensure that we all were on the same page and to inform our decisions while working at a distance with high focus on own efforts.

2021 has already shaped up to be a year of changes with significant impact on staff: the new SPA application and the localisation agenda is on top of our mind in our international work; concerns for the finances in light of ongoing corona restrictions this year, which have been heavily affected in our "market facing" activities in Denmark. But across the organization we are also thinking about how to manage stress in this situation and how to "build forward" as we return to the office. We want to take the learnings and positive experiences that have also been part of the forced introduction to remote working – flexibility, better use of digital tools, easier international integration, and more conscious choices of a working environment that fits the task – and create a new, more hybrid organization. We have created a task force to look at back to office that will focus on improving our work environment *wherever we work*, and rethinking Fælledvej and opening it more up to partners and the wider community; and we expect our coming collective agreement to support the right dynamics for a modern and agile organisation with transparency and predictability for employees to thrive and develop. All efforts will be framed by our Feminist Leadership principles, and our desire to ensure self-care and care of others, inclusion, and courage to reimagine MS in a new post-covid working context.

Tim Whyte

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Part 1 – Organisational Changes

1. Changes and challenges in 2020 – in details

At the end of 2019 and as follow-up on the Work Environment Assessment done in 2018, we stated the need to continue working on finding a way to balance workload and resources with even more focused projects, coordination, and management tools, and to increase management's communication efforts to ensure clear purposes and priorities and identify resource conflicts. We planned to continue working to implement our Free Seating policy and systematically develop Heads of Teams' HR management skills and resources to better support people and policies implementation. And we had to look at the organisation of our Learning and Capacity efforts within the International cluster and beyond.

1.1. Work Environment, Corona and organisational adjustments

Even though this agenda has guided our efforts in 2020, the Corona pandemic has totally changed our work frame: we closed our premises mid-March and have worked from home (WfH) until June and again from October; we implemented immediately new digital tools (Microsoft Teams and Zoom to start with) and guidelines to support all staff in their work and social relations; we activated the Management Group to share experiences and good practices to cope with the very different situations people experienced in WfH¹ and we have offered very flexible work conditions; we sent a weekly newsletter and updated our general meeting format to continue sharing information across the whole organisation; we already in February created a Corona Preparedness Team and Crisis Management team to guide our decisions and the organisation in this large scale adjustment; we distributed IT equipment to people at home by the end of March, when we recognised that the situation would last longer than expected, and proposed office chairs in the Autumn during the second wave; and we ran a thorough budget review in April-May to cope with the economic impact of the pandemic.

This review led to a reduction of working hours for students and some employees of Social Entrepreneurship and Global Contact; and to the move of some employees from Global Contact and National Programme and Policy teams to the international cluster which faced a work overload to adjust activities to the pandemic's impact on international work.

All these adjustments have added pressure on everyone, and we only went through the first Corona wave with limited damage (and actually an increase in Denmark of campaign and fundraising impact and a large support of our partners both in Denmark and abroad) because of people engagement and flexibility which have been crucial in addition to the efforts the management and the organisation have done to adapt to the individual situations.

Not only the Corona pandemic has hit us, but also Danish requirements to reduce our headquarter cost to increase localisation has hurtled people. The process started with an HR and budget exercise on August 26th, involving mainly managers and HR; but it already created insecurity among staff. From September 2nd to 23rd, HR ran a hearing process of staff and teams where some reductions were actual, discussing with managers and staff representatives along the whole period and making recommendations to the leadership on September 20th. The objective of this so-called HR process was to ensure objectivity and fairness, shorten the period of insecurity and rapidly identify the possible redundancy scale (a redundancy of more than 10 employees requires a larger and heavier administrative process), and most of all to identify synergies and opportunities to reduce the number of firing. The starting point was to reduce 17 positions abroad and cut 9 full-time and 3 part-time positions in Denmark. When it comes to people abroad, we ended with 10 contracts moved to AA by the end of 2020 and 9 during 2021, and in Denmark, we could propose 4 employees another position, 2 other a two years contract, and we reduced workhours for 2 part-time while exploiting 4 natural departures. At the end of the day, we didn't dismiss anyone, we reduced headquarter full time equivalent (FTE) from 47,3 to 40,5², we reorganised the International cluster by moving the learning group of LAC to YOA to focus on digital learning, capacity building & organising (and partnerships and TCDC) and the P2P group

¹ From loneliness to lack of appropriated space and/or time and quietness to work while taking care of children as parent and teacher 24/7

² FTE Figure respectively at start 2020 and start 2021.

to IPP to work even closer to our programmes. With these staffing changes and an increased activity focus³, we reached an overall reduction about 36 % of headquarter cost.

But this process has not been good enough taking into consideration a very high insecurity level and lack of sense people have experienced along the process and the need to rebuild confidence to the organisation. Managers have felt disempowered, and there is the feeling that we could have reached the same result with enough time to understand numbers and through a more direct and open dialogue. At least, we have learned that we must take time to inform such process with more thorough budget and consequence analysis, and the process must be led by managers with the support of HR - and not the opposite.

1.2. Other challenges

The change of accounting system from our out-to-dated Navision to Business Central has represented a huge increase of workload in the Finance team and led to a lack of managers' and staff's access to budgets and spending's. Even though the new system will represent a great improvement to manage our economy, the move has created stress for many.

As a derived effect of the Corona and WfH situation, we have first closed GlobalHagen Kitchen temporarily, sending staff to technical unemployment covered by the government help package. Staff decided to support the situation by continuing to pay for lunch during the whole of 2020, but the second wave was too hard to believe in the sustainability of the project and we decided to close the Kitchen and stop lunch contribution. Taking into consideration the importance of AADK lunch arrangement in work condition, people have also been highly affected by this situation.

1.3. Impact on people health

As result of the challenges above, we notice an increase in support request at our Health Care provider from 5 to 15 hereof 3 for personal reasons. Our arrangement updated at start 2020 has probably contributed, above our organisational and individual efforts, to a higher presence rate and small increase in presence rate and a small fall in illness statistic (both short-term and long-term – see chapter 5.1 for more details).

2. Feminist Leadership implementation and follow-up on debate about sexism

Just before the first lock down, we ran a Feedback workshop for managers and some core staff who could help to duplicate the course. The duplication did not happen, but feedback has been a strong tool during the whole year to improve our work conditions and ability to act on a more feminist approach.

The feminist principles have been used continuously in our conversations to challenge ourselves and each other – not least among the management group – and to guide our decisions and communications.

We have also followed very closely the #meToo debate with a high focus on sexism as part of our Sexual Harassment, Exploitation and Abuse (SHEA) safeguarding work. The feminist leadership principles and this topic are very closely related. The principles are based on an inclusive and transparent use of power, on self-awareness of privileges, excluding attitudes and language, and on accountability to our stakeholders.

Our SHEA Focal Person has run segmented trainings to implement both our SHEA policies and related feminist leadership principles to support teams' understanding and capacity development in their very different contexts. Efforts are on-going to implement systematic risk analyses and capacity building in our partnership relations – both in Denmark and abroad.

We ran a survey in January 2021 with about 50 % participation. The results show a very low level of sexist behaviours and no sexual harassment, exploitation, or abuse issues involving AADK staff. But even a low level of sexism is too much, and we will continue our efforts.

The survey indicates that we have started well on our Feminist Leadership journey but still can improve. Feminist Leadership characteristics are assessed pretty good or good

³ There are tasks that we expect that we will no longer do, because our AA partners will. There are tasks that we will simply no longer do.

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.

3. Status by the end of the year – The way forward

2020 has been a learning year more than ever. New ways of working, focusing and communicating, and increased awareness on priorities and management role supported by HR are all together activities we will build further on to heal a somehow battered organisation.

We have developed very differentiated and more inclusive work forms that can create better individual working conditions while we still focus on togetherness; we started working on increasing capacities of both AADK and AAI to be a digital organisation, having digital tools, meeting rooms and learning to support digital collaboration and safe behaviours; we finalised our Story project and have identified our "Fire Tenders" profile that we begin to work on; our feminist leadership principles have guided our reflections and really begun to be part of our culture.

2021 is the year to innovate on our "coming back to office", being a diverse and activist organisation that is also reflected in our premisses; we will develop our new SPA application and continue to increase our differentiated funding strategy, building a more strategic People Management approach; we will increase our efforts on work environment and conditions in our dialogue with staff representatives, not least during our union bargaining and new work environment assessment; we will systematise our capacity building to ensure common language and capacity around HR-management and the Feminist Leadership approach to enhance inclusiveness and our ability to currently identify priorities and balance between ambitions and resources.

Part 2 – HR Management & Staff Figures

4. Social Dialogue

4.1. Cooperation Committee

Cooperation in 2020 has been largely influenced by the economic consequences of Corona pandemic and the Headquarter cost reduction.

The Cooperation Committee has been involved in bargaining to contribute with staff cost reduction during the first lock down to cope with a loss of about 7,5 million. This led to an agreement about staff continuing to contribute to lunch arrangement, even they did not get any lunch, academic staff to give the organisation its reserve in fruit arrangement, part-time staff to be reduced from 15 to 10 hours/week, move of some employees to international activities and recruitment stop as much as possible to benefit from natural departures. On management side, the board accepted an extra deficit of 3,6 million, and the leadership reduced their salaries to an amount corresponding to employees' lunch contribution.

The assessment of this process pointed at satisfaction about transparency, generally good manners with respect for each other's' standpoint, and openness about facts and number figures. However, we could have created better bargaining conditions by taking time to ensure solid economic analysis and separating technical and bargaining sessions with clear roles and mandates.

A close dialogue between HR and staff representatives has supported the headquarter cost reduction process. Learning from the committee is included at the end of chapter 1.1 above with a highlight on taking time and allocating necessary resources to such a process.

Otherwise, the cooperation committee met four times during the year, mainly with focus on the follow-up on the Work Environment Assessment with a WfH perspective together with the Work Environment Council, and on skills and career development. Most of all, the committee has supported the leadership in communication efforts since June and to the end of the year.

4.2. Work Environment Council

The council (2 staff and one leadership representative) has tried to support WfH but a lack of time and less contact among colleagues in the context of 2020 have limited the council work capacity.

At the end of the year, it has been 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.

5. Job satisfaction and performance

5.1. Presence, Health and Security

Despite the situation in 2020, AADK had a presence rate of 97,6 %⁴ of 105 Full Time Equivalent (FTE), which is an increase of at least 0,25 percentage point compared to 2019⁵. 42 % of staff did not have any illness related absence, while the national average is 32 %⁶. The average of illness days by FTE is 5,6 days (a fall of 0,1 point compared with 2019), which represents a ratio of 2,37 % of absence on the total FTE (national average is 7,59 and ratio is 3,41 %⁷).

The distribution of absence calculated in days between short-term and long-term illness is rather 50/50. 7 people have had Long-term illness⁸ contra 9 persons in 2018. It represents 311 illness days (17,6 % by person) while short-term illness represents 318,5 days. This AADK number of long-term illness (6 % of headcount) corresponds to the

⁴ Number of employees days / number of total workdays

⁵ 2019 numbers included child illness; 2020 numbers don't.

⁶ Source: [Det Nationale forskningscenter for Arbejdsmiljø](#) - 2019

⁷ Source: [Danmark Statistik](#) - 2019

⁸ More than 4 weeks.

national statistic⁹. All people with long-term illness have been accompanied by HR and their manager with regular check-in, care and retention talks, and gradually come back to work.

Among the 66 staff with the short-term illness, 52 had less than 8 days illness with an average of 3,5 days of absence; and 11 have had more than 4 absences in 3 months in a row. The last cases have been followed up with care and retention talks as directed by our policy.

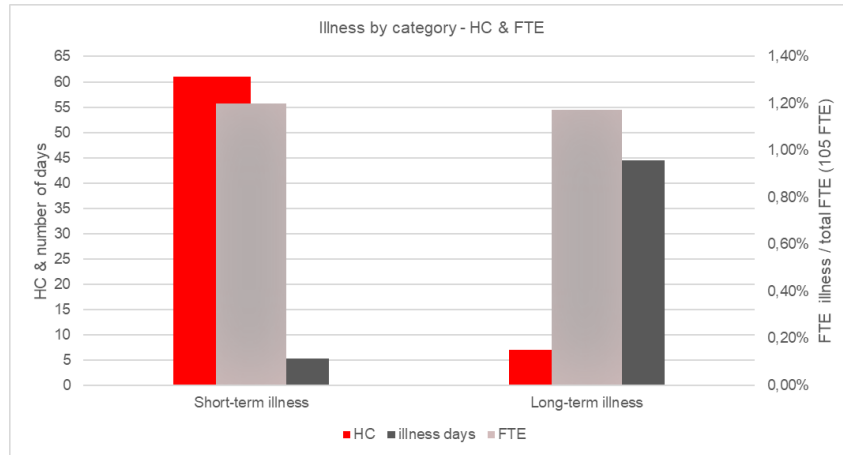


Figure 1 - Illness distribution among short-term and long-term (Head Count and illness days - percentage of illness FTE against total FTE)

5.2. Performance

We had in 2020 one case of poor performance where AADK has given a formal warning notice to the employee. The follow-up process with the employee, the manager and HR led to a better structure at work, a significant increase in the employee's delivery and, at the end, a high satisfaction of all parties and withdrawal of the notice.

6. Policy work

In 2020, we have developed or adapted the policies listed in this chapter. All policies are endorsed at the date this report is written, and most of them are fully implemented while some are still requiring our attention to enhance implementation.

6.1. SHEA

Trainings at teams' level have been implemented with high focus on the different context everyone operates in. We still need to focus on implementing the policies at partners' level through the development and monitoring of our MoUs.

We developed in 2020 a Standard Operating Procedure to manage possible SHEA cases. The procedure has been tested along the different cases we have had to manage, and it has been improved as result of our evaluation meetings which take place after case closures.

We would communicate this procedure in 2021 and continue to train people in preventing and addressing SHEA cases.

6.2. Health & Safety

Health & Safety work has been very intense in 2020 with current update of travel and Health & Safety guidelines to adjust to the Corona situation – in Denmark and abroad.

A kidnapping of one of our staff posted abroad at the start of 2020, which fortunately ended well but has required high attention and support from the Security Focal Persons, has revealed the need to review our Crisis Management Manual and tools. It was our plan to do so and train the leadership and main stakeholders in crisis management, but the Corona Crisis Management Team has taken over this agenda, and it is now one of our 2021 priorities.

⁹ Source: [Det Nationale forskningscenter for Arbejdsmiljø](#) - 2019

6.3. Procurement policy

The procurement policy endorsed in 2019 has been implemented. We proceed regularly to some incremental ameliorations in the day-to-day procurement operations.

6.4. Conflict of Interest

We developed a Conflict-of-Interest policy during the first part of the year and Disclosure of Conflict of Interest has been systematised at board and leadership level, while possible cases are identified during recruitment of staff. We will develop in 2021 a central register and an awareness campaign after the constitution of the new board.

6.5. IT Security for Staff and IT

We developed and endorsed (in January 2021) a new IT Staff security that aims to increase security of infrastructure, data and most of all people. The policy is short, very concrete and will guide internal campaigns along 2021.

We have also developed an IT security for IT professionals to strengthen our procedures and tools against loss and attacks. A very concrete result is our decision to engage with new partners to manage our IT-operations.

6.6. Large scale Working from Home guideline

Even though we cannot call it a policy, this guideline, largely inspired by the few cases we had the previous years and tested during these experimentations, has been adapted and very useful at start of the first lock-down and during the whole WfH period.

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
- Global Staff Safety & Security Policy, e.g. chapter on Principles (June 2019), and Health & Safety Guidelines
- Procurement
- Conflict of Interest policy
- Staff IT Security policy and InfoSec policy

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.
- 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), and follows HORESTA salary frame for relevant staff. A local agreement covers working hours and duty travel rules.

7.2. Overview of cases

We have experienced fewer cases of compliance breaches in 2020 (11 cases) compared to 2019 (16 cases). Almost all cases happened in Action Aid or at partners' level, only one at GP.

6 of the 11 cases have been closed before the end of the year. The average of time to manage cases is 6,8 months.

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.

In one case of corruption, the loss was recovered in full following local law.

Overview upon breaches of compliance	Number of cases	Conclusion	Duration (in months)	Decision
Closed				
Misuse of power - 1 AA	2	Suspicion not upheld	1,88	N/A*
Corruption (incl. embezzlement, conflict of interest or fraud/forgery) - 1 AA, 1 partner	2	Suspicion upheld	6,52	Withdrawal of agreement*
SHEA (abuse and exploitation), misuse of power - 1 AA, 1 partner	2	Suspicion upheld	9,53	Withdrawal of agreement
Opened				
Corruption (incl. fraud/forgery and breach of HR policy) - 1 GP, 1 AA	2		5,33	
Financial mismanagement - AA	1		7,83	
SHEA (Sexual harassment) - 2 AAs	2		3,03	

Table 1 – Overview of reported cases

8. Staff figures

In 2020, the overall figure shows 153 Head Count¹⁰ (HC) globally that corresponds to 117,26 Full Time Equivalent (FTE). In Denmark, the HC is 141 corresponding to 108,5 FTE. The figures below include temporary replacements of staff on leave¹¹, and include generally only staff on regular payroll. If we also include interns, subsidised and volunteers working for the secretariat, the overall figure is 138,56 FTE for 157 HC. This is a rather unchanged figure compared with 2019.

8.1. Overview by cluster

However, while the Operations and the Leadership clusters were quite stable compared to 2019, the numbers of the International cluster have increased while the National cluster decreased. This is partly due to the transfer of resources to cope with the impact of Corona on our activities as mentioned in chapter 1. Thus, the National cluster is still the largest in Denmark, 6,4 HC abroad worked for the International cluster.

¹⁰ HC is sum of the number of employees for each month divided by 12.

¹¹ There was 2 maternity and 4 paternity leaves in 2020; and one director was on leave the first quarter.

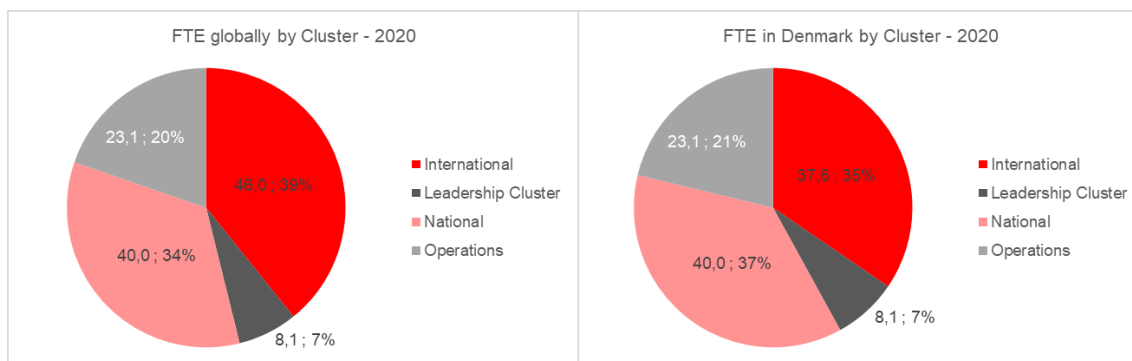


Figure 2 - Full Time Equivalent by cluster – globally and in Denmark

The figures below show that most of the part time staff are working in the National cluster (e.g. the students); the academic group is the largest 79 HC, and there is 19 HC officers and alike.

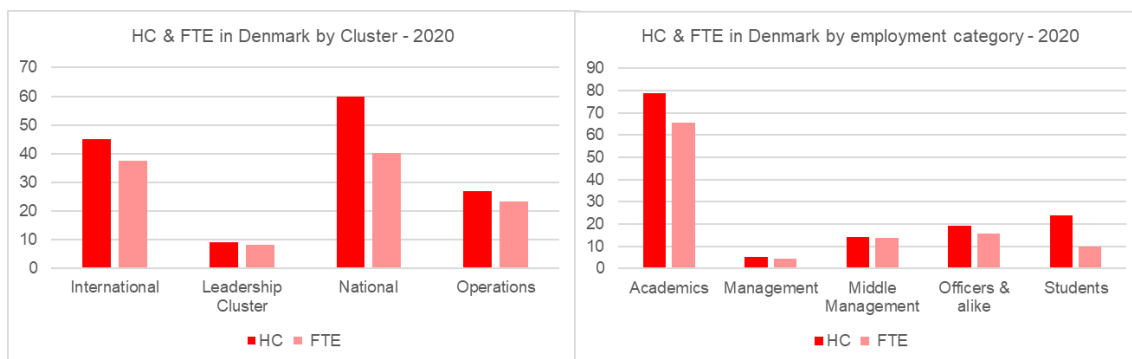


Figure 3 – Headcount/Full Time Equivalent by cluster and by category in Denmark

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), 35 HC was out of payroll while 141 HC was on the Danish payroll. 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 improved our conditions in 2020 by paying for lunch (as long as the lunch arrangement was opened); and we have worked to increase our mentor capacity to welcome more subsidised. On this page, we have not noticed an impact of the Corona pandemic.

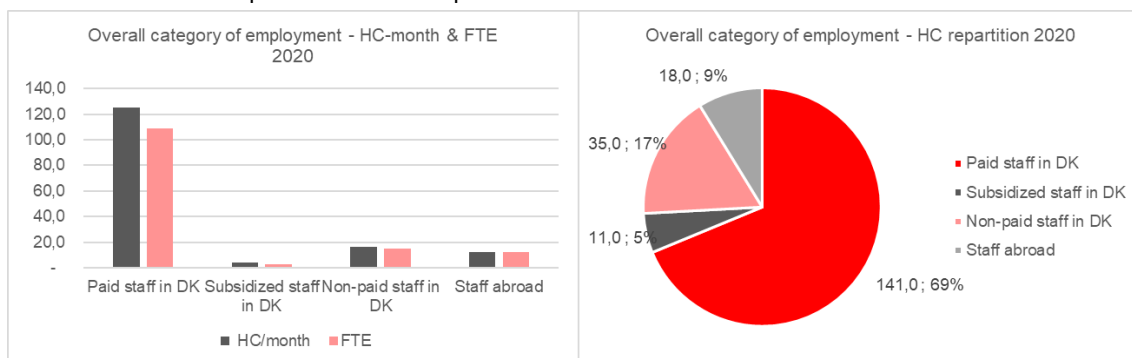


Figure 4 – Overview upon over all category of employment within or out of payroll

86 % of staff are employed on open or 8-years contract. It is a fall of 2 points compared with 2019; the part of fixed term contracts over one year has increased with 2 points and the part of fixed term contracts less than one year with 4 points. One of the reasons for the increase of contract less than one year is the limited visibility of activity and economy that has mainly impacted student job opportunities, but also few academics.

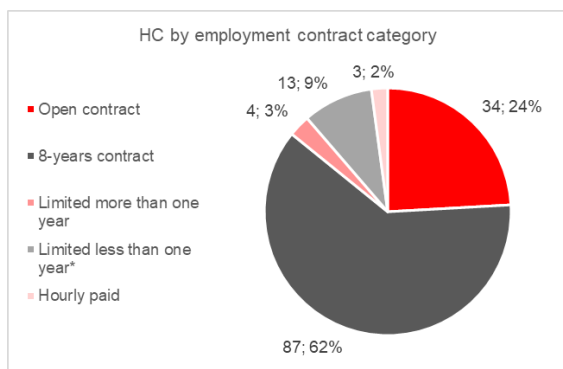


Figure 5 - Overview upon distribution of HC by type of employment contract

8.3. Gender

AADK still have most females, who represent 66 % of staff (one point more than last year) with 87,90 FTE contra 44,58 FTE males.

There is gender balance at leadership level but two more male in the middle management.

Compared to 2019, there was less female employed as subsidised but much more as intern (increase of 15 points); and there was few more female abroad and a bit less academics and officers.

The figure upon entry and exit is the opposite than the one of 2019 with much more exit than entry for females. The figure for males is rather the same with a bit more exit. As this figure does not take into consideration HC calculation (On-/Off-boarded figure is based on the movement of real people), we will probably see a change in gender balance after a while. For example, if most of off boarding happened at the end of the year, the impact on gender HC distribution will appear in 2021.

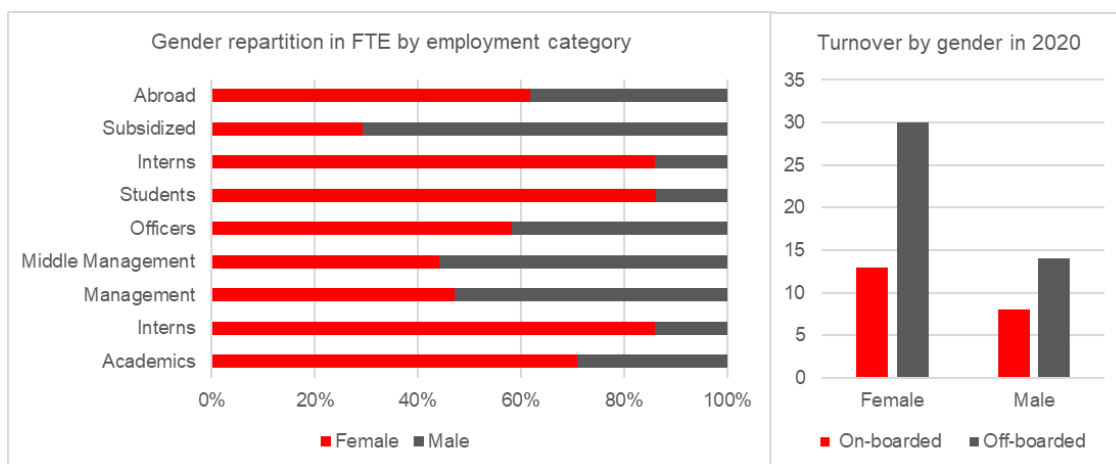


Figure 6 - Gender distribution by category and turnover

8.4. Age and seniority

The average of people's age has increased from 38 to 39 years since 2019. The median followed the same movement and is now 38 compared to 37 in 2019. The difference between average and median indicates that most staff is still under the average. Females are a bit younger with an average of 38 years – at median level.

When we compare the figure below with the one from last year, it seems that they are not anymore people under 22 years old, a more regular distribution of people above 45 years up to the pension age, and a distribution which deviates from the standard normal distribution we could see last year. This is partly due to hazard but also to our conscious strategy to increase diversity and have a better age spread.

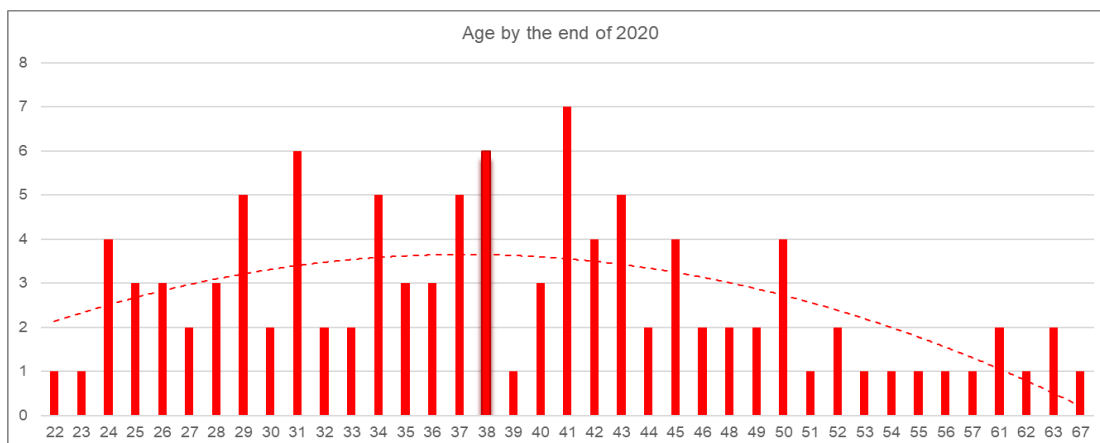


Figure 7 - Age pyramid, curve and median at AADK globally by 31 Dec.2020

The seniority average is 4,6 taking all employees on payroll in consideration. This is an increase of 1 point and an increase of 31 % since 2019. The median is 2,9, which is also an increase of 1 point since 2019. Females have very little higher average seniority at 4,7 years.

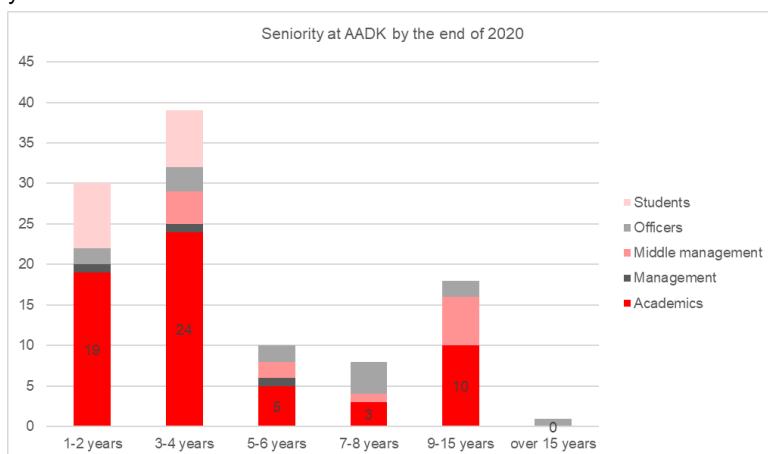


Figure 8 - Seniority at AADK by the end of 2020 with 2 years scale by employment category

Taking out the students from the calculation, the average seniority is 5 years, and the median 3,4 years, which shows an increase of one point compared to 2019 (respectively 4 and 2,4). It can be a sign that we have increased our retention capacity or that the Corona situation has reduced staff mobility.

To put these numbers into perspective, we could consider the Balissager report¹² based on a recruitment analysis from 2018 and a candidate analysis from 2019. AADK seniority is one year less than employers' general expectation upon staff retention, while 36 % of employees corresponding to AADK age profile expects to stay more than 8 years in the same job. Furthermore, employers recognize generally that people are fully effective after two years. We should also consider the OECD report¹³ that shows Danmark as the country where people change job every 7,5 years in average (the lowest number of years in Europe); the fact that the first year of a newcomer just covers recruitment & induction cost, and sufficient performance is reached after two years with sensible performance increase the years after.

The figure 8 shows that 54 people have left the organisation during their first 4 years of employment, and even 18 persons in this group are short-term employees in temporary replacement positions or working on time-limited projects (like EU-funded project), and even we have increased our retention with one year, we should put an effort to reduce the amount of exits in the first 4 years.

¹² Source: <https://ballisager.com/4-facts-danskernes-jobskifte-2019/>

¹³ Source <https://www.dr.dk/nyheder/indland/populaert-skifte-job-lines-laengste-ansaettelse-er-paa-tre-aar>

8.5. Entries & Exits

The figures below show the turnover¹⁴ in FTE and indicate a higher turnover in the National cluster that can be explained by the impact of Corona while the positive net FTE is due to the increase of Fundraising capacities; a negative net FTE in Operations – actually in the PSD team which had an agreement of extraordinary resources the past two years. The turnover of students seems normal, while the turnover of academic of 10 % corresponds partially to the end of 8-years’ fixed terms contract.

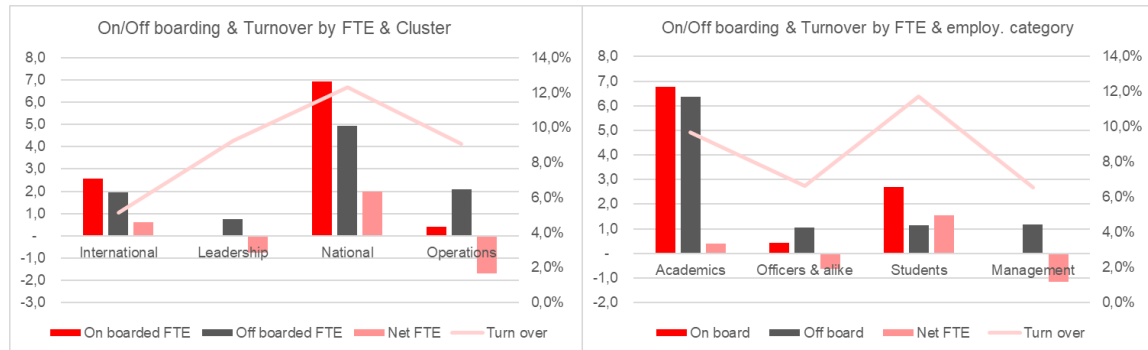


Figure 9 – Staff entries and exits by cluster and by employment category with net FTE and turnover; the scale of the turnover curve is on the right side of the graphics, while the left scale returns the number of FTE.

In all, AADK welcomed 16 newcomers and 34 staff exited, which corresponds to a reduction of 5 months/HC. The small HC/months is due to the exits happening later than the entries.

Again, if we look at the graphic below, showing staff having resigned and their seniority at their date of exit, we notice that 20 persons who have resigned during the period since 1 January 2017 to end of April 2021 did it within their first four years of employment. This confirms our conclusion in chapter 8.4.

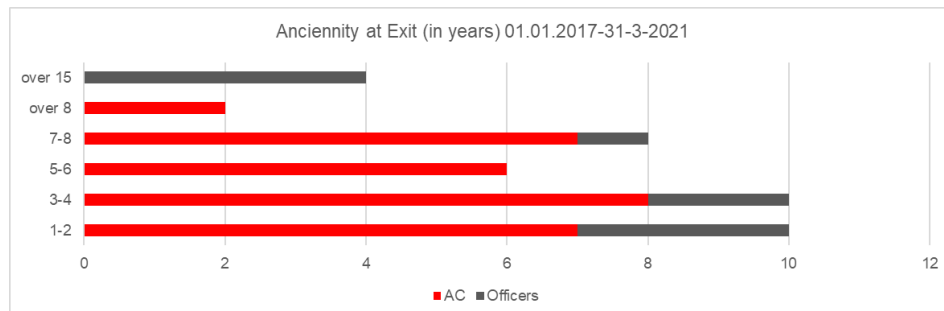


Figure 10 - Seniority of staff at the date of exit - all exits due to individuals' decision between 1 Jan.2017 and 30 Apr.2021

This figure needs to be moderated by the fact that 13 Officers are still employed on open contract, 8 academics have a contract which lasts up to the end of 2022, while 24 academics will end between 2023 and 2026.

¹⁴ The turnover is the ratio of off-boarded HC on the total HC over the year reduced to the FTE