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Title: **Activity Report 2021**

Tabled by: EGP Committee

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1 **Introduction**

2 2021 was the second year marred by the COVID-19 pandemic. Public health and
3 safety measures required many EGP activities and events to be moved to the
4 digital space. Likewise, the 2021 Spring Council also took place online.

5 The situation improved somewhat during the summer and autumn, enabling the
6 European Ideas Lab in Milan to be organised to include physical participation.
7 In the autumn, the EGP focused its efforts on the 2021 United Nations Climate
8 Change Conference (COP26) in Glasgow, Scotland, which welcomed the return of
9 many in-person activities.

10 Hopes remained high that the EGP's Winter Council could be held in a regular
11 format in Budapest, Hungary. However, developments in the COVID-19 pandemic made
12 this impossible and the Council was held online.

13 Throughout the year, the EGP focused its efforts on connecting digitally with
14 member parties, partners and supporters, developing and implementing projects
15 related to the recovery from the pandemic and beyond.

16 The report below focuses on the activities achieved by the EGP Committee and
17 team in 2021.

18 **1. Statutory Meetings**

19 **A. EGP Committee meetings**

20 The Committee organised the EGP's 33rd and 34th Councils in 2021, both of which
21 took place in a virtual format. At – and in between the Councils – 12 Committee
22 meetings were organised to manage the party and its political priorities. Short,
23 flexible Committee meetings were organised where deemed necessary to facilitate
24 exchanges among the Committee in times of ever-changing COVID-19 regulations and
25 political circumstances.

26 The 2021 Committee meetings were held on the following dates and venues:

- 27 • 22-23 January, Committee meeting, online
- 28 • 12 February, Flexi Committee meeting, online
- 29 • 5-6 March, Committee meeting, online
- 30 • 16-17 April, Committee meeting, online
- 31 • 7 May, Flexi Committee meeting, online
- 32 • 25 May, Committee meeting, Council final preparations, online
- 33 • 9-11 July, Committee retreat, Les Sorbiers, Belgium/online
- 34 • 10 September, Committee meeting, online
- 35 • 29 September, Flexi Committee meeting, online
- 36 • 22-23 October, Committee meeting, online
- 37 • 19 November, Flexi Committee, online
- 38 • 2 December, Committee meeting, Council final preparations, online.

39 **B. EGP Council meetings**

40 In 2021, both EGP Councils were organised online:

41 The 33rd EGP Council, Spring 2021, online – Build Back Greener

42 The 33rd EGP Council was organised in full online with events taking place from
43 Tuesday 25 May to Saturday 29 May 2021. Compromise Amendment Sessions were held
44 from Tuesday until Friday when there were meetings of several EGP networks, a
45 variety of parallel sessions and a plenary session. In the evening, Annalena
46 Baerbock, the German Greens then candidate for chancellor, delivered a keynote
47 speech. On Saturday, another set of parallel sessions and plenary debate were
48 held. Furthermore, Petra De Sutter, Belgium's Deputy Prime Minister, held a
49 keynote session.

50 The EGP Council welcomed Catalunya en Comú as a candidate member, elected
51 additional members to the Election Amendments Committee, and adopted the
52 following resolutions:

- 53 • On the Future of Europe
- 54 • On Transnational Lists
- 55 • Consent is sexy!
- 56 • The EU's China policy must uphold human rights and the international rule
57 of law
- 58 • A four-day week for a greener, equal and fairer Europe
- 59 • Fair distribution and global access to COVID vaccines
- 60 • A Farm to Fork Strategy that works for People & Planet
- 61 • Recovery and Resilience Facility – for a true Green and just Transition
- 62 • 2021: Year of Rail – on Green rail transport
- 63 • Smart cities

- 64 • On defending our fundamental rights in the face of biometric mass
65 surveillance in public places in Europe

66 Programme: <https://europeangreens.eu/brussels-online-2021/programme>

67 #EGP33 – Live stream (videos): [https://europeangreens.eu/brussels-online-](https://europeangreens.eu/brussels-online-2021/live)
68 [2021/live](https://europeangreens.eu/brussels-online-2021/live)

69 Adopted: <https://europeangreens.eu/brussels-online-2021/adopted-documents>

70 The 34th EGP Council, Autumn 2021, online

71 Originally, the plan was to hold the 34th EGP Council in Budapest, Hungary.
72 However, after very careful consideration of developments in the COVID-19
73 situation in many European countries, the EGP Committee took the very difficult
74 decision that Council could not go forward physically. Instead, the event took
75 place online with a reduced statutory programme between 30 November and 4
76 December 2021.

77 Following resolutions were adopted by the Council:

- 78 • Anti-corruption, transparency and participation need to be at the heart of
79 distributing EU funds
- 80 • A common position on Afghanistan
- 81 • Upholding the prospect of EU integration of the Western Balkans
- 82 • Future relations with Russia must be based on values, the rule of law and
83 fundamental rights
- 84 • European solidarity for Lebanon
- 85 • Fortress Europe? No thanks!
- 86 • European leadership for global climate action

- 87 • Building resilient green municipalities of the future
- 88 • Towards better implementation of European environmental legislation
- 89 • Energy poverty: a just energy transition of European regions means energy
90 poverty eradication
- 91 • For an industrial role for electric cars serving the climate, employment,
92 the environment and social justice
- 93 • End the humanitarian crisis on the Polish-Belarusian border

94 Programme: <https://europeangreens.eu/council34/programme>

95 Adopted: <https://europeangreens.eu/council34/adopted-documents>

96 **2. Non-Statutory Meetings/Activities**

97 **A. Green Party Leaders' Meetings**

98 In 2021, the EGP Committee organised two online meetings with the Party Leaders
99 of the member parties. The significant attendance by the party leaders showed us
100 that in times of crisis the Greens find inspiration, support and motivation in
101 their pan-European family.

- 102 • 11 March: meeting on vaccination certificates
- 103 • 29 April: meeting on Green priorities for the National Recovery and
104 Resilience Plans

105 Greens in Government (GiG)

106 With more and more EGP member parties now represented in national governments,
107 the EGP has facilitated space for exchange and enhanced communication and
108 cooperation among those parties and their relevant representatives. The has also
109 facilitated exchanges between the Green parties in government and the rest of
110 the Green family.

111 EGP Committee members joined online Green Ministers meetings ahead of the EU
112 Councils organised by the Greens/EFA in the European Parliament, ensuring good
113 coordination between our party and the governmental, European and institutional
114 level.

115 **B. Study visits and Fact-Finding Missions (FFM)**

116 Travel restrictions due to the COVID-19 pandemic made physical visits to member
117 parties very difficult. While some visits were able to go ahead physically, most
118 of the contact with member parties took place digitally. The large number of
119 digital meetings organised ensured ongoing fruitful exchanges and good
120 cooperation between the EGP and its members, even in times of crisis.

121 An FFM to Catalunya en Comú (CeC) was organised in a hybrid format, with some
122 members of the EGP delegation physically present in Barcelona and others online.
123 Throughout the mission, the EGP met several relevant Catalan stakeholders who
124 described their relationship with and gave their opinion on CeC. The full report
125 of the mission is available on the Council's web pages.

126 **C. Network meetings**

127 MedNet

128 The Mediterranean network established a monthly meeting (every third Thursday of
129 the month) with stable participation of around 12 people from almost all the
130 Southern member parties. MedNet has also organised two online trainings with
131 more than 60 participants attending each one, focusing on the topics 'Political
132 Ecology: from narrative to action' and 'Reinforcing communication skills and
133 building narratives'.

134 Balkan Network

135 At the end of 2021, the Balkan Network was reactivated and held a regional
136 meeting. It took place in October in Montenegro, hosted by URA from Montenegro,
137 and gathered together more than 60 participants from the region and wider
138 Europe. The EGP also supported a gathering of the regional parties in November
139 in Serbia. Both of these meetings resulted in an ambitious action plan for 2022.

140 Gender Network

141 During the online Spring Council, on 29 May, the Gender Network met to reflect
142 on the digital gender gap and digital feminism. A webinar was organised on 2
143 November to explore the topic of the Pay Transparency Directive.

144 Queer Network

145 The Queer Network met on 21 June to discuss the perspectives of participants and
146 member parties concerning EuroPride 2021 scheduled to take place in Copenhagen,
147 Denmark. One outcome of the meeting was to organise an event for the Greens to
148 go to Copenhagen, but due to the pandemic, the scope of action had to be
149 downsized. However, the Queer Network did coordinate the presence of the Greens
150 and supported the EuroPride programme.

151 European Network of Senior Greens (ENGS)

152 The Network met during the online Spring Council, on 28 May, to discuss the
153 topics of poverty and homelessness and to hold the internal assembly to elect
154 their new board.

155 **Local Councillors Network**

156 In 2021, EGP invested more resources in the project supporting Green Local
157 Councillors. We built the [Local Councillors Network platform](#) which was pre-
158 launched at the Spring Council and officially launched in June.

159 Research was conducted into the different situations of EGP member parties at
160 the local councillors level and used to create the framework of the platform. We
161 have established connections and regular communication with member parties'
162 local councillor coordinators.

163 The Local Councillors Network organised several events throughout the year
164 including a webinar on EU funding, a dedicated session at the COP26 Green Hub in
165 Glasgow, a webinar on mobility, and an online Green Mayors meeting concerning
166 the cities' answers to the COVID-19 crisis.

167 **D. Other**

168 New Year's reception

169 The EGP's new year's reception took place online on 27 January 2021, due to
170 COVID-19 regulations. The event focused on the topic of culture, included
171 interviews and performances by two artists as well as interventions by Bénédicte
172 Linard, Vice-President of the Wallonia-Brussels Federation and Minister of
173 Children, Health, Media, Culture and Women's Rights and MEP Romeo Franz, Vice-
174 chair Committee on Culture and Education.

175 European Ideas Lab

176 The European Ideas Lab (EIL) is a unique space that brings together
177 changemakers, Green decision-makers and activists for three days to discuss the
178 most pressing issues in Europe. In 2021, the EGP and the Greens/EFA in the
179 European Parliament organised an EIL from 30 September to 2 October. Due to
180 COVID-19 regulations, the EIL took place in a hybrid format, with events in
181 Milan, Italy and online. Thematically, it focused on climate and biodiversity in
182 preparation for the UN Climate Summit (COP26) and Biodiversity Summit (COP15).

183 COP26 in Glasgow, Scotland

184 The United Nations Climate Change Conference, COP26, took place in Glasgow,
185 Scotland, from 31 October to 12 November 2021. During the two weeks of COP26,
186 together with the Green Group in the European Parliament and the Green European
187 Foundation, we hosted the Green Hub – a physical meeting space to support Green
188 stakeholders in organising events, hosting dozens of workshops, bilateral
189 meetings, debates, etc. A special focus was given to supporting the participants
190 from the Global South and FYEG.

191 Research

192 The EGP has further developed its capacities in research, namely with on-topic
193 research, for the preparation of the 2024 European Elections and the
194 continuation of its longer-term project on the Green electorate, with a specific
195 focus on Southern and Eastern countries. The project will achieve its results in
196 2022 and will be further discussed with the respective member parties.
197 Furthermore, in 2021, we commissioned an overview of the legislative framework
198 for the European elections in all 27 EU Member States, a study that will also
199 help us prepare for the election campaign in 2024.

200 Policy Labs

201 During 2021, several meetings were held within the framework of the Policy Labs.
202 They covered the topics of culture and the future of work, whereby we gathered
203 member parties' advisers and experts to look into the topics that are not yet
204 part of the mainstream discussions and for which some member parties still had
205 to define their positions. Several of these topics were reflected in external
206 activities through the Green Talking Heads series.

207 **3. Communication – Outreach**

208 **A. Climate Campaign**

209 The climate campaign builds on the EGP's Climate Emergency Resolution that was
210 adopted in Tampere, Finland in 2019 and the Climate Neutrality Resolution
211 adopted in June 2020. In 2021, the Climate Campaign continued to develop along
212 four pillars: supporting and developing the capacities of member parties;
213 working with the local councillor project to continue the development of climate
214 emergency resolutions; cooperation with NGOs to root the EGP as a strong
215 partner; and EU-level action for a strong Green Deal.

216 In particular, in the lead up to COP26, the campaign highlighted Green
217 leadership on the climate by communicating our most-pressing climate priorities:

- 218 • Climate neutrality will improve our future: our jobs, our health, our
219 well-being

- 220 • Climate justice is integral. We must ensure a just transition, where no
221 one is left behind, where vulnerable communities are protected, and where
222 the transition to a Green future is fair

- 223 • Climate action means global solidarity and the EU must show leadership.

224 **B. Green Recovery Campaign**

225 The Green Recovery campaign builds on the Green Recovery towards climate
226 neutrality Resolution that was adopted at the online 31st EGP Council in June
227 2020. The aim was to establish the Green Recovery Plan as a relevant part of the

228 public debate across Europe and support local and regional Green Recovery
229 policies by communicating in media outlets and a 'Green answers to the crisis'
230 tour, spreading our shared vision and having discussions with local Green
231 parties, relevant stakeholders and the wider public. This project is ongoing
232 since 2020, with activities also planned for 2022.

233 Polish Green Recovery Tour

234 The Polish Green Recovery Tour, co-organised by the European Green Party and the
235 Polish Greens, was held in 16 cities across Poland. Between 17 September and 11
236 November 2021, the Recovery Campaign visited every voivodeship in Poland with a
237 street exhibition on key topics of the Green Recovery relevant to both the
238 European and national context. Public panels and side meetings were organised in
239 each city alongside the exhibition.

240 Each debate featured a topic either relevant or closely linked to post-pandemic
241 recovery in Europe and Poland and hosted national and international speakers,
242 including Members of the European and national parliaments, EGP committee
243 members, mayors, academia, NGOs, activists and civil society. All tour events
244 were open to the public.

- 245 • Warsaw, 18 September – Green Recovery (opening event)
- 246 • Lublin, 20 September – Shared Recovery
- 247 • Rzeszów, 24 September – Forests
- 248 • Kraków, 25 September – Urban Recovery
- 249 • Kielce, 2 October – Education
- 250 • Łódź, 3 October – Feminist Recovery
- 251 • Katowice, 8 October – Energy transition
- 252 • Poznań, 15 October – Animal rights
- 253 • Wrocław, 16 October – Culture

254 • Bydgoszcz, 30 October – Rule of Law

255 • Gdańsk, 13 November – European Unity

256 **C. The Green Screen**

257 The Green Screen project was launched with the aim of introducing the Greens'
258 eight main positions on the pandemic recovery to the general public and
259 contributing to the European debate in a creative and original way.

260 Through a series of online film screenings, the Green Screen project invited
261 citizens to engage with contemporary debates on the future of Europe, the post-
262 COVID recovery, and making our societies more resilient and sustainable.

263 Each month, the Green Screen was dedicated to a key theme for building a better
264 future for Europe. On the third week of each month, a film screening was made
265 available on a platform for 48 hours, on Wednesday and Thursday. Then, viewers
266 could follow a live debate on an issue inspired by the film, which took place on
267 Thursday evenings.

268 The following Green Screens were organised (with the names of the films):

269 • 21-22 July – *Burning Out*

270 • 22-23 September – *Children of Chance (Enfants du hasard)*

271 • 20-21 October – *When tomatoes met Wagner*

272 • 17-18 November – *The 8th - how Ireland repealed history*

273 • 15-16 December – *Youth unstoppable - the global climate youth movement.*

274 **D. Green Talking Heads**

275 The Green Talking Heads project, launched in June 2021, aimed to enhance
276 perceived competencies in certain areas towards external audiences. In 2021,
277 seven Policy Lab-related packages were published on the topics of health, the
278 future of work, culture and climate, the main deliverables being podcasts,

279 articles and social media posts.

280 The packages tackled the following topics:

- 281 • Fit for Climate
- 282 • Equitable access to medicines
- 283 • Climate Activists towards COP26
- 284 • COP26 in Glasgow: A Green perspective
- 285 • Transparency and accountability of pharmaceutical industry
- 286 • How the EU can improve its fight against forced labour
- 287 • How the EU can improve its fight against child labour.

288 **E. Tilt! The ChangeMaking Network**

289 Since [Tilt!](#) started in May 2018, it has become a large and lively platform. In
290 2021, some of Tilt's most engaging campaigns included a campaign to ban bottom
291 trawling in the EU Action Plan on ocean protection, and an effort to save
292 European forests by banning clear-cutting. We have cooperated with civil society
293 by, for example, organising webinars and workshops for people who want to learn
294 more about Tilt's campaign topics at the EGP Council and European Ideas Lab.
295 Moreover, we teamed up with a coalition of civil society organisations in a
296 campaign against the Energy Charter Treaty which is ongoing and in which over 1
297 million Europeans have taken action. Another fruitful collaboration concerned a
298 campaign for an EU Directive on gender-based violence, in collaboration with the
299 Greens/EFA in the European Parliament. We also launched a campaign on a four-day
300 working week as a follow-up to the EGP Council in May. Finally, we wrapped up
301 two larger campaigns from previous years during 2021; the campaign to save bees
302 and farmers as well as the effort to end cruel animal transports in Europe.

303 On the technical side, we experimented with some of the possibilities for online
304 actions offered by the Action Network tool, as well as expanding the range of
305 countries where Tilt can reach out to new people via social-media marketing.

306 Campaigns on climate and biodiversity worked particularly well in 2021. From
307 these, as well as many others, we have learned useful lessons that strengthen
308 our digital campaigns and citizen engagement.

309 **F. Social media**

310 As regards the EGP's resources, outputs, and activities on social media, 2021
311 was another year of change, growth and experimentation. The second year of
312 COVID-19 continued to orient the vast majority of our activities online and on
313 social media.

314 The newly created digital team, comprising a coordinator, a social media
315 manager, a copywriter, a community manager, a data analyst, and a digital
316 technology strategist, took office towards the end of the first semester of
317 2021.

318 The EGP was then allowed to increase its output on all social media and extend
319 its reach in a targeted manner, in particular around the time of the 33rd
320 Council, but also to effectively engage in more collaborative outreach.

321 At the same time, the online ecosystem became overcrowded as all stakeholders
322 switched online, creating online fatigue. This prompted a new reflection on a
323 renewed digital strategy, which is currently being developed and focuses more on
324 qualitative relationships with communities and stakeholders rather than simple
325 quantitative indicators. Thanks to our data analyst, we also started to collect
326 data about our social media presence and activities more consistently.

327 **G. Fundraising**

328 In 2020, the EGP started to develop an EGP and Tilt fundraising strategy. In
329 2021, these overarching plans were implemented and further developed. The EGP
330 improved the fundraising infrastructure by launching a donation website and
331 streamlined the donation process by using a simplified form. Two distinctive
332 approaches were created, focusing on both the Green family and a more general
333 audience. Furthermore, the EGP focused on building capacity with its member
334 parties, which included organising two workshops.

335 **4. Partners**

336 The EGP Committee and its partners strive to find synergies, align strategies
337 and work in a complementary way – always within the boundaries of the financial
338 and legal regulations set by the EP and the Authority for European Political
339 Parties.

340 **A. Greens-EFA in the European Parliament**

341 The Committee continued its strong working relationship with the [Greens-EFA in](#)
342 [the EP](#), collaborating with MEPs where relevant. The EGP Committee is represented
343 in the Green Group Bureau meetings and vice versa. Meetings took place between
344 the EGP Co-Chairs, the Green Group Co-Presidents and the Secretary Generals.
345 Furthermore, there were daily bilateral contacts between the staff of both the
346 Group and the EGP across different departments (press/campaign/advisors).

347 Concrete cooperation included the following projects:

- 348 • Climate campaign
- 349 • Greens in government and ministers' meetings
- 350 • COP26 Green Hub
- 351 • European Ideas Lab in Milan.

352 **B. Green European Foundation (GEF)**

353 For most of our research, political analysis and information platforms, we
354 continued to rely on the expertise of our partner [GEF](#). EGP is represented in the
355 GEF General Assembly and can attend the board and strategy meetings. The GEF is
356 also represented in the EGP Committee meetings, and there are regular bilateral
357 contacts on leadership and staffing levels.

358 To provide support for Green actors in Glasgow during the COP26 negotiations,
359 the Green European Foundation, with the support of the European Green Party and
360 the Scottish Greens, organised a Green Hub: a meeting point which any member of
361 the Green family could use to rest and recharge, meet other actors, attend a
362 multitude of green events, or prepare for the protest.

363 **C. Federation of Young European Greens (FYEG)**

364 We continued to enjoy close cooperation with our youth partner [FYEG](#), which
365 proved consistent and very fruitful overall, especially in the framework of the
366 climate and recovery campaign. The FYEG was represented in the EGP Committee
367 meetings while EGP Committee members participated in FYEG events. The EGP and
368 FYEG continued the programme of joint activities in areas of overlapping
369 priorities and interests, which has proven to be beneficial to both partners.

370 EGP/FYEG joint projects in 2021:

- 371 • Campaign towards COP26 and Alter-COP2
- 372 • Brave New Europe - decentralised summer camps
- 373 • Training and long-term strategy
- 374 • Relationships with FYEG member organisations and mother parties (study
375 visits and EC training)
- 376 • EGP's staff for FYEG relations

377 **D. Global Greens**

378 The Global Greens are preparing for their next congress, in South Korea in 2023.
379 In 2020, Bob Hale from the Australian Greens and Gloria Polanco from the
380 Dominican Green Party were nominated as co-conveners to lead the Global Greens
381 up to the Congress, where elections will be undertaken.

382 In order to strengthen the participation of underrepresented regions at the
383 COP26, specifically from the Global South, the European Greens supported the
384 participation of the Global Greens at COP26 in Glasgow. They were also present
385 at the Green Hub throughout various sessions.

386 Jean Lambert and Evelyne Huytebroeck represent the EGP Committee in the Global
387 Greens Coordination. The EGP Treasurer Ute Michel is a member of the Global
388 Greens' Budget and Finance Working Group.

389 **E. Committee of the Regions (CoR)**

390 The European Committee of the Regions, an EU consultative institution, is known
391 as ‘the voice of the regions and cities in Europe’. The Green group in the
392 Committee of the Regions was first established in 2020 with the support of the
393 EGP. In 2021, the EGP organised the first coordination meetings on future
394 cooperation and explored the synergies of such a cooperation. The EGP and the
395 Green group in the CoR are planning to support each other particularly in the
396 areas of outreach, research and policy content as well as being involved in each
397 other's events.

398 **F. European Movement International (EMI)**

399 EGP has been member of EMI since November 2018. The cooperation in 2021
400 comprised participating in EMI online events (webinars, council) and, more
401 notably, the two Federal Assemblies and one Members Council held online on 27
402 May and 9 December 2021. The EGP has also supported Monica Frassoni as the EMI
403 elected board member nominated by the Greens. In addition, the EGP Committee
404 nominated female candidates for the yearly EMI Women of Europe Awards, which
405 took place on 1 December. Our candidate, Kauthar Bouchallikht, MP of GroenLinks
406 in the Netherlands, was a finalist in the Woman in Power category. Further
407 cooperation between the EGP and EMI occurred in policy development and in the
408 process of the Conference on the Future of Europe.

409 **G. Das Progressive Zentrum**

410 Das Progressive Zentrum is an independent think tank founded in 2007 as a non-
411 profit initiative. The EGP participated in and supported the Progressive
412 Governance Digital Summit from 9-11 June which tackled themes related to
413 democracy, progressive leadership, and Europe and also contributed to the event
414 programme, ensuring the Green perspective was represented.

415 **H. Civil Society Organisations (CSO)**

416 In 2021, the EGP joined one of the new projects from SOLIDAR, a European network
417 of NGOs working to advance social justice in Europe. The project, called the
418 Just Transition Alliance, brought together social, climate and environmental
419 NGOs, political families, youth organisations, social partners as well as other
420 stakeholders to adopt a Common Declaration on Just Transition. The European

421 political parties involved are EGP, PES and PEL, while the NGO side includes CAN
422 Europe, Youth and Environment Europe, the European Environmental Bureau, WWF,
423 the European Women's Lobby, the European Anti-Poverty Network, Open Society
424 Foundations, Equinox: Racial Justice Initiative among others.

425 **5. Organisation**

426 **A. Team and office space**

427 At the beginning of 2021, the EGP office counted 33 staff members with 38 by the
428 end of the year. The Committee decided to reinforce the communication and social
429 media units and the programme unit. With the pandemic ongoing in 2021, staff
430 members had to continue teleworking for almost the entire year. The EGP
431 supported them by organising their home offices where required. Online
432 communication was reinforced and refined to ensure continued exchange and
433 teamwork. Frequent, mainly weekly, online meetings of the units and between the
434 management levels were organised, and biweekly online office meetings were held
435 to present and discuss topics and developments relevant for the entire office.

436 **B. Staff training**

437 The EGP provided training for the team members, covering fundraising, VAT,
438 lithography, feature and creative writing, and data visualisation. Following
439 implementation of the middle-management level, a comprehensive leadership
440 training was organised with the four heads of unit and the two team leaders to
441 support the new structure. At the beginning of 2021, staff were offered anti-
442 stress training to help them cope with the continuing teleworking situation.