

2025 Annual Activity Report

European External Action Service



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FOREWORD

The year 2025 will be remembered as one of profound global change—marked by Russia’s relentless, illegal war of aggression against Ukraine, escalating geopolitical rivalries, and deepening fractures in the rules-based international order. Yet, confronted with this backdrop of instability, the European external action demonstrated resilience, adaptability, and a renewed sense of purpose.

In an increasingly volatile and fragmented world, the European Union not only reaffirmed its commitment to multilateralism but also took decisive steps to strengthen its role as a global actor. From working towards collective security to deepening strategic partnerships, the EU has shown that it is ready to shoulder greater responsibility in shaping a more stable, just, and sustainable international order. Under the steadfast leadership of the High Representative/Vice-President (HR/VP), the European External Action Service (EEAS) played a central role in ensuring coherent, principled, strategic and effective EU external action.

This Annual Activity Report (AAR) reflects the breadth and depth of the Service’s collective efforts to advance the European Union’s foreign policy objectives in response to the increasing demands on Europe’s capacity to act as a global security provider and partner. As we look ahead, the challenges before us remain formidable, but so too is our determination to meet them—with unity, resolve, and a clear strategic vision.

2025 was a year of transformation for the EEAS. We have taken important steps to streamline structures and simplify procedures, clarify responsibilities, and enhance our capacity to deliver on the Union’s priorities. These reforms are already delivering tangible results in terms of greater coherence and deeper integration across policy areas as well as improved responsiveness to emerging crises.

The EEAS further strengthened the link between headquarters and EU Delegations world-wide. Regular exchanges with EU Ambassadors ensured greater alignment of priorities and enabled direct feedback to the challenges and opportunities facing our Delegations worldwide. At the same time, we have actively pursued the modernisation of the EU Delegations network to ensure that future arrangements are robust, and aligned with our operational needs, within existing human and budgetary constraints.

Throughout these efforts, the EEAS continued to implement its mission statement, contributing to a more coherent and consistent EU external action.

EXECUTIVE SUMMARY

A consistent and coherent EU foreign policy

In 2025 the EEAS has worked relentlessly to advance Europe's interests on defence, security, prosperity and competitiveness, all while upholding the rules-based system that underpins global peace and prosperity.

Under the leadership of the HR/VP, the EEAS focused on driving a unified EU foreign policy, reinforcing strategic coherence across institutions and policy domains. The EEAS contributed to the Union's foreign, security, defence and development agenda by supporting the preparation of meetings of the Foreign Affairs Council in all its formations. Close cooperation with the European Commission was instrumental in shaping and implementing external action policies, notably through key coordination mechanisms such as the Commissioners' Project Group on External Action and contributions to the Commission Work Programme. Engagement with the European Parliament remained fruitful through increased interactions and by achieving favourable outcomes in the EEAS budgetary and discharge procedures.

Anticipating Threats, Countering Disinformation, and Enforcing Sanctions

In a global environment increasingly shaped by hybrid threats and deliberate disinformation, the EU sharpened its tools to protect its democratic foundations and uphold international norms. From countering malicious interference to deploying targeted sanctions, the EEAS has reinforced the Union's ability to respond with precision and resolve. In 2025, the Service focused on stepping up its efforts to counter Foreign Information Manipulation and Interference (FIMI), including through the deployment of advanced analytical tools such as the FIMI Situational Awareness Hub, reinforced international cooperation (including with Member States, G7 partners, Moldova), and platforms like EUvsDisinfo. The adoption of the [European Democracy Shield](#) marked a significant step in boosting resilience against disinformation, with the aim of safeguarding democratic processes worldwide.

Sanctions remained an effective foreign policy instrument in defence of the EU's interests and values. Four new packages targeted Russia and further constrained its war capacity. Moreover, the EU swiftly lifted sanctions on Syria following the fall of the Assad regime, and reimposed sanctions in relation to Iran's nuclear proliferation activities. Overall, more than 750 new listings were adopted across multiple regimes to address human rights violations, hybrid threats, and malicious cyber activities.

Upholding multilateralism and global governance

The Service advanced initiatives across economic security, digital governance, energy and climate diplomacy, migration, and global health, while ensuring coherence between the EU's internal and external policies. The EEAS also actively supported accountability efforts for international crimes, particularly in relation to Russia's war of aggression against Ukraine. Amid growing global challenges, the EEAS continued to [uphold and promote, human rights, gender equality and inclusion](#) as fundamental principles of EU external action.

The Service strengthened the political participation of women, youth and minorities by integrating a gender perspective in all peace and security-related contexts and pursuing diplomatic engagement with third countries.

Regional engagement and global partnerships

Steady support to [Ukraine](#) remained a key priority for the EEAS during the past year. Between 2022 and 2025, the EU and its Member States provided over EUR 69.7 billion in military support to Ukraine, including through innovative funding mechanisms such as the use of profits from the immobilised Russian assets. For The EU further deepened its long-term security commitment by expanding the

mandates of EU Military Assistance Mission (EUMAM) and EU Advisory Mission (EUAM) Ukraine, providing specialised training to nearly 17,000 soldiers and proposing the mechanism to use extraordinary revenues stemming from Russia's immobilised assets for the benefit of Ukraine (Ukraine Support Loan), amounting to EUR 90 billion. Furthermore, the Service focused on putting further pressure on Russia, including by biting restrictive measures and on isolating Russia internationally, while also actively developing accountability initiatives for war crimes.

In the [Eastern neighbourhood](#), the EEAS played a pivotal role in reinforcing stability amid persistent geopolitical pressures. EU support for Moldova's sovereignty, security, and resilience—in the face of destabilising Russian interference—remained unwavering, while EU-led intensified diplomatic efforts advanced lasting peace and reconciliation between Armenia and Azerbaijan, contributing to broader regional security in a volatile strategic environment. [EU–Central Asia relations](#) reached a new milestone with the first EU–Central Asia Summit and the expansion of [Enhanced Partnership and Cooperation Agreements](#) (EPCAs). The Joint Communication on the EU strategic approach to the Black Sea region¹ set out a strengthened framework for comprehensive regional cooperation, particularly on maritime security and connectivity.

Transatlantic relations with the [United States](#) continued to focus on preserving support for Ukraine and maintaining pressure on Russia while securing US commitment to transatlantic security. The Service actively engaged in various dialogue formats including on security and defence issues, and justice and home affairs. In the meantime, the EU external action focused on building stronger partnership with other key regional players. The EU-Canada Summit is a remarkable example of the Service's crucial role in reshaping transatlantic relations through the adoption of the EU–Canada Strategic Partnership of the Future and the signature of the Security and Defence Partnership². Similarly, engagement with [Latin America and the Caribbean](#) intensified significantly through the CELAC–EU Summit, strategic agreements, and enhanced cooperation. The signature of the [EU–Mercosur agreement](#) and the conclusion of negotiations of the Global Agreement with Mexico marked two economic and political milestones, reinforcing the EU's role as a key economic and political partner.

The EEAS continued consolidating the EU's geopolitical influence through targeted regional engagement, adapting its approach to an increasingly competitive and fragmented global landscape.

In the [African region](#), in 2025, the EU marked 25 years of partnership with the African Union. The EEAS played a key role in delivering the 3rd EU–African Union Ministerial meeting and the 7th African Union–EU Summit in Angola, advancing cooperation on peace, security, and sustainable development. Implementation of the Samoa Agreement advanced significantly, with the EU and its Member States leading nearly 40 partnership dialogues together with 77 members of the Organisation of African, Caribbean and Pacific States. The Service also adapted and refined its strategies to address key crises across the continent, proposing a renewed approach to the Sahel, and conflict engagement on the Great Lakes and on the Horn of Africa. The EU pledged over EUR 0.5 billion in humanitarian, peace and development funding for Sudan³, displaying its sustained commitment to stability and humanitarian support in the region.

Regional tensions—particularly in the [Indo-Pacific](#)—remained a key focus, with the EEAS strengthening dialogue with like-minded partners to uphold stability and rules-based order. The 4th Indo-Pacific Ministerial Forum organised by the EEAS represented a further step toward deepening partnerships on trade, digital governance, and maritime security, thereby reinforcing the EU's strategic, economic, and security posture. The adoption of the Joint Communication on the New

¹ https://enlargement.ec.europa.eu/joint-communication-european-parliament-and-council-european-unions-strategic-approach-black-sea_en

* This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

² https://www.eeas.europa.eu/eeas/security-and-defence-eu-and-canada-sign-security-and-defence-partnership_en

³ [Full detail of the Pledge](#)

Strategic EU–India Agenda established a comprehensive framework for a broader EU–India cooperation. The Service further contributed to promote EU interest and consolidate its relations with the Republic of Korea as well as with Japan through the EU–Japan Summit.

Over 2025, EU’s relationship with [China](#) run through a strategy of clear-eyed, principled engagement, balancing cooperation with robust defence of European interests. Central to this approach was preserving EU unity, ensuring a coordinated and effective response to shared challenges. The EEAS worked to address economic imbalances, pushing for fairer trade and investment conditions while safeguarding critical EU interests. At the same time, the Service worked on a firm response to China’s support for Russia’s illegal war against Ukraine, reinforcing the EU’s stance on sovereignty and international law. Through targeted diplomacy, high-level engagements, and close coordination with Member States, the EEAS ensured that the EU’s approach to China remained strategic, united, and values-driven, advancing long-term European interests in a complex geopolitical landscape.

The EEAS further supported the [Western Balkans’](#) integration by pursuing high-level political engagement with the region. The Service promoted regional stability and enlargement through the dialogue between Kosovo* and Serbia, the organisation of EU–Western Balkans informal Ministerial meetings, and security and defence dialogues with Albania, North Macedonia, and Montenegro.

The Service further strengthened EU’s ties with non-EU European countries, including through the signature of the Joint Statement on Strengthening EEA Foreign and Security Policy Cooperation with the Foreign Ministers of Iceland, Liechtenstein and Norway, advancing negotiations on a Security and Defence Partnership with Iceland, as well as the EU–UK Summit resulting in the signature of a Security and Defence Partnership. With Türkiye, the Service maintained engagement in particular on issues of mutual strategic interest.

In the [Middle East and North Africa](#), the EEAS prioritised and actively drove crisis response, humanitarian aid, and long-term regional stability. In Gaza, the EEAS supported ceasefire efforts *inter alia* through the redeployment of the EU Border Assistance Mission (EUBAM). It sustained diplomatic engagement, notably through a high-level dialogue with the Palestinian Authority. The EU led the [Global Alliance for the Implementation of the Two-State Solution](#) convened in Oslo, Cairo, Rabat, New York (on the margins of UNGA), and in Riyadh, sustaining momentum after its launch. Following agreement on the [Comprehensive Plan to End the Gaza Conflict](#) as endorsed by UNSC Resolution 2803, the EU proposed a valuable contribution to its implementation, in close exchange with EU Member States.

As the fall of the Assad regime marked a pivotal moment for the future of Syria, the EEAS actively supported the country’s peaceful transition and economic recovery by proactively engaging with the new transitional authorities. The Service contributed to the first Day of Dialogue with Syrian civil society in Damascus and hosted – on the 17 March 2025 - [the 9th Brussels Conference](#)⁴ on ‘*Standing with Syria: Meeting the Needs for a Successful Transition*’, which was attended, for the first time, by the Syrian transitional authorities. Moreover, the launch of negotiations for Strategic Partnership Agreements with Gulf Cooperation Council countries signalled a major development in the relation with the region. The first ever EU–Egypt Summit marked another significant political milestone, while bilateral engagement was further deepened with Morocco, Tunisia and Algeria. Finally, to commemorate the 30th anniversary of the Barcelona Process, the EU unveiled the [Pact for the Mediterranean](#) - a bold, forward-looking framework designed to strengthen strategic cooperation and jointly tackle pressing challenges alongside its Southern Neighbourhood partners.

From Conflict to Stability: Strengthening Peace, Security, and Crisis Management

The EEAS further consolidated its role as a global security provider, deploying both military and civilian missions. The adoption of the Joint White Paper for European Defence and the Defence Readiness Roadmap 2030 represented a key milestone for the EU security and defence architecture, as it enabled

⁴ <https://www.consilium.europa.eu/en/meetings/international-ministerial-meetings/2025/03/17/>

streamlining military mobility, enhancing maritime and cable security and achieving operational capability for its Rapid Deployment Capacity. The European Peace Facility (EPF) expanded its support to new partners such as Cabo Verde, Djibouti, and Togo, thus reinforcing the EU's role as a security provider beyond its immediate neighbourhood.

CSDP missions such as EUAM Ukraine and the EU Partnership Mission in the Republic of Moldova, provided sustained support and reinforced the Union as a credible player in a neighbourhood marked by instability, hybrid threats and protracted conflict, while the EU Military Assistance Mission in Ukraine pursued the training of the Armed Forces of Ukraine. The two civilian missions in the Middle East (EU Mission for the Support of Palestinian Police and Rule of Law – EUPOL COPPS, EU Border Assistance Mission for the Rafah Crossing Point – EUBAM Rafah) brought a significant contribution to the peace efforts in the region. Through the EU maritime operations ATALANTA, ASPIDES, and IRINI, the EU helped securing critical sea lanes by protecting hundreds of merchant and aid vessels while identifying and monitoring nearly 500 shadow fleet ships.

The EU broadened its global security network by managing over 100 peace, security and defence dialogues, and advanced strategic coordination with the UN and NATO on conflict prevention and regional stability. More partners manifested interest in the EU CSDP civilian missions, with formal negotiations started with the UK and Iceland. The Civilian CSDP Compact progressed with an improved mission governance and duty of care, enhancing the EU contributions to crisis stabilisation, election support, security sector reform, and conflict resolution. The EU further expanded and strengthened its peace mediation efforts, reinforcing its role as a facilitator of dialogue and sustainable conflict resolution in a landscape increasingly dominated by conflict.

The EEAS strengthened its crisis management capabilities and successfully coordinated EU action across a range of emergencies: from conflicts and natural disasters to hybrid threats — enabling faster and more effective collective responses. Consular protection for EU citizens was further reinforced through enhanced crisis preparedness, including simulation exercises and the development of contingency plans across a wide range of third countries.

Ensuring integrity and impact: resources, corporate policies and governance

In 2025, the EEAS undertook major adjustments to its organisational structure to streamline senior management structures, reinforce coherent political messaging and strengthen cooperation across departments. This included the adaptation of the portfolio of the Deputy Secretary-General (DSG) for Economic and Global Issues to include Geoeconomics and Interinstitutional Issues, reflecting the growing strategic importance of geoeconomics. This was complemented by the appointment of the first EU Special Envoy for Critical Raw Materials. Additionally, the department for Values and Multilateral Relations became a fully-fledged Managing Directorate within the Political entity headed by the Deputy Political Director and Managing Director for Multilateralism, Human Rights and Democracy. Moreover, the renaming of the new Civilian Operations Headquarters (CivOpsHQ) marked a significant step in enhancing the effectiveness, coordination, and visibility of EU civilian missions.

In 2025, the EEAS placed a strong emphasis on enhancing the corporate governance to ensure the Service operates with maximum efficiency, transparency, and compliance. The Service relies on robust internal control framework in line with the EEAS' commitment to sound financial management and good governance. Through proactive engagement with the European Commission and Budgetary Authorities, the Service secured an additional EUR 3 million for the 2026 administrative budget—building on the EUR 10 million allocated in 2025 to bolster security in EU Delegations. This achievement, combined with rigorous cost-containment measures and strategic resource reallocation, ensured that funding would align with the EU's evolving priorities.

The modernisation of the EU Delegations network marked another critical step in enhancing efficiency and strategic impact. This will be further streamlined with the introduction of a new Delegation set up taking effect from September 2026. Key initiatives addressing other relevant corporate policies

included reinforcing anti-fraud and ethical standards, concluding the preparatory works for a corporate Whistleblowing Decision, keeping the focus on promoting gender parity and driving the Diversity & Inclusion Agenda, and investing in digital tools to improve operational resilience. By fostering a culture of continuous improvement, the EEAS ensured that its corporate policies not only met the highest standards of public administration but also supported the Service's ability to deliver effective, principled, and agile external action.

By ensuring effective interinstitutional coordination, supporting informed decision-making, and translating EU political priorities into concrete action on the ground, the EEAS contributed to reinforce the Union's capacity to respond to crises, engage with partners, and uphold its interests and values worldwide.

PART 1 – KEY POLICY ACHIEVEMENTS

The year 2025 marked a defining moment for European foreign policy. Operating in a fragmented and competitive environment, the EEAS navigated immediate crises and laid the groundwork for a more cohesive and assertive EU in global affairs. From brokering landmark agreements to spearheading initiatives on energy security and defence cooperation, the EEAS proved instrumental in shaping a future where Europe’s voice carries weight. This chapter outlines the key milestones that of the Service’s growing capacity to transform the EU’s diplomatic ambitions into concrete outcomes.

Interinstitutional Cooperation

In 2025, the EEAS maintained its focus on advancing the Union’s priorities on security and defence, prosperity and competitiveness, in close cooperation and full alignment with other EU institutions. In the first place, the Service fulfilled its mandate to assist the High Representative in her role as Chair of the [Foreign Affairs Council \(FAC\)](#) in pursuing key foreign policy priorities and managing diplomatic relations with third countries. The EEAS also ensured coherence in external policy aspects across the Council formations and with the Commission, and in the process of Summits preparations, drafting the first ever Annual Progress Report on Simplification, Implementation and Enforcement⁵.

Engagement with the [European Parliament \(EP\)](#) remained strong, in full compliance with legal obligations under Article 36 of the Treaty on European Union. The Service had proactive exchanges with the Members of the European Parliament (MEPs) working on foreign affairs topics and engaged with various EP Committees, researched political groups positions and provided analysis and information about the relevant EP’s stances. It thoroughly prepared the HR/VP participation in Plenary debates, Committee meetings and informal exchanges with MEPs. The Service was active on its Administrative Budget, ensuring that the EEAS’ priorities were reflected in the EP’s 2025 position, finally leading to a budgetary increase, and contributing to a successful discharge procedure. The EEAS also engaged with the national parliaments, the Economic and Social Committee and the Committee of the Regions, as well as replied timely and effectively to Ombudsman inquiries.

2025 EEAS INTERINSTITUTIONAL COOPERATION IN FIGURES

- ✓ 14 FAC meetings
- ✓ 9 informal Ministerial meetings
- ✓ 75 PSC meetings
- ✓ 40 weekly meetings of Group for External Coordinators (EXCO)
- ✓ 253 protocol-assisted visits in the HQ (up from 224 visits in 2024)

Crisis Response and Consular Affairs

Through its Situation Room, the EEAS Crisis Response Centre (CRC) provided [global, comprehensive and timely early warning, situational awareness, and horizon scanning](#).

This was crucial to address challenges stemming from Russia’s war of aggression against Ukraine, the crisis in the Middle East and the Israel-Iran war, as well as crises in the DRC, Venezuela, the Sahel, and Sudan, among others. Following the activation of the EEAS Crisis Response Mechanism, the Situation Room ensured 24/7 monitoring and the delivery of analytical reports including geospatial products to decision-makers. As the EEAS focal point for the Integrated Political Crisis Response (IPCR) arrangements of the Council, the EU Situation Room coordinated the Service participation in all roundtable meetings and contributed to all Integrated Situational Awareness and Analysis (ISAA) reports covering Ukraine, the Middle East and migration-related crises.

⁵ [Annual Progress Report](#) on simplification, Implementation and Enforcement

The EEAS and its network of EU Delegations further strengthened **consular crisis preparedness and response**, supporting Member States in providing consular protection to EU citizens facing emergencies.

In 2025, the EEAS reinforced global consular readiness through a rigorous programme of crisis simulation exercises, including over 50 local table-top drills designed to test and enhance emergency response capabilities. These exercises aim to test the effectiveness of arrangements between Member States and EU Delegations in EU consular contingency plans. EU Delegations and Member States also drew up or updated local EU consular crisis contingency plans, with more than 130 third countries now covered by contingency planning, including 64 plans developed or updated in 2025.



Inside the Duty Area of the EU Situation Room

The EEAS also played a critical role in coordinating and assisting the Delegations affected by crisis situations. As practical examples, ahead of the 12-day war between Israel and Iran (June, 2025), the EU Delegations in the region conducted war-scenario exercises including on possible spillover effects. Assisted evacuations from Iran via Turkmenistan were coordinated, while in Israel the EU Delegation facilitated safe departures to Jordan and Egypt amid airspace closures. During the Hurricane Melissa that hit Jamaica in October 2025, the EU Delegation organised a pre-crisis planning which enabled a

CONSULAR CRISIS PREPAREDNESS AND RESPONSE – 2025 KEY FIGURES

- ✓ **50 drills simulation exercises executed**
- ✓ **64 consular crisis contingency plans developed or updated**
- ✓ **Over 200 EU Consular Correspondents trained**
- ✓ **Over 130 third countries covered by contingency planning**

rapid response, allowed the prompt delivery of critical medical aid to stranded citizens and shared lessons to strengthen Caribbean-wide consular preparedness. Furthermore, when deadly protests and civil unrest erupted in Nepal in September 2025, the EU Consular Online Platform (CoOL) provided a real-time thread enabling all Member States to share updates on affected citizens, provide travel advice, request and ensure consular assistance.

The EEAS trained over 200 EU Consular Correspondents and their back-ups, strengthening coordination of Local Consular Cooperation (LCC), and coordinated consular dialogues with the United States,

Canada, Australia and Norway in 2025. Progress was made on a revised Consular Protection Directive, while the Directive on the EU Emergency Travel Documents entered into force in December.

In full compliance with its **duty of care**, the EEAS reinforced its security culture and crisis response capabilities by providing EU Delegations with briefings, training sessions and risk assessments, as well as the network of Regional Security Officers (RSOs). EU Delegations operated in increasingly volatile security environments, marked by protracted armed conflicts and growing convergence of physical and cyber threats. The EEAS responded to these challenges by strengthening security measures in Ukraine, Lebanon, Israel, and Syria, and issuing ten evacuation decisions in 2025. Throughout 2025, the EEAS maintained full evacuation measures in Yemen and Sudan, while partial evacuations remained active

in Afghanistan, Syria, Ukraine, Burkina Faso, and Mali. In Russia, Belarus, and Moldova, some staff and family members were voluntarily relocated due to security concerns. As situations evolved, the evacuation levels were adjusted accordingly—either scaling back or lifting restrictions—in Haiti, Mozambique, Lebanon, Israel, and the West Bank-Gaza. These decisions reflected the EEAS' commitment to staff safety while ensuring operational effectiveness.

The EEAS enhanced cooperation with Member States through meetings of the EEAS Security Committee, including a meeting co-hosted with the Polish Ministry of Foreign Affairs, under the Polish Presidency of the Council. Further, it held two workshops focusing on security for missions in high-risk areas and threat assessments. Finally, the EEAS CRC coordinated preparations for the Parallel and Coordinated Exercises (PACE) between the EU and NATO 2026-2027.

Corporate Policies and Governance

In 2025, the EEAS strengthened its corporate governance framework, with a focus on accountability, internal control, simplification, effective reporting and support to EU Delegations. This work helped improve the way the Service plans, manages risks, reports on results and supports the delivery of the EU's external action priorities.

The EEAS continued to develop its **Internal Control Framework**, providing guidance on necessary improvements and contributing to a revised methodology. This supported a more consistent and robust approach to internal control across the Service, while also reducing unnecessary administrative burden. As part of this effort, the internal control reporting process was simplified, including through a significant reduction in the number of questions used for internal control assessments.

The EEAS also improved the quality of its corporate planning and reporting. This included work on the Annual Activity Report, the Annual Management Plan and other corporate reporting exercises. In particular, the EEAS launched a revision of the **Annual Activity Report** to align it more closely with developments in other EU institutions and to make it more accessible for public use. The EEAS also simplified reporting on Lisbon Treaty obligations.

Accountability towards the budgetary authority remained a key priority. The EEAS coordinated and quality-checked its contribution to the 2024 Discharge hearing before the European Parliament

In 2025, under the leadership of the HR/VP and Secretary-General and the, the EEAS launched a Simplification and Effectiveness exercise. The initiative responded to a changing operating environment, marked by expanding political priorities, tighter resources, growing coordination demands and the increasing impact of technology on working methods. The objective was to help the Service remain credible, agile and impactful by making processes faster, clearer and better targeted. It led to the identification of more than 40 concrete tasks aimed at improving the functioning and performance of the Service. These covered areas such as working methods, governance and decision-making, onboarding, coordination with EU Delegations, administrative processes, access to information and communication. Many flagship priorities were completed in 2025, while work continued in areas requiring longer-term follow-up, notably administrative processes and IT. Simplification is now embedded as a project with clear ownership and structured follow-up, ensuring that systems, tools and working methods remain up to date over time.

The EEAS also strengthened the governance framework for EU Delegations. The model for *Lettres de mission* for EU Ambassadors was substantially revised to provide a more holistic presentation of the EU's vision for each mandate, highlighting key political priorities and objectives.

The *Operational Guidelines* for EU Ambassadors were also significantly revised and upgraded. They provide clearer information on diplomatic and management functions, key responsibilities, legal bases, internal policies, processes and procedures. They also cover coordination with third countries and international organisations, management of the Delegation, public diplomacy, security arrangements and other relevant areas.

The EEAS also advanced work on a new whistleblowing decision, in particular by supporting the development of related implementing guidelines and kick-started its work on the revision of its Anti-Fraud Policy.

Overall, the EEAS’s corporate governance work in 2025 reinforced accountability, strengthened internal control, improved reporting, simplified procedures and enhanced support to EU Delegations, contributing to a more effective delivery of the EU’s external action priorities.

Legal matters, Transparency and Data Protection Compliance

The EEAS continued to provide [legal advice](#) to the High Representative (HR). It represented the HR and the EEAS in judicial proceedings, including before the European Court of Justice, ensuring that HR proposals were legally sound and in conformity with the Treaties and EU law. Key achievements included the finalisation of a Convention establishing an International Claims Commission and the adoption of an EU declaration strengthening the international legal framework for combatting the Russian shadow fleet. Moreover, the EEAS contributed to strengthening the EEAS anti-corruption strategy.

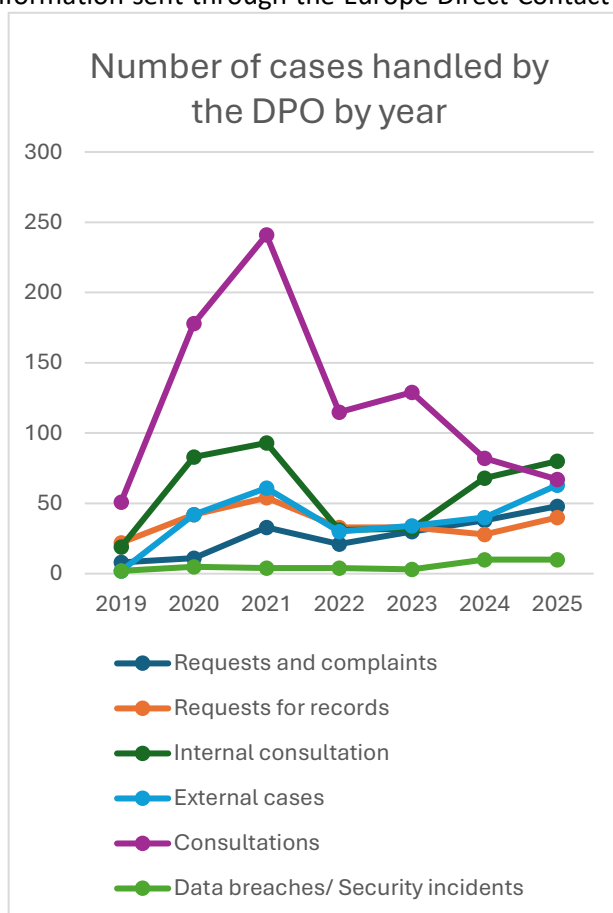
Transparency and public accountability remained a core priority, with the Service responding to a growing number of requests from the public (175 formal requests for access to documents under Regulation 1049/2001).

The EEAS responded to 295 public requests for information sent through the Europe Direct Contact Centre enquiries on EU’s foreign and security policy, an increase of 22% compared to 2024. Most requests were related to geopolitical issues in Ukraine, the Middle East, and the European Travel Information and Authorization System (ETIAS), reflecting sustained public scrutiny and response to the public interest in EU external action.

In 2025, the EEAS led targeted efforts to enhance privacy compliance for its core international activities and digital communication initiatives. Data controllers, supported by the Data Protection Officer, fostered privacy safeguards in many domains, including public diplomacy, fighting foreign information manipulation and disinformation to ensure the efficiency of these efforts while observing the rights of the citizens affected. 29 individual data protection notices were prepared specifically for communication actions, events and surveys.

The Data Protection Officer handled [56 individual cases](#) and responded to [32 data subject requests](#). New IT developments and existing system updates ensured fair and lawful data processing with adequate information to users.

These efforts ensured that the Service remained agile, resilient, and capable of responding to crises while maintaining its global outreach.



Strategic Communication and foresight

To guarantee a strong global presence and influence in a complex and volatile landscape and promote EU values and interests in the world, the EEAS must rely on strategic communication capabilities that convey coherent and persuasive messages to global audiences, and at the same time address the increasing threats deriving from Foreign Information, Manipulation and Interference (FIMI).

As for [strategic communication](#), in 2025 engagements on EEAS' social media nearly tripled, and video views increased sixfold. Efforts to encourage community engagement led to a 780% increase in social media commentary, particularly on geopolitical developments. The EEAS coordinated the [EU Pavilion at Expo 2025 Osaka](#) (May – October) welcoming nearly 600,000 visitors and hosting over 260 official delegations from 50 countries. The annual [EEAS Open Day](#) attracted 7,000 visitors, while the [Visitors Programme](#) engaged 183 groups of students, diplomats, journalists, and academics. The EEAS also organised the first [Youth Policy Dialogue](#) where the HR/VP met with young community builders. The European Youth Event in Strasbourg and the Young Activist Summit in Geneva reached over 1 million users and 33,000 interactions.



EU Pavillion at Expo 2025 Osaka

The [#OurVoiceOurFuture](#) community supported social media activities, promoted the Human Rights and Democracy Report, and attended events like COP30 and the African Union-EU Summit – reaching 550,000 users.

Recognising the importance of inclusive dialogue, the EEAS prioritised [engagement with young people and civil society](#): the 'Above the Noise' campaign reached over 11 million young Africans. With the 'Life Under Occupation' campaign, the EEAS shared stories from Ukraine with audiences in Argentina, Mexico, and South Africa. Further, the EEAS organised press trips to Brussels and Ukraine, as well as the conference 'Press Forward: Journalism in the Age of Influence' in Brussels, strengthening information integrity and capacities to identify and counter disinformation.

Meanwhile, foresight activities – through scenario planning, trend analysis and risk assessment – enabled the EEAS to proactively shape responses to crises, rather than merely reacting to them. In this context, the EEAS continued to contribute to policymaking through analysis on EU foreign policy priorities, especially ahead of major events as Summits or Ministerial meetings.

Combating Foreign Information, Manipulation and Interference (FIMI) remained one of the key endeavours of the EEAS. The EEAS reinforced its capabilities to identify, analyse and respond to FIMI, working in close cooperation with Commission services, Member States and international partners.



A key milestone was the launch of the [FIMI Situational Awareness Hub](#) to enhance the link between analysis and operational response. The HR/VP presented the 3rd EEAS Report on FIMI Threats⁶ at the annual FIMI conference. The EEAS cooperated with France and the United Kingdom on a [joint technical report exposing Russian FIMI activities in Africa](#) and worked with several EU Member States and G7 partners to support Moldovan authorities in countering Russian interference in the parliamentary elections.

“Our information space has become a geopolitical battleground. [...] With the FIMI toolbox, we increase awareness, raise the resilience of our societies, pursue diplomatic action, and take the necessary regulatory steps.”

HR/VP – foreword on 3rd EEAS Report on FIMI Threats

The [EUvsDisinfo](#) platform remained a central tool for raising awareness, reaching a global audience of over 40 million in 2025, uncovering and de-bunking more than 19,500 documented instances of pro-Kremlin disinformation cases. The EEAS extended its operational support to all 21 military and civilian CSDP missions and operations to strengthen their resilience against FIMI. It reinforced the analytical capabilities of Member States through the Rapid Alert System and delivered tailored trainings to more than 5,000 individuals, including in partners’ governments and civil society across the world. EEAS experts worked with Ukraine to streamline intergovernmental coordination and develop common analytical standards and joint actions. In partnership with NATO and the European Security and Defence College, the deployment

of multiple training programmes, workshops and guidance further reinforced the global community of FIMI defenders, targeting all sectors of society.

FIMI was a key area of engagement at international level, as it enabled Security and Defence Partnerships with the UK and Canada, the G7 Rapid Response Mechanism (RRM) with a framework to advance collective response against FIMI operations, and three collective statements addressing major FIMI threats.

The EEAS further strengthened its sanctions under the Russia destabilising activities regime to raise costs of Russian FIMI activities.



⁶ https://www.eeas.europa.eu/eeas/3rd-eeas-report-foreign-information-manipulation-and-interference-threats-0_en

The Joint Communication on the “European Democracy Shield”⁷, adopted by the HR/VP and the European Commission in November 2025, was a blueprint to empower strong and resilient democracies, safeguarding the integrity of the information space and with the objective of strengthening electoral integrity in Member States and in the EU neighbourhood.

Gender and Diversity Initiatives

The EEAS remained committed to advance equality and non-discrimination, while responding to



increasing pushback against gender equality and diversity, equity and inclusion (DEI). It strengthened efforts to promote **equality in EU external action** working closely with the European Commission on key initiatives including the LGBTIQ+ Equality Strategy, Anti-Racism Strategy and Gender Equality Strategy.

On **gender equality**, the EEAS advanced the WPS agenda, reinforcing the EU’s commitment to women’s participation and leadership in peace and security.

Internally, efforts to strengthen **gender mainstreaming** continued through Gender

Responsive Leadership training and the development of a Gender Focal Points network. The EEAS also promoted the rights of LGBTIQ+ persons through bilateral engagement, human rights dialogues and multilateral action, including work to strengthen international alliances on equality and non-discrimination.

On **age-related discrimination**, the EEAS increased its focus on the YPS agenda, supporting youth participation in peacebuilding and strengthening engagement with young peacebuilders globally. Across these areas, the EEAS maintained a strong commitment to countering growing backlash against gender equality and DEI, reinforcing the EU’s role as a global advocate for equality and human rights.

“You will not find a more enthusiastic champion of your work to advance the Women, Peace and Security agenda than the European Union. [...] The European Union’s goal is to ensure that women are fully involved in defence and security policy at every stage”

HR/VP opening remarks at High Level Meeting on Women, Peace and Security – UN General Assembly - 26.09.2025

Political and Security Committee

The **Political and Security Committee** (PSC) continued to play a key role in forging unity on EU’s Common Foreign and Security Policy (CFSP) and Common Security and Defence Policy (CSDP). The PSC continued supporting Ukraine in response to Russia’s illegal war of aggression against Ukraine, providing EU military support and addressing the global consequences of the war.

⁷ JOIN(2025) 791 final.

The PSC ensured political [supervision of the 21 ongoing EU CSDP missions and operations](#) (12 civilian, 8 military and 1 joint civilian-military security and defence initiative). This led to an assessment of the effectiveness of EU CSDP missions and operations and the definition of key principles for a more strategic approach towards the EU's CSDP engagement. It bolstered its naval operations—[EUNAVFOR IRINI](#), [ASPIDES](#), and [ATALANTA](#)—to better counter Russia's shadow fleet. It also secured an extension for [ASPIDES until 2027](#) and initiated the preparation of [EUMAM Ukraine](#) for potential post-ceasefire scenario.

The PSC played a central role in steering the [Strategic Compass](#)' implementation, including the operationalisation of the EU Rapid Deployment Capacity (EU RDC). At the same time, the PSC provided an important forum to discuss the implementation of the White Paper for European Defence and the Defence Readiness 2030 agenda.

PSC endorsed 15 new EPF assistance measures worth EUR 307 million (lethal and non-lethal military equipment) and approved one recommendation of EUR 30 million within the General Programme to support the African Union. The PSC provided strategic orientation on the use of approximately EUR 180 million in extraordinary revenues stemming from Russia's immobilised assets for the benefit of Ukraine via EPF. The EEAS achieved stronger alignment between the EU's and Member States' assessments on key regions and international developments, including the Middle East, Sahel, Horn of Africa, China, the Indo-Pacific, as well as transatlantic relations and multilateral fora.



EUNAVFOR ASPIDES 1

The PSC conducted the annual dialogue with the UN Security Council and Secretary-General in New York and a working visit to India focused on maritime security.



Moreover, the PSC hosted the 16th Joint Consultative Meeting of the EU Political and Security Committee and the African Union Peace and Security Council as well as the 10th Political Dialogue with the League of Arab States. The PSC-North Atlantic Council (NAC) meetings resumed in 2025, implemented on neutral ground with two informal meetings on Ukraine and Military Mobility as well as one formal meeting on EUFOR ALTHEA.

Sanctions

In 2025, [restrictive measures \(sanctions\)](#) remained a core instrument of EU external action to defend its values and interests, uphold international law, and strengthen international security. The EU continued to impose further significant measures in response to [Russia's illegal war of aggression against Ukraine](#) with the adoption of [four new sanctions packages](#). By targeting Russia's energy sector, including over 500 vessels of its shadow fleet and dozens of actors facilitating its operations across the globe, sanctions succeeded in significantly undercutting the Kremlin's capacity to fund its war effort, as Russia's energy revenues dropped by a quarter by the end of 2025 - to the lowest point since the start of the aggression. Sanctions continued to disrupt the supply chains of Russia's military-industrial

complex, including from China, Iran, and Belarus; and to respond to atrocities committed by Russia against the Ukrainian population.

In parallel, the EU adopted [nine rounds of listings](#) related to Russia’s human rights violations, destabilising (hybrid) activities against the EU and its partners, the use of chemical weapons, or the shadow fleet operations. In total, the EU froze assets of nearly 400 persons, companies, and organisations in relation to Russia’s actions.

In total, the EU adopted over 750 new listings and reviewed nearly 5 000 listings under 48 horizontal or geographic regimes.

Illustrative Overview of EU main adopted sanctions in 2025:

Russia	<ul style="list-style-type: none"> ✓ Four new sanctions packages (energy sector, shadow fleet, military supply chains, atrocities in Ukraine). ✓ 500+ vessels and global facilitators of Russia’s shadow fleet ✓ Nine rounds of listings (asset freezes) for human rights violations, hybrid threats, chemical weapons use, and shadow fleet operations (~400 individuals/entities). ✓ Disruption of military-industrial supply chains
China, Iran, Belarus	<ul style="list-style-type: none"> ✓ Secondary sanctions for enabling Russia’s military-industrial complex (supply chain disruptions)
Iran	<ul style="list-style-type: none"> ✓ Reimposition of nuclear proliferation sanctions (post-JCPOA “snapback”). ✓ New designations for human rights violations
Syria	<ul style="list-style-type: none"> ✓ Lifting of economic sanctions (May 2025, excluding security-based measures) to support recovery and political transition.
Venezuela, Democratic Republic of Congo, Sudan, Haiti,	<ul style="list-style-type: none"> ✓ New designations for human rights violations
Guatemala	<ul style="list-style-type: none"> ✓ New designations to support democracy and rule of law
Republic of Moldova	<ul style="list-style-type: none"> ✓ New designations to support democracy and rule of law

The EEAS continued close cooperation and dialogue on sanctions with bilateral partners, including Australia, Canada, Japan, New Zealand, Norway, Switzerland, the United Kingdom, the United States, and within different G7 formations and multilateral fora, including the United Nations.

Global Agenda and Multilateral Relations

Core objectives for 2025 focused on:

- ✓ A renewed, strategic and political approach to the EU’s multilateral engagement
- ✓ Standing up for international law, accountability, human rights, values and democracy
- ✓ Deliver mutually beneficial partnerships and ensure better link between internal and external EU policies
- ✓ Shape a new Economic Foreign Policy

The Joint Communication on Strengthening EU Economic Security⁸ represented a concrete step to consolidate EU resilience and economic security by identifying, assessing and mitigating potential risks. The EEAS was instrumental in effectively implementing EU autonomous instruments, such as Trade Defence Instruments and Foreign Direct Investment Screening Mechanism. To protect the EU financial system, the EEAS contributed to multilateral cooperation and regular updates of the EU Anti-



Money Laundering list of high-risk third countries, which led to the inclusion of the Russian Federation to that list. On the EU tax framework, the EEAS promoted multilateral cooperation on the EU list of Non-Cooperative Jurisdictions for tax purposes.

The EEAS successfully advanced multilateralism through concrete achievements in 2025. It drove [global governance reforms](#) by collaborating with key institutions—including the G20, World Bank, IMF, and multilateral development banks—while supporting South Africa’s G20 Presidency on solidarity, equality, and sustainability, and by preparing two G20 Foreign Ministers’ meetings.

Advancing on the EU’s [digital diplomacy](#) agenda, the EEAS secured the adoption of the Joint Communication on an International Digital Strategy⁹ launching the "EU Tech Business Offer" for strategic partner countries. The EEAS played a pivotal role in securing the adoption of the 20-year review of the World Summit on the Information Society at the UN General Assembly, reaffirming commitments to inclusive, rights-based digital governance.

The EEAS contributed to a successful 2nd [Global Gateway Forum](#) (October) that convened more than 1,000 participants, including 12 Heads of State, and saw the participation of the HR/VP.

On [energy and green diplomacy](#), the EEAS primarily focused on securing Ukraine’s energy supply via the G7+ coordination group and championed ambitious climate action by promoting the Global Methane Pledge and global targets for renewables and energy efficiency, in line with the Joint Communication on a Global Climate and Energy Vision¹⁰.

In close cooperation with the Commission, the EEAS promoted stronger coherence between EU internal and external policies by integrating global considerations into early policy design. In a joint effort with the Commission, the EEAS engaged with partner countries to address concerns over key EU legislation—such as the deforestation regulation and Carbon Border Adjustment Mechanism (CBAM)—while advancing the EU Global Health Strategy and deepening cooperation with the WHO. A key achievement was supporting the June 2025 [GAVI Summit](#) (*Global Summit: Health & Prosperity through Immunisation*), where the EU and its Member States – in a Team Europe approach – pledged over EUR 2 billion (2026–2030) to expand global vaccination efforts.

Since the 2024 Pact on Migration and Asylum, the EU has prioritised the external dimension of migration policy. The EEAS supported this shift by strengthening foreign policy actions and prioritising EU migration partnerships with third countries, as well as CSDP missions and operations linked to migration challenges.

The EEAS is firmly committed to contributing to combating migrant smuggling. In this respect, in 2025 the Service supported the formulation of Action Plans for the Central Mediterranean and Western Balkans migration routes, as well as the organisation of the second Global Alliance against Migrant

⁸ JOIN(2025) 977 final.

⁹ JOIN(2025) 140 final.

¹⁰ JOIN(2025) 25 final.

Smuggling and progressed on a new sanctions’ regime against migrant smugglers and related forms of organised crime. Further, the Service contributed to the implementation of the external dimension of the [EU Drugs Strategy](#)¹¹, through dialogues with CELAC, Colombia, and China.

In preparation for the [next Multiannual Financial Framework](#) (MFF) 2028-2034, the EEAS contributed to the drafting of the proposal of the Global Europe regulation. In July 2025, the Commission presented the MFF proposal, including the Global Europe instrument with a budget of EUR 200 billion. This ambitious proposal underpins a stronger EU position on the world stage and seeks to simplify external action financing, maximising impact on the ground and enhancing visibility of EU external action across the world.

As the global rules-based order faces unprecedented strain the EU reaffirmed its commitment to [multilateralism](#), grounding its approach in international law and the UN Charter. The EU remained a [predictable, reliable and credible partner](#), committed to finding global solutions to common challenges, including through the implementation of the [Pact for the Future](#)¹². Together with partner countries, the EU supported the internal reform process of the UN – the UN80 initiative¹³ – to ensure that the Organisation remains effective, cost-efficient and responsive. The EEAS and EU Delegations in UN hubs played an important role in ensuring a constructive and well-coordinated EU position on all aspects of the UN80 reform process.

In fulfilling its commitment to support democracy - besides contributing to the external dimension of the [European Democracy Shield](#)¹⁴ – the EEAS maintained its backing for the European Endowment for Democracy, which delivered crucial aid to pro-democracy activists, civil society organisations, and independent media—particularly in Ukraine, Moldova, and Syria.



The Service oversaw the deployment of 17 missions, including seven [Election Observation Missions](#) (to Bangladesh, Bolivia, Ecuador, Guyana, Honduras, Malawi and the Philippines), three Election Expert Missions (to Kosovo*, Iraq and Suriname) and seven Election Follow-up Missions (to Colombia, Guatemala, Kenya, Lesotho, Maldives, Nigeria and Timor Leste). In cooperation with the Service for Foreign Policy Instruments (FPI), the EEAS finalised the publication of the 4th edition of the EU Handbook on Electoral Observation¹⁵.

The EEAS remained a strong [advocate for human rights](#), keeping human rights at the core in its external policies and contributing to the EU’s renewed equality agenda with the Roadmap for Women’s Rights, and the new Civil Society strategy.

In 2025, the EEAS held 35 Human Rights Dialogues, including with the African Union and the Association of Southeast Asian Nations, alongside bilateral engagements with international partners. These exchanges served as platforms to push for accountability, address divergences, and reinforce cooperation in UN human rights bodies. In these fora, the EEAS continued focusing on accountability efforts, particularly with regards to Russia’s illegal war of aggression against Ukraine. In the UN Human

¹¹ <https://www.consilium.europa.eu/media/49194/eu-drugs-strategy-booklet.pdf>

¹² <https://www.un.org/pact-for-the-future/en>

¹³ <https://www.un.org/un80-initiative/en>

¹⁴ JOIN (2025) 791 final.

¹⁵ https://www.eeas.europa.eu/eeas/handbook-eu-election-observation--4th-edition_en

Rights Council, the Service led successful efforts towards the establishment of a new International Investigative Mechanism for Afghanistan, answering the call for accountability for the people of Afghanistan. In cooperation with the European Commission, the EEAS also coordinated work on accountability in the Council of Europe.

In an increasingly challenging environment for civic space, the EEAS and EU Delegations maintained political and practical backing for [Human Rights Defenders](#), by publicly and privately challenging abuses, raising emblematic cases with national authorities and in multilateral fora, monitoring trials to deter judicial harassment, leading EU action against transnational repression, and partnering with the European Commission and civil society.

“Protecting Human Rights start from home. If the EU wants to be credible in promoting and protecting human rights abroad, we need to fight inequality and promote non-discrimination right here in the European Union”

HR/VP opening remarks at 26th EU-NGO Human Rights Forum

The [26th EU-NGO Human Rights Forum](#)¹⁶ (December 2025), co-organised by the European Commission, EEAS and the Human Rights and Democracy Network, focused on equality and non-discrimination and gathered over 200 participants including human rights defenders, Member State representatives and UN officials.

Africa

In 2025, the EU marked the 25th anniversary of its partnership with the African Union, achieving key milestones in strengthening bilateral ties. These included the [third EU-AU Ministerial Meeting \(Brussels, May\)](#) and the [seventh AU-EU Summit \(Luanda, November\)](#), held under the theme: “Promoting Peace and Prosperity through Effective Multilateralism”.



At both gatherings, the [EU and AU reaffirmed their strategic partnership](#), pledging to deepen cooperation in upholding multilateralism while delivering [concrete actions to advance peace and shared prosperity](#). Partners highlighted the impact of Global Gateway investments and underscored the EU’s role as a [stable, predictable, and reliable ally](#)—especially amid growing geopolitical instability.

¹⁶ [‘EU-NGO Human Rights Forum – partnering equality and non-discrimination’](#)

Illustrative Overview of African Union and European Union meetings and dialogues in 2025:

20th EU-AU Human Rights Dialogue (Brussels, October 2025)	Focused on strengthening the effectiveness of human rights bodies and improving implementation of human rights legislation in both Africa and Europe
6th Trilateral EU-AU-UN Meeting (New York, September 2025)	Held on the sidelines of the UN General Assembly, this meeting addressed conflicts in Africa and reaffirmed multilateralism as the primary solution to global challenges.
8th EU-AU PSC Joint Retreat (Brussels, October 2025)	Preceded the 16th Joint Consultative Meeting, focusing on peace support operations, maritime security, and hybrid threats to enhance coordinated responses.
16th Joint Consultative Meeting (AU PSC-EU PSC) (Brussels, October 2025)	Built on the Retreat’s discussions, further advancing strategic cooperation on peace, security, and crisis response between the two continents.

The implementation of the [Samoa Agreement](#), sponsored through a Team Europe approach in cooperation with 77 Members of the Organisation for African, Caribbean and Pacific States (OACPS) advanced significantly, with nearly 40 partnership dialogues held with OACPS countries and regions. Political cooperation was reinforced through joint statements in multilateral fora.

The EU’s engagement with [Southern African and Indian Ocean](#) countries reached significant achievements and resulted into strengthened partnerships. The EU-Southern African Development Community Ministerial meeting (Harare, March) served as an opportunity to engage with the whole region. Relations with South Africa marked a significant milestone with a Ministerial Political Dialogue in February, the first [EU-South Africa Summit](#) since 2018 in March, and President Ramaphosa’s participation in the 2025 Global Gateway Forum, followed by a Leaders’ meeting in Johannesburg ahead of the G20 Summit.

Democratic processes remained central to EU engagement, with smoothly conducted general elections in [Malawi](#), as confirmed by the EU Election Observation Mission, democratic elections in [Seychelles](#) reaffirming the country’s credentials, as well as the EU Follow-up Mission in [Lesotho](#). In [Madagascar](#), a change of power following a military takeover required a pragmatic yet vigilant EU approach in support of stability and democratic governance. In [Mozambique](#), the National Inclusive Dialogue launched by President Chapo, and supported by the EU, contributed to de-escalating post-electoral tensions and restoring basic governability, despite notable challenges, including the insecurity in the North. Under the Global Gateway, a Business Forum in [Zambia](#) (November) and an official visit to [Namibia](#) (September) advanced cooperation on sustainable investment and economic development. EU-[Angola](#) relations were further elevated during Angola’s Presidency of the African Union, while flagship initiatives such as the Lobito Corridor illustrated the EU’s commitment to connectivity and regional integration.

In 2025, West Africa faced persistent instability, particularly in the Sahel region, marked by a coup in Guinea-Bissau and a failed coup attempt in Benin. To safeguard its strategic interests, the FCO validated the principles of a [renewed EU approach to the Sahel region](#)¹⁷, shifting towards a tailored, country-specific approach. This new framework prioritises political and diplomatic engagement, while

¹⁷ <https://www.consilium.europa.eu/en/meetings/fac/2025/11/20/>

addressing human security, social cohesion, and economic challenges to sustain meaningful EU involvement in the region.

The EU also continued its political and financial support to coastal countries, to limit and prevent further spillovers of insecurity from the Sahel. Since 2018, the EU contributed around EUR 1 billion to the security of the northern regions of [Ivory Coast](#), [Togo](#), [Benin](#), and [Ghana](#). The Service continued to enhance its bilateral partnerships with countries, such as [Nigeria](#) (preparation of the 2026 Ministerial, launch of a peace, security and defence dialogue), [Senegal](#) (negotiations of a Comprehensive and Strategic Partnership), [Mauritania](#) (consolidation of the Partnership and the migration dialogue), [Ghana](#) (launch of a Security and Defence Partnership), [Côte d'Ivoire](#), and [Cabo Verde](#) (Ministerial meeting January). In [Guinea](#), the EU continued to support the return to constitutional order, partially achieved with the December 2025 presidential elections.

The [CSDP instruments](#) were significantly adapted following the end of EUTM Mali and EUCAP Sahel Niger¹⁸. The new mandate of EUCAP Sahel Mali was extended, while the EUSDI Gulf of Guinea¹⁹ continued to be implemented. The sanctions framework remained in place in [Mali](#) and [Niger](#). Diplomatic relations with the region required concertation with the UN, particularly concerning [Sierra Leone](#) and [Liberia](#)'s role at UN Security Council.

Firm engagement of the EEAS with [Central Africa](#) continued, with a view to contributing to regional stability, security, better governance and peace. Most efforts were focused on the [Great Lakes region](#) where the EU prepared a coordinated response to the resurgence of the conflict in the Eastern part of Democratic Republic of Congo. This included measures against individuals and entities responsible for the conflict, as well as initiatives in support of the various mediation processes and access to humanitarian assistance. The HR/VP, and the EU Ambassadors accredited addressed these issues with the relevant countries at the highest level. In [Cameroon](#), the EEAS coordinated a common EU response in the aftermath of civil society demonstrations heavily repressed ahead of the presidential elections, calling on Cameroon authorities for accountability, transparency and constructive dialogue among all political parties. The EEAS invested more efforts to support [Chad](#), a country further destabilised by spillover from Sudan's conflict and a [surge in displaced populations](#). To address the crisis and promote long-term stability, the Service deployed a [comprehensive political engagement strategy](#), leveraging on high level dialogues and exchanges, targeted démarches and diplomatic outreach, public statements and close collaboration with civil society.

Regarding the [Horn of Africa](#), the EEAS worked to consolidate EU partnership with [Kenya](#) through the regular Strategic Dialogue and advanced the implementation of the Economic Partnership Agreement (EPA), notably with the EU-Kenya Business Forum, the establishment of the EPA Council and the launch of EuroCham Kenya in May. The EEAS completed negotiations on the Status of Forces agreement for EUNAVFOR ASPIDES in [Djibouti](#), a country of geo-strategic importance for maritime security.

The year 2025 marked 50 years of diplomatic relations between the EU and [Ethiopia](#) and coincided with sustained high-level meetings which displayed the mutual will to renew ties after years of somewhat strained relations. Despite early engagement by HR/VP (Brussels, April) and a visit in June carried out by the Cypriot Foreign Minister on behalf of HR/VP, relations with Tanzania came under strain following the elections in October, marked by violence, human rights violations and thousands of deaths. The war in [Sudan](#) further escalated: the conflict continued to cause massive humanitarian needs and further exacerbated the security, political and social crisis. To increase pressure on the belligerents, the EU imposed further sanctions on individuals and on entities linked to the conflict parties following the massacres committed in El Fasher, North Darfur in late October. Team Europe pledged over half a billion euro in humanitarian, peace, and development funding at the [London Ministerial conference in April](#). The EU continued to engage with the Federal Government of [Somalia](#), based on the Joint Operational Roadmap, which focuses on improving Somalia's economy, governance

¹⁸ EUTM Mali (EU Training Mission Mali); EUCAP Sahel (EU Capacity Building Mission in the Sahel).

¹⁹ EUSDI Gulf of Guinea (EU Security and Defence Initiative in Support of West African Countries of the Gulf of Guinea).

and security. It is a unique and practical tool to frame EU-Somalia relations. Particular emphasis was put on how to ensure that the new AU Support and Stabilisation Mission in Somalia can achieve its objectives.

Americas

Following the inauguration of President Trump on 20 January 2025, the EEAS sought to build a constructive and pragmatic relationship with the new administration in the [United States](#). The EEAS' diplomatic engagement focused on preserving the US support for just and sustainable peace in Ukraine and pressure on Russia, securing continued US commitment to transatlantic security, and maintaining close engagement on matters of shared interest. The EEAS contributed to a wide range of EU-US dialogues, including on security and defence issues (space, non-proliferation) and justice and home affairs (including drugs dialogue). Trade and investment continued to be central to the EU-US relationship, and the Joint Statement of 21 August building on the political agreement between European Commission President von der Leyen and President Trump set out the commitment to work towards restoring stability and predictability. With the EU Delegation to the United States playing a key role, the EEAS nurtured channels of engagement with a range of US key stakeholders, while promoting people-to-people initiatives and supporting innovation with a focus on digital and tech matters through the EU Office in San Francisco.

“Canada is one of the EU’s closest partners – and a trusted friend. I am proud to sign a new Security and Defence Partnership with Canada. At a time of rising tensions, it will deepen our defence ties and unlock new cooperation”

HR/VP – EU-Canada Summit

[Canada](#) emerged as an even closer, reliable partner for the EU, with the relationship anchored in the EU-Canada Strategic Partnership Agreement (SPA) and the Comprehensive Economic and Trade Agreement (CETA). In June, the EEAS led the preparations for the [EU-Canada Summit](#) which provided the occasion for the adoption of an ambitious [EU-Canada Strategic Partnership of the Future](#). A major deliverable at the Summit was the signature by the High Representative and her Canadian counterparts of the [Security and Defence Partnership](#).

This paved the way for the negotiation of a bilateral agreement under the ‘Security action for Europe’ (SAFE) instrument that was reached with Canada at the end of the year, making Canada the first non-European country to

participate. Following the Summit, the EEAS led the preparations of the Joint Ministerial Committee co-chaired by the HR/VP and Canada’s Foreign Minister in November, and the negotiation of a Joint Declaration. The EEAS and General Affairs Canada continued to engage in regular coordination and cooperated closely in multilateral fora, in particular the UN and G7 (chaired by Canada in 2025).





2025 was defined by a strategic pivot toward the EU relations with Latin America and the Caribbean (LAC). The HR/VP visited Brazil in September 2025, and the Minister of Foreign Affairs of Luxembourg travelled to El Salvador on her behalf in November. The HR/VP also chaired the first EU-Chile Joint Council in November following the start of the provisional application of the EU-Chile Advanced Framework Agreement. In July, the HR/VP hosted six Central American countries for the very first EU-Central America Association Council after the entry into force of the Association Agreement and co-chaired the EU-CELAC meeting of Ministers of foreign

affairs in New York in the margins of the UN General Assembly’s High-level Week. The CELAC-EU Summit in Colombia (Santa Marta, 9 November) marked a major milestone with the launch of two important initiatives: (i) the EU-LAC Alliance for Citizen Security, by which already more than 20 LAC partners have subscribed to a whole-of-government and whole-of-society approach to the fight against organised crime, and (ii) the EU-LAC Bi-regional Pact on Care, the first permanent platform established by the EU with another region to exchange on social policies and best practices in the field of care systems, with the aim of fostering equality and social cohesion. The EEAS deepened its relationship with other partners in the Caribbean with the EU-Caribbean leaders’ meeting in the margins of the CELAC-EU Summit.

“Our regions are natural partners. We speak each other's languages. We cheer on each other's football teams. We are home to cities of murals and music. But most importantly, we share a set of common values: a belief in democracy, a commitment to the rules-based international order, and respect for international law.”

HR/VP Opening speech at CELAC-EU Summit

The signature of the EU-Mercosur agreement and the conclusion of the negotiations of the Global Agreement with Mexico were two key milestones, not only economically, but also from a political point of view. These agreements will enhance cooperation in a wide range of issues and send a clear signal of Europe’s commitment to strong, reliable partnerships, based on shared values and principles. LAC countries remain among the EU’s closest partners at multilateral level and the EEAS succeeded in engaging them at bilateral, sub-regional and region-to-region level, demonstrating EU’s strong commitment to this partnership, and proving that cooperation offers concrete benefits for both sides. In



2025, the EU was invited to observe elections in four LAC countries (Ecuador, Guyana, Bolivia and Honduras). The EU Election Observation Missions played an important role in fostering democracy and enhancing the populations’ confidence in those elections.

Asia and Pacific

The EEAS played a pivotal role in advancing EU interests and enhancing the visibility of EU action across Asia and the Pacific, driven by extensive engagements from the High Representative that contributed to deepen ties with regional actors, address shared challenges and promote stability.

The HR/VP chaired the 4th EU Indo-Pacific Ministerial Forum (IPMF – Brussels, November) that saw the participation of 65 delegations, with about 40 at Ministerial level. The EU and Indo-Pacific partners acknowledged the need for deeper cooperation in security, economic growth, clean energy, digital governance and climate resilience.



The essential role of maritime security, free navigation, and diversified supply chains was emphasised, together with the importance of high-quality connectivity through initiatives such as the Global Gateway.

In the area of **security**, the EEAS expanded its engagement with Indo-Pacific partners under the EU-funded project Enhancing Security Cooperation in and with Asia (ESIWA). The second phase of the project, ESIWA+, covers counterterrorism, cybersecurity, maritime security and crisis management, including hybrid threats, and almost 40 activities took place in 2025.

“Our security is interconnected. What happens in Europe matters in Asia. What happens in Asia matters in Europe.”
HR/VP keynote speech on the Foreign Affairs Council of 20.11.2025

The EU Pilot Action for Addressing Hybrid Threats in the Indo-Pacific (HIPPA) was implemented with the twofold aim to bring awareness of hybrid threats and better address them. The CRIMARIO project has launched its third phase in October 2025, and its Indo-Pacific Regional Information Sharing (IORIS) platform is now used by up to 200 national and regional agencies from more than 55 countries and organisations, helping to enhance maritime domain awareness in the Indo-Pacific region.

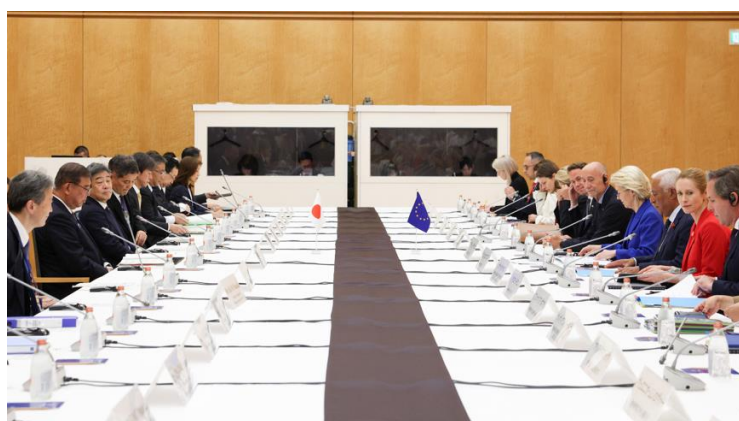
The EU continued its regional engagement with **ASEAN**, including by participating in the ASEAN Regional Forum and the ASEAN Summit.

Illustrative overview of dialogues and cooperation measures with Indo-Pacific Countries established by the EU in 2025:

Vietnam	Part of the EU’s strategic upgrade of relations with key Southeast Asian partners.
Indonesia	Finalised negotiations for a Comprehensive Economic Partnership Agreement (September 2025)

Philippines	Launch of an EU-Philippines Security and Defence Dialogue (June 2025), and inaugural meeting held in Brussels (November 2025)
Malaysia, Thailand & Philippines	Advanced FTA negotiations
Singapore	Signature of Digital Trade Agreement (May 2025)
Cambodia	Continued dialogue and cooperation on human rights, green growth, decent jobs, education, and governance. EU provided support for resolving the Thailand-Cambodia border conflict.
Laos	Cooperation on human rights, green growth, jobs, education & governance.
Myanmar	Close monitoring of political and humanitarian situation, and support for basic needs of civilian population.

The EEAS maintained a pragmatic yet firm engagement with **China**, prioritising core EU interests while navigating a complex and demanding relationship. In July, the HR/VP conducted the Strategic Dialogue with China’s Foreign Minister. The EEAS continued working throughout the year on consolidating EU unity, by supporting the preparation of strategic discussions with EU Member States in different Council formations, and by closely coordinating with the European Commission across a wide range of policy fields, including addressing economic and trade imbalances in relation to China by supporting initiatives and ensuring coherent messaging. The EEAS continued to pass firm messages on China’s support to Russia’s illegal war of aggression against Ukraine and promoted further work on EU’s response. The EEAS led a coordinated and proactive EU response to escalating tensions in the Taiwan Strait and South China Sea, ensuring timely public messaging while engaging with Member States, Chinese counterparts, and like-minded partners to address security concerns. As regards human rights protection in the region, the EEAS consistently raised serious concerns—both publicly and in direct exchanges with China—including through the **40th EU-China Human Rights Dialogue** held in June 2025. It also closely monitored the erosion of fundamental freedoms in Hong Kong, maintaining trial



observations and publicly highlighting key violations to shape a unified EU stance.

The EEAS kept on coordinating the EU response to the erosion of fundamental freedoms in **Hong Kong** through continuing local trial observation and communicating publicly about key concerns.

The EEAS further reinforced the EU’s Strategic Partnership with **Japan**. The Summit held in Tokyo in July marked

significant progress, as it established a Defence Industry Dialogue, a dialogue on Foreign Information Manipulation and Interference (FIMI), and triggered negotiations on a Security of Information Agreement.

The 21st meeting of the Joint Committee (Brussels, May) further solidified relations between the EU and the Republic of South Korea (ROK). The EEAS and the ROK co-chaired the 7th Working Group meeting on Energy, Environment and Climate under the Green Partnership (October). Moreover, the HR/VP met with Foreign Minister Cho Hyun in the margins of the G7 Foreign Ministers meeting in Canada. The first Security and Defence Dialogue under the Security and Defence Partnership took

place in Brussels in November. The EEAS worked with Member States to respond to the DPRK's illegal and provocative actions, including through sanctions, addressing the human rights situation and by coordinating with like-minded partners to counter DPRK weapons programmes and DPRK-Russia military cooperation.

The EU and Australia continued to reinforce their strategic cooperation through negotiations of a Security and Defence Partnership, resuming efforts to conclude a Free Trade Agreement, explore the participation of Australia to Horizon Europe and implement the Partnership on sustainable critical and strategic minerals. Cooperation with New Zealand further progressed with tangible outcomes resulting from the implementation of the Free Trade Agreement and the Horizon Europe Association Agreement.

The EEAS deepened the EU strategic partnership with India. The landmark visit of the College of Commissioners to India in February 2025 helped to set a new political direction for the partnership and sustained momentum on trade, green and digital priorities, and connectivity. In June 2025, the HR/VP held the first EU–India Strategic Dialogue with the Indian Minister of External Affairs, Jaishankar, strengthening cooperation on foreign policy and security and defence. The maiden visit of the Political and Security Committee to India in September 2025 advanced strategic coordination. The adoption of the Joint Communication on the New Strategic EU–India Agenda²⁰ and the subsequent Council Conclusions, reinforced the partnership. The EU and Bangladesh continued negotiations on a Partnership and Cooperation Agreement holding four rounds of talks in 2025. With Sri Lanka, the EU pursued structured dialogue through the eighth meeting of the Working Group on Governance, Rule of Law and Human Rights under the EU-Sri Lanka Joint Commission (Colombo, May). The EU continued to support Sri Lanka's reform agenda and monitored compliance with Generalised Scheme of Preferences Plus (GSP+) commitments.

The EEAS maintained its engagement with Pakistan in line with the priorities of the Strategic Engagement Plan, in particular resilience, climate adaptation, regional stability, human rights and the effective implementation of Pakistan's GSP+ commitments.

In Afghanistan, in line with relevant Council Conclusions, the EU sustained its principled engagement

“Looking ahead, there is a strong case for an EU-India Security and Defence Partnership. We already have such partnerships with seven other countries, and today, we renewed our intention to work towards this goal, because peace and stability in the Indo-Pacific are closely intertwined with peace and security in Europe”

Press remarks by HR/VP during the EU-India Strategic Dialogue (10.06.2025)

in support of the Afghan people. It continued to support international efforts to advance the UN-led Doha process, as well as advocacy and actions in favour of human rights in Afghanistan, particularly women's and girls.

Europe and Central Asia

Support to Ukraine remained a core priority of the EU. The EEAS continued to play a central role in coordinating the EU's political, diplomatic, and security support to the country, ensuring unity among Member States and collaborating closely with international partners – the G7, NATO, and others – to provide a strong, coordinated response against Russia. Throughout the year, the EEAS intensified global diplomacy—rallying third-country support for Ukraine with critical assistance while ramping up pressure on Russia to end its illegal war and engage in meaningful peace efforts.

²⁰ JOIN(2025) 50 final.

The EEAS continued implementation of joint security commitments with Ukraine (signed in June 2024) and facilitated EU–Ukraine dialogues under the Association Agreement framework, supporting Ukraine’s EU accession process.

Collectively, the EU and Member States provided over EUR 69.7 billion worth of [military support](#) to Ukraine between 2022 and 2025. The European Peace Facility successfully channelled revenues worth EUR 3.4 billion stemming from immobilised Russian Central Bank assets for military support to Ukraine. Out of this, EUR 1.5 billion were used for direct investments in the Ukrainian defence industry. EUMAM Ukraine continued to train and equip the Armed Forces of Ukraine. Moreover, a political decision was taken to create a [Ukraine Support Loan](#), with up to EUR 90 billion to be invested in support of Ukraine over the next two years. EUMAM Ukraine, the biggest EU military mission, continuously adjusted to Ukraine's military training needs across land, air and maritime domains, contributing to the [training of 16,878 Ukrainian soldiers, with 639 training modules](#). The mandate of the civilian EUAM Ukraine was expanded to address security challenges, including support in veterans' reintegration, countering Russia's hybrid activities and strengthening the resilience of the civilian security sector and law enforcement. The EEAS also engaged actively with Ukrainian peacebuilding actors to enhance social cohesion and resilience in the face of Russia’s war of aggression.

The Service pursued [accountability](#) and [fight against impunity](#) by backing the International Criminal Court (ICC), accelerating on the creation of the Special Tribunal for the Crime of Aggression against Ukraine, as well as on the establishment of the International Claims Commission in the framework of the Council of Europe (the HR/VP and Commissioner McGrath signed the Convention establishing the International Claims Commission in December). On [resilience and reform](#), the EEAS, the EU Delegation in Kyiv and the European Commission worked to support governance reforms, strategic communication, cyber resilience, and counter-disinformation efforts. The EEAS activated diplomatic and financial tools as well as a broad range of restrictive measures and sanctions. Moreover, it conducted a wide outreach to prevent sanctions circumvention. In December, Member States agreed



to indefinitely freeze Russian central bank assets held under their jurisdictions, removing the need for 6-month renewals and guarantee long-term support for Kyiv. The EEAS showed unwavering support to Ukraine in international fora (notably the UN and OSCE), advocated for the return of prisoners of war, civilian detainees, forcibly transferred and deported children, and backed efforts toward a just and lasting peace, particularly the US-led peace efforts. These efforts were accompanied by concrete contributions to UN resolutions (co-drafted, co-sponsored or adopted thanks to the EU), including the UNGA Resolution 11/7 on “Advancing a comprehensive, just and lasting peace in Ukraine” and Resolution 11/8 on “The path to peace, the UNGA resolution on the Return of Ukrainian Children” or the 2774/2025 UN Security Council

Resolution, the Human Rights Council Resolution HRC/58/24 on the Situation of Human rights in Ukraine stemming from the Russian illegal aggression. Together with like-minded partners, the EEAS coordinated [Russia’s international condemnation and isolation](#) by conducting outreach events and démarches to third countries and international partners. This achieved palpable results: Russia failed its bids to regain a seat at the International Civil Aviation Organisation (ICAO), to get a seat at the Executive Board of UNESCO for the 2025-2029 term, to be elected to the Executive Council of Organisation for the Prohibition of Chemical Weapons (OPCW) for the term 2026-2026 or to regain a seat at the International Maritime Council (IMO). The EEAS invested extensive efforts in providing

Russian citizens with objective sources of information as well as countering Russian hybrid actions and propaganda in the EU and its direct neighbourhood. The EEAS continued to support Russian civil society, human rights defenders, minority groups and independent media inside and outside Russia. Moreover, the EU was instrumental in providing support to the work of the UN Special Rapporteur on the situation of human rights in the Russian Federation, Ms Mariana Katzarova.

The EU maintained intensive bilateral relations with **Eastern partners**, focusing on the ongoing regional ramifications of Russia's continued war of aggression against Ukraine, peace and normalisation, security and defence cooperation, challenges related to election interference, the protection of human rights, and the promotion of people-to-people contacts.

Moldova advanced its accession process bolstered by EU support throughout the year. The EU continued to sustain Moldova's efforts to counter Russian interference, particularly evident during the parliamentary elections in September, and to build up Moldova's resilience against Russia's relentless hybrid warfare. EU-Moldova cooperation under the Security and Defence Partnership deepened as evidenced by the increased European Peace Facility support and the reinforced mandate of the EU Partnership Mission in Moldova.



The EU welcomed the initiation of the **Armenia-Azerbaijan** Peace Treaty in August 2025 - paving the way for lasting peace between the two countries and across the region. The EU reinforced its political engagement also by adopting a new Strategic Agenda for the EU-Armenia Partnership in December, marking a significant step forward in the deepening of

political, economic and sectoral cooperation. The EU Mission in Armenia (EUMA) and the EU Monitoring Mission in Georgia (EUMM) continued their positive work in support of peace and stability in the region.

EU-Azerbaijan cooperation gradually improved following the HR/VP's visit to Baku in April, with the two sides launching negotiations for new Partnership Priorities and agreed to resume negotiations on a new bilateral agreement.

Georgia saw a significant democratic backsliding, resulting in the prolongation of the suspension of assistance benefitting the authorities, and being qualified as "candidate country in name only" in the Commission enlargement report²¹ issued in November. Concerns over human rights violations and governmental repression persisted, with the EU condemning actions against peaceful demonstrators and electoral irregularities reported during the local elections in



²¹ https://enlargement.ec.europa.eu/news/2025-enlargement-package-shows-progress-towards-eu-membership-key-enlargement-partners-2025-11-04_en

October. The EU intensified its support for democratic forces and civil society in [Belarus](#), suffering for the continuous repression. It adopted further sanctions targeting actors responsible for human rights violations and supporting Russia's war of aggression against Ukraine.

[EU-Central Asia](#) relations reached an unprecedented milestone with their elevation to a strategic partnership at the [1st EU-Central Asia Summit](#) (Samarkand, April). The Summit brought together the Presidents of the five Central Asian countries and the Presidents of the European Council and the European Commission. The Commission brought forward an investment package for Central Asia of EUR 12 billion under the Global Gateway framework covering transport, critical raw materials, water-energy-climate, and digital connectivity. Ahead of the Summit, the HR/VP chaired the 20th EU-Central Asia Ministerial meeting (Ashgabat, March) and held bilateral meetings with the President of Turkmenistan and with the Presidents of Uzbekistan and Kazakhstan in Tashkent and Almaty. The EU continued to expand its network of EPCAs, signing the agreement with Uzbekistan and initiating the EPCA with Tajikistan. For the first time, the HR/VP chaired the Cooperation Council with Uzbekistan and Kazakhstan, respectively in October and December.

In May 2025, the EU adopted the Joint Communication on the [EU strategic approach to the Black Sea region](#)²²: a key milestone to enhance comprehensive regional cooperation, most notably on maritime security and connectivity. Foreign Ministers of Black Sea and Central Asia partner countries welcomed the Strategy at the Ministerial meeting on Cross-regional Security and Connectivity hosted by the EU in October. The [Eastern Partnership \(EaP\)](#) continued to offer an efficient framework for regional cooperation and investments, supporting governance reforms and civil society in the Eastern Neighbourhood. The EaP Investment Plan mobilised around EUR 900 million in private and public investments to bolster SMEs and job creation, while support to civil society remained a priority with over EUR 300 million allocated since 2021. The EaP intensified efforts on countering foreign interference in electoral processes and information manipulation. Other regional formats in Northern Europe, among which Barents Euro-Arctic Council and Council of the Baltic Sea States, continued to promote regional cooperation while addressing security challenges related notably to the Russian shadow fleet. The EEAS continued to support the [Organization for Security and Cooperation in Europe \(OSCE\)](#), as one of the pillars of the European security order, with the HR/VP participating in the annual OSCE Ministerial Council meeting (Vienna, December).



The EEAS continued pursuing its geopolitical interest in stability and security in Southeast Europe by deepening the [Western Balkans'](#) integration with the EU and facilitating normalisation of relations between [Kosovo*](#) and [Serbia](#), fostering regular meetings with chief negotiators, and progressing on the issue of missing persons, integrated border/boundary management and reintegrating Kosovo* Serbs into Kosovo* institutions. In this challenging context, the HR/VP secured the countries Leaders' agreement to convene a high-level meeting when conditions allow. An Election Observation mission to Kosovo* further supported democracy restoration in the region, while the HR/VP also brokered a high-level dialogue, bringing together the Foreign Ministers of Bosnia and Herzegovina and Serbia for direct talks. 2025 saw intense political engagement with the region through a series of high-level meetings including the Berlin Process Summit in October and the EU-Western Balkans Summit in December. The EUFOR Althea²³ operation continued to support [Bosnia and Herzegovina](#) to maintain a safe and

²² JOIN(2025) 135 final.

²³ EUFOR Althea (European Union Force in Bosnia and Herzegovina).

secure environment, and its mandate was unanimously extended by the UN Security Council. The HR/VP visited all Western Balkans partners and chaired an informal meeting of EU and Western Balkans Foreign Ministers before the Foreign Affairs Council meetings in April and November, as well as Security and Defence Dialogues with [Albania](#), [North Macedonia](#) and [Montenegro](#). The EEAS contributed to accelerated progress on the accession negotiations with [Montenegro](#) and [Albania](#).

The EEAS continued to promote EU values and interests with [non-EU western European countries](#) – Iceland, Liechtenstein, Norway, Switzerland, Andorra, Monaco, San Marino, and the Vatican/Holy See. The EEAS ensured strategic diplomatic steering and provided the political overview of the EU's relations with these partners and acted as point of contact for these third States and regional organisations. This engagement resulted in the alignment of Iceland, Liechtenstein and Norway with EU statements and restrictive measures against the Russian Federation, while Switzerland, Andorra, Monaco, San Marino, as well as the Faroe Islands, implemented equivalent restrictive measures. A Joint Statement on [“Strengthening EEA Foreign and Security Policy Cooperation”](#)²⁴ was signed between the Foreign Ministers of Iceland, Liechtenstein and Norway and the High Representative, while negotiations on a Security and Defence Partnership with Iceland were concluded.

The Service worked on setting-up the framework for bilateral political dialogues on foreign policy with Andorra, San Marino, Monaco, to introduce a more structured and systematic process for their CFSP alignment with the EU. Further thematic and geographical political dialogues and consultations were organised with all non-EU Western European partners, including the Ministerial level

“Over the past 30 years, our foreign and security policy cooperation has demonstrated its significance by strengthening cross-continent European unity in addressing global challenges. Today, amid a challenging geopolitical landscape [...] it is imperative to strengthen our foreign and security policy engagement”.

Joint Statement between the Foreign Ministers of Iceland, Liechtenstein and Norway, and the HR/VP – Brussels, 21 May 2025

political dialogues at the 6th-monthly EEA Councils. The Service also advanced the EU's interests and core values within its Arctic engagement strategy. In particular, the EEAS ensured external visibility for the EU Arctic policy and started working on the update of the EU Arctic policy in cooperation with the European Commission.

Türkiye remains a strategic partner that joins EU efforts in keeping stability and ensuring de-escalation in the Eastern Mediterranean. Building a more cooperative and mutually beneficial relationship was an overarching political priority throughout 2025. The EEAS pursued this objective by implementing the 2023 [Joint Communication on the state of play of EU-Türkiye relations](#)²⁵, in line with European Council Conclusions of April 2024. This involved phased, proportionate, and reversible progress—strictly tied to predefined conditions—on the Communication's key recommendations.

The High Representative engaged personally in further revamping EU relations with the Country by visiting Ankara in January, and through several constructive meetings and discussions with the Turkish Foreign Minister, who participated in the informal meeting of the EU Ministers of Foreign Affairs (Gymnich – Warsaw, May), and in the Ministerial meeting on Cross-Regional Security and Connectivity. The EEAS enhanced working-level coordination with Turkish counterparts, intensifying contacts, meetings and consultations, with a focus on regional developments, security and defence, as well as counterterrorism. In this context, the EU strongly advocated for topics of crucial interest – namely combating the circumvention of EU restrictive measures against Russia and reversing the negative

²⁴https://www.eeas.europa.eu/sites/default/files/documents/2025/Joint%20Statement_Strengthening%20EEA%20Foreign%20and%20Security%20Policy%20Cooperation.pdf

²⁵ JOIN(2023)50 final.

trends on human rights and the rule of law – to the Turkish counterpart, with the objective of raising awareness and achieve closer alignment. In addition, the EEAS coordinated with the EU Special Envoy for the implementation of EU sanctions, who constantly engaged with Türkiye on the issue of sanctions circumvention in the favour of Russia and visited the country in April.

Illustrative Overview of high-level meetings with Türkiye during 2025:

EU-Türkiye Dialogue at Political Directors’ level (Co-chaired with the Commission)	March 2025
9th Brussels Syria Conference (attended by Türkiye)	March 2025
Visit by EU Special Envoy for Sanctions Implementation	April 2025
Two sessions on Informal Consultations with Türkiye on Security and Defence	June 2025 (after a four-year pause)
EU-Türkiye Consultations on Western Balkans	September 2025
Counter-Terrorism Dialogue with Türkiye	November 2025 (after a four-year hiatus)

On the [Eastern Mediterranean](#), the EEAS proactively conveyed messages to Turkish interlocutors on the importance of sustainable de-escalation in Greek-Turkish relations and of the Cyprus issue, as success-factors to further enhance EU-Türkiye cooperation. The EEAS continued, in close coordination and cooperation with the Commission, to maintain close working relations with the UN on the Cyprus issue and provided constructive support to the efforts of the Personal Envoy of the UN Secretary-General. In November, the HR/VP visited both Greece and Cyprus, acknowledging the positive dynamics between Greece and Türkiye and informal UN-led talks on the Cyprus issue. In order to increase focus and streamline coordination on the Eastern Mediterranean, the EEAS appointed a Strategic Coordinator on the Eastern Mediterranean.

« The UK and the EU share a responsibility for the security of Europe. The security and prosperity of the UK and the EU are also closely interconnected and interdependent ».

EU-UK joint statement from the Security and Defence Partnership

Relations with the [United Kingdom \(UK\)](#), gained new momentum with the first-ever EU UK Summit (London, May 2025), with an agreement on a Joint Statement, a Common Understanding between the European Commission and the UK on areas with the potential to strengthen the bilateral

relationship, as well as a Security and Defence Partnership. The Security and Defence Partnership enabled the EEAS to work closely with the UK across a broad spectrum of foreign, security and defence-related issues, underscoring our shared values and a commitment to deepen cooperation in the face of common threats.

Under this framework, the EEAS and the UK initiated strategic consultations on Ukraine/Russia, the Western Balkans, and on Hybrid Threats. In October, the HR/VP met with the UK Foreign Secretary and the Defence Secretary in London in a first high-level Foreign and Security Policy Dialogue. The EU and UK maintained close coordination in their responses to Russia’s illegal war of aggression against Ukraine. Structured dialogues were also held on counterterrorism and on cyber under the EU-UK

Trade and Cooperation Agreement. Throughout 2025, the EEAS continued to contribute to the promotion and protection the rights of EU citizens residing in the UK.

Middle East and North Africa

The Middle East region remained a major priority of the EU's external action in 2025, as the conflict in Gaza continued, before a breakthrough was reached in October in the form of the Comprehensive Plan to End the Gaza Conflict. The issue featured on the agenda of every Foreign Affairs Council and European Council meeting throughout 2025. The EU continued to focus on providing humanitarian aid, protecting civilians, contributing to security arrangements through its CSDP missions, using diplomatic channels to de-escalate the situation and reviving a political process towards the two-state solution. Furthermore, the EU revamped relations with the Southern Neighbourhood notably by the adoption of the Joint Communication on the Pact for the Mediterranean²⁶.

From January to March, the EEAS contributed to the temporary ceasefire in Gaza, including by redeploying its CSDP mission EUBAM Rafah to the Rafah Border Crossing to monitor the work of Palestinian Authority (PA) staff in the crossing of 4,176 individuals (including more than 1,453 requiring medical care) from Gaza to Egypt. The EEAS deepened diplomatic engagement with partners in the region. The High Representative co-chaired an Association Council with Israel in February.

This was followed by the first-ever High-Level Political Dialogue with the Palestinian Authority in April during which the EU announced a Multiannual Comprehensive Support Programme worth up to EUR 1.6 billion. Through this programme, the EU supported the PA with up to EUR 620 million linked to the implementation of the Reform Agenda. The first meeting of the Palestine* Donor Group took place in November, providing a forum for monitoring the Palestinian Authority's reforms and for engagement with international partners. Moreover, the EU remained the largest humanitarian donor to the Palestinians with assistance surpassing EUR 550 million since October 2023. The EEAS consistently advocated for rapid, safe, and unhindered delivery of humanitarian aid to Gaza, eventually reaching an understanding with Israel to expand humanitarian access to Gaza, which resulted in the opening of more crossings, increased entry of aid and food trucks, and the reparation of vital infrastructure.

The EEAS consistently advocated for the respect of international law and undertook a review of Israel's



compliance with its human rights obligations under the Association Agreement, under the leadership of the HR/VP and with the support of a majority of EU Member States. In July, the EU tabled a package of measures, including proposals on sanctions on Hamas, extremist violent settlers and ministers of the Israeli government, requiring unanimity to enter into force. The EU contributed to maintaining a political horizon for the two-state solution. The EU led the Global Alliance for the

Implementation of the Two-State Solution convened in Oslo, Cairo, Rabat, New York (on the margins of UNGA), and in Riyadh, sustaining momentum after its launch. Following agreement on the Comprehensive Plan to End the Gaza Conflict as endorsed by UNSC Resolution 2803, the EU proposed a valuable contribution to its implementation, in close exchange with EU Member States.

²⁶ JOINT(2025) 26 final.

*This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue



Following the fall of Assad’s regime, the HR/VP and EEAS swiftly re-engaged with the transitional authorities in Syria with the objective of supporting a peaceful and inclusive transition and socio-economic recovery. The EU provided leadership on providing international assistance to the Syrian people, including through the organisation of the 9th Brussels Conference on Syria and the Region in March. Gathering delegates from EU Member States, Syria’s transitional government, neighbouring countries and other

relevant partners and donors, the meeting resulted in an EU pledge of EUR 2.5 billion to aid with the socio-economic recovery and delivered a ‘message of collective support for a peaceful, inclusive Syrian-led and Syrian-owned transition’²⁷ in the country. In May, the EU lifted all economic sanctions on Syria, while maintaining sanctions on Assad and his accomplices, as well as those based on security grounds.

Key priorities of EU engagement focused on support for national reconciliation, accountability, rule of law, separation of powers, as well as human rights and fundamental freedoms for all Syrians without distinction, as stated in the June 2025 Council Conclusions. In November, the EU organised, jointly with Syrian civil society and the Syrian transitional authorities, the first ever ‘Day of Dialogue’ in Damascus that was attended by more than 300 Syrian NGOs.



The EEAS pursued a re-energised engagement with Lebanon, culminating in the 1st EU-Lebanon Association Council²⁸ (Brussels, December), after an 8 year-gap, and in the presence of the High Representative, Commissioner Šuica, and Lebanese Foreign Minister Raggi. It confirmed the EU’s commitment to support to the Lebanese President, the government’s comprehensive reform agenda, and to further strengthen the EU-Lebanon partnership. The EEAS mobilised efforts to support the stabilisation of the economic and security situation, reinforce state institutions, and to uphold the state’s sovereignty and territorial

integrity. The EU significantly intensified its assistance, with the adoption of a considerable security support measure worth EUR 60 million. The enhanced package is tailored to reinforce the Armed Forces’ capacity to deploy effectively in the south of Lebanon and implement the UNSC Resolution 1701 with a key focus on disarmament of Hezbollah and the implementation of the ceasefire between Lebanon and Israel. In addition, the EEAS started preparations for a European Observation Mission for the Lebanese general elections scheduled in 2026.

On 29 January 2025, the EU elevated its relationship with Jordan to a Strategic and Comprehensive Partnership (SCP) and tabled a financial package worth EUR 3 billion for 2025-2027, including

²⁷ Statement from the HR/VP during the 9th Brussels Conference.

²⁸ <https://newsroom.consilium.europa.eu/events/20251215-eu-lebanon-association-council-december-2025>

proposals for a 4th and 5th package of Macro-financial Assistance for Jordan worth EUR 500 million each. Another EUR 35 million were delivered through the EPF to support the air defence architecture of the Jordanian Armed Forces.

2025 marked a milestone in **EU–Gulf relations**, with intensified high-level contacts and meetings at political and senior official’s level, including visits of the HR/VP to Saudi Arabia for the Riyadh Meeting on Syria, to Kuwait for the EU-Gulf Cooperation Council (GCC) Joint Council, and Qatar for the Doha Forum. The EEAS, in cooperation with the European Commission, initiated the EU’s mandate to negotiate Strategic Partnership Agreements (SPA) with the six GCC countries.

In May 2025, the EU reaffirmed its commitment to **Yemen** with Council Conclusions²⁹, confirming political support for the internationally recognised government, and continued humanitarian assistance, which reached EUR 1.9 billion.

The 4th **EU–Iraq Cooperation Council** (Luxembourg, October), co-chaired by the HR/VP and Foreign Minister Hussein, highlighted the positive trajectory of EU–Iraq relations. The two sides welcomed progress on different areas, including migration. The EU deployed an Election Expert Mission for Iraq’s parliamentary elections (November), which were orderly and saw an increase of turnout. EUAM Iraq³⁰ continued to spearhead the EU support on the security sector reform in the country, including conception of Iraq’s National Security Strategy (2025-2030).

The EEAS contributed to the organisation of the first **EU–Egypt Summit** (Brussels, October) that saw the participation of President Al-Sisi and underscored a crucial moment in bilateral diplomatic relations. Furthermore, the HR/VP’s visit to Cairo in March consolidated diplomatic ties, as it triggered discussions on regional cooperation and peace. The HR/VP also engaged with the Foreign Minister of **Morocco** in July and September, reaffirming Morocco’s role as a key EU partner in the Southern Neighbourhood. The EEAS supported the High-Level Euro-Mediterranean Retreat (September, Rabat) under the Pact for the Mediterranean and facilitated an agreement extending tariff preferences to Western Sahara.

In Libya, the EU promoted **stability and national reunification** through UN-backed efforts, political outreach, and **rights-based migration and border management**. In a Team Europe approach, **Operation IRINI** enforced the UN arms embargo, while **EUBAM Libya** built institutional capacity in border security and law enforcement.



The EU continued its efforts of constructive engagement with **Tunisia**, in a spirit of cooperation and

“The common theme is to bring people together. This itself includes a range of initiatives, from rail, road and maritime links to subsea cables carrying data between our regions.”

Remarks by HR/VP on Joint Communication on Pact for the Mediterranean

partnership. The EU resumed institutional dialogue under the Association Agreement, including sub-committees on human rights, democracy, and migration, and held an Association Committee in September. A meeting from the HR/VP with Algeria’s Foreign Minister further enhanced political dialogue and reaffirmed the country’s central

²⁹ <https://www.consilium.europa.eu/en/press/press-releases/2025/05/20/yemen-council-approves-conclusions-calling-for-a-renewed-momentum-in-the-peace-efforts/>

³⁰ EUAM Iraq (European Union Advisory Mission in Iraq).

role in regional stability and trusted energy partner for the EU.

Throughout 2025, Commission services and the EEAS worked to prepare the Joint Communication on the [Pact for the Mediterranean](#), including via extensive consultations involving EU Member States, Mediterranean partner countries, civil society, and key stakeholders - culminating in the EU–Southern Neighbourhood Ministerial in July.

Following the adoption of Council Conclusions in November, the Pact was officially launched at a ministerial meeting in Barcelona on 28 November, coinciding with the 30th anniversary of the Barcelona Process. At the same occasion, in the Regional Forum of the [Union for the Mediterranean](#) (UfM), Ministers reaffirmed the joint commitment to tackle shared challenges and deepen Euro-Mediterranean cooperation. Besides, Ministers adopted a Vision Statement with thematic priorities centred on connectivity along three main pillars: connecting peoples, countries and economies. In 2025, the EU continued its engagement with the [League of Arab States](#) (LAS) and the [Organisation of Islamic Cooperation](#) (OIC). In March, the High Representative met with the Arab-Islamic Ministerial Committee (combining LAS and OIC representatives) to work towards the permanent end of hostilities in Gaza. The High Representative, with the support of the EU Special Representative for the Middle East Peace Process, continued cooperation with the LAS in the context of the Global Alliance for the Implementation of the Two-State Solution. Notably, an EU-LAS working group presented ideas for “Peace Day Efforts”, at the High-level International Conference in New York, in June. In November, the EEAS organised the 10th Strategic Dialogue between the EU Political and Security Committee and the LAS Permanent Representatives.

Peace, Security and Defence

The EEAS, in cooperation with the European Commission and the European Defence Agency, remained firmly focused on providing military support to Ukraine, strengthening security and defence cooperation between Member States and with partners, and securing EU defence readiness.

The Joint White Paper on the Future of [European Defence Readiness 2030](#)³¹ (March) provided

a comprehensive vision for European defence capabilities and identified strategic priorities and capability gaps.

The [Preparedness Union Strategy](#)³² (March) proposed to enhance the EU’s resilience across all hazards, adopting a whole-of-society and whole-of-government approach to crisis management. The [Joint Communication Preserving Peace – Defence Readiness Roadmap 2030](#)³³ (October) set objectives, concrete milestones, and specific timelines for addressing capability shortfalls, strengthening the European Defence Industrial Base and overall defence readiness across Member States. The Rapid Deployment Capacity (RDC) became operational, representing a significant milestone in the EU’s ability to deploy forces rapidly in response to crises.

[Civilian CSDP missions](#) such as EUAM Ukraine, EUPM Moldova, EUPOL COPPS and EUBAM Rafah provided sustained and adaptable support and reinforced the Union’s credibility as a security provider, particularly in contexts marked by instability, hybrid threats and protracted conflict. Collectively, these

“The EU has important added value. We can support Member States to aggregate demand and harmonise requirements. We can support European industry, ramp up production capacity, and we can also support Member States where they cannot do it alone because it is either too expensive or too complex.”

Remarks by HR/VP under the Joint White Paper on Future of European Defence Readiness 2030

³¹ JOIN(2025) 120 final.

³² JOIN(2025) 130 final.

³³ JOIN(2025) 27 final.

efforts strengthened the EU’s integrated approach, enhanced its political visibility, and reaffirmed civilian CSDP as a strategic, versatile and operationally relevant instrument of the Union’s foreign and security policy.

The EU heightened its response against hybrid and cyber threats, particularly in the context of the Russian illegal aggression, which led to a Russia-specific EEAS-Commission driven Counter Hybrid Strategy. The EU significantly advanced the rules-based international order in cyberspace, contributing to the establishment of a new UN Global Mechanism on Cyber. The EU strengthened its cooperation with partners also through the initiation of strategic consultations on hybrid threats with the UK and the deployment of the EU Hybrid Rapid Response Teams in Moldova.

In the [space](#) domain, the EEAS strongly promoted responsible behaviour in outer space, notably through EU participation in Open Ended Working Groups, and stepped up its public diplomacy for security of outer space. This was done among others through existing (US) and new dialogues (India, Republic of Korea) with third states on space security.

The EEAS reinforced its commitment to multilateral [counterterrorism](#) efforts by co-chairing the Global Counterterrorism Forum and assuming the co-lead of the Global Coalition Against Da’esh Core Focus Group on Syria and Iraq. The EU continued to play a pivotal part in shaping global responses to emerging terrorist threats, encouraging international cooperation, and promoting Human Rights based approaches to counterterrorism.

In all areas of [non-proliferation, disarmament, and arms control](#), the EU maintained dialogue with third countries while closely cooperating with civil society. Upholding the global non-proliferation and disarmament framework, the EU utilized diplomatic actions and financial aid to third countries and international organisations to strengthen multilateralism. Besides, the EU collaborated with Ukraine and Moldova to prevent the diversion and trafficking of conventional weapons.

In February, the High Representative and the European Commission presented a Joint Communication outlining an [EU Action Plan for Cable Security](#)³⁴, which included proposals engaging international partners in protecting submarine cables. The EEAS supported the organisation of the annual EU Maritime Security exercise (MARSEC 25, July, Italy), targeting illegal, unreported, and unregulated fishing and the protection of critical undersea infrastructure. The event involved EU agencies (EMSA, FRONTEX, EFCA, EDA), as well as Member State representatives, and it featured NATO as an observer for the first time. In October, the HR/VP appointed an EEAS Shadow Fleet Coordinator to gather best practices from Member States to tackle the shadow fleet issue, supporting ongoing discussions at Ministerial level and complementing the EU’s international engagements in the G7/Nordic-Baltic NB++ Task Force. The EEAS further developed stronger and more adaptable [civilian and military crisis management tools and responses](#).

Illustrative overview of EU-led civilian and military crisis operations in 2025:

EUNAVFOR ATALANTA (NW Indian Ocean)	Protected freedom of navigation and secured sea lines of communication (Middle East-Asia-Europe). Intervened in 6 piracy cases and provided 20+ protections to World Food Programme vessels.
EUNAVFOR ASPIDES (NW Indian Ocean)	Ensured maritime security; conducted 330+ close protections of merchant vessels
EUNAVFOR MED IRINI (Mediterranean)	Monitored sanctions evasion, reporting 492 shadow fleet observations (76 flagged as suspicious), directly informing EU sanctions policy.

³⁴ JOIN(2025) 9 final.

EUBAM Rafah (Rafah Crossing Point)	Deployed on 31 January 2025 but remained on standby during the crossing's closure.
EU Advisory Mission (EUMA) Armenia	Strengthened human security in conflict-affected areas and supported confidence-building between Armenia and Azerbaijan.
EUPM Moldova.	Enhanced Moldova's security sector resilience, countering hybrid threats, foreign interference (FIMI), and improving crisis management structures.
EUMM Georgia	Bolstered resilience against hybrid threats and FIMI.
EUFOR Althea (Bosnia and Herzegovina)	Extended for one year by UNSC unanimous mandate; supported local authorities in maintaining a safe and secure environment.
EU Security & Defence Initiative (Gulf of Guinea).	Enabled flexible deployment of advisory/training teams to Benin, Côte d'Ivoire, and Ghana to counter maritime insecurity.
Second Impact Evaluation (Iraq)	Conducted the second-ever impact evaluation for a civilian CSDP mission, assessing effectiveness and lessons learned.

In 2025, the EEAS invested even more efforts to further strengthen EU [global peace mediation engagements and partnerships](#). The HR/VP promoted peace and regional dialogue during the Thailand–Cambodia border conflict, offering possible EU support. In Sudan, the EU supported mediation efforts by regional actors notably to enhance participation of civilian stakeholders. The EU accompanied peace talks with non-state armed groups in different regions of Colombia and assisted the UN-led peace process in Yemen. Through the 7th Community of Practice on Peace Mediation, the EEAS brought together over 400 practitioners and policymakers, advancing partnerships with civil society and international partners. Peace partnerships were further enhanced with mediation dialogues with bilateral and multilateral actors, including inaugural sessions with the United Kingdom and Norway, alongside recurrent dialogues with Switzerland, the United Nations, and the African Union.

The EU's 13 civilian CSDP missions stand at the forefront of our efforts to stabilise countries affected by crises, with approximately 2,300 staff currently deployed in key regions of interest for the EU's foreign policy objectives.

The [brand-new Civilian Operations Headquarters](#) inaugurated in March represented a step forward in improving the overall planning and conduct of civilian CSDP missions. The upgraded structure ensured closer alignment between headquarters and missions deployed on the ground, contributing to reinforced strategic coherence and direction, efficiency, and better visibility of the EU's civilian crisis management. In line with the new approach, nine missions went through strategic review and assessment, resulting in the amendments of the following mission's Operation Plans:

- ✓ The redeployment of **EUBAM Rafah** made it possible to provide support, as early as January 2025, to the Palestinian Border authority. This was in line with the ceasefire agreement and resulted in the temporary reopening of the Rafah Crossing Point.
- ✓ **EUPM Moldova** provided support to help ensuring integrity of the electoral process during the September 2025 parliamentary elections.
- ✓ **EUAM Ukraine** received overwhelming support from EU Member States, allowing it to continue to help strengthening Ukraine's civilian security sector.
- ✓ The decision to close the **Regional Advisory and Coordination Cell (RACC) for the Sahel** by the end of January 2026 is part of broader reflections on how to continue engaging with the countries in the Sahel region.



The [Civilian CSDP Compact 2023–2027](#) marked another step forward in strengthening the professionalism of civilian CSDP missions by introducing more flexible and targeted human resources policies. Among its key initiatives was a new [policy on International Contracted Staff](#), which set clearer limits on how long contracted personnel could serve in a single mission – a move that underscored the broader ambition to increase the proportion of staff

seconded directly by EU Member States. At the same time, the [vetting process for mission personnel underwent a thorough revision](#), streamlining procedures to accelerate deployments and ensure that qualified staff could be mobilised more efficiently. These efforts were further reinforced in [April](#), when the [second EU Civilian CSDP Missions Human Resources Capacity Generation Conference](#) took place. The event not only fostered greater coordination among stakeholders but also contributed to simplifying the selection and recruitment process, making it easier to assemble the right expertise when and where it was needed most.

PART 2 – MANAGEMENT OF RESOURCES

2.1. Achievements of objectives in the EEAS administration

In 2025, the Directorate General for Resource Management (DG RM) focused on **three priority areas**: (i) Strengthening service resilience and efficiency amid resource constraints and crises; (ii) Enhancing talent acquisition and retention, inclusion and well-being of staff and (iii) Advancing digital transformation in EEAS operations.

I. Strengthening service resilience and efficiency amid resource constraints and crises

The EEAS strengthened **budgetary resilience and resource optimisation** through proactive engagement with the European Commission and the Budgetary Authorities, particularly the European Parliament, securing an **additional EUR 3 million** above the 2% non-salary increase for the 2026 administrative budget. This built on the EUR 10 million granted in 2025 to **enhance security in Delegations**, reinforcing the Service's budgetary baseline.

At the same time, the EEAS implemented **cost-containment measures and resource reallocation** aligned with geopolitical priorities. Disciplined financial planning and strengthened internal coordination led to a record budget execution rate of 99.9991% — the highest since the Service's creation — reflecting a mature and effective financial system.

The EEAS actively contributed to discussions on the **Multiannual Financial Framework (MFF)** proposal, achieving a key outcome: the proposed increase of the external heading to EUR 215 billion, raising its share of the overall budget from 9% to nearly 11%. The proposal also explicitly recognises the EEAS' role in **safeguarding the security of EU Delegations**, reflecting the direct impact of EEAS advocacy efforts.

In 2025, the EEAS advanced with the **modernisation of the EU Delegation network**. The Commissioners' Project Group on External Relations agreed in May 2025 on a flexible structure that maintains global outreach while enabling agile engagement based on EU priorities. From September 2026 onwards, the network will operate with three types of Delegations: **reinforced Delegations, standard Delegations and diplomatic presence Delegations**. This agile and modernised structure is to allow the EU to maintain key political and diplomatic engagement with host countries while adjusting to the evolving geopolitical context and priorities.

The EEAS further strengthened **security, cyber, and crisis response capacities** to meet growing threats. Key achievements include meeting EU cybersecurity milestones, consolidating the EC3IS communication platform, and rolling out secure connectivity to Delegations. Fourteen civilian missions were integrated in the RESCOM platform, covering 196 staff members, and progress was made in incorporating the EUMAM Ukraine mission, with plans to add 10 military missions. Mobile command systems were upgraded and tested during the MILEX25 exercise, strengthening operational coordination.

Throughout 2025, the EEAS provided uninterrupted operational support to Headquarters and 145 Delegations and Offices worldwide, despite a high number of crises, balancing mission continuity with duty of care for staff and their families.

II. Enhancing talent acquisition and retention, inclusion and well-being of staff

In 2025, the EEAS ensured timely recruitment of highly qualified staff to address evolving operational needs in a changing geopolitical context, prioritising [specialised profiles](#), particularly in security and defence. A second round of [internal competitions](#) was launched to further strengthen and diversify the permanent workforce, while continued engagement with EPSO improved access to external talent, reinforcing overall recruitment capacity. The EEAS further invested in cultivating a cohesive management and leadership culture, through training, mentoring, coaching, and 360° feedback for its managers. All newly appointed managers continued to benefit from the EEAS Newly Appointed Managers ‘Training Map’, tailored to their seniority and background.

In 2025, the EEAS continued to reinforce a [common European diplomatic culture](#) and prepare the EU Diplomatic Service for evolving geopolitical and technological challenges.

Following the Council Decision of 21 May 2024³⁵, the [European Union Diplomatic Academy \(EUDA\)](#) concluded its first academic year in June 2025 with 43 participants from Member States and EU institutions. The second academic year (2025–2026) was launched in September 2025 and will train 46 participants across two editions³⁶.

Implementation of the [Diversity & Inclusion](#) Agenda and Action Plan 2023-2025 continued, with sustained attention to gender parity and geographical balance in recruitment and management appointments.

Measures addressing harassment were reinforced through awareness-raising initiatives, mediation, confidential counselling and a mandatory e-learning session. In light of high-pressure operational environments, particular attention was devoted to [mental health](#) support and guidance on psychosocial risk prevention.

III. Advancing digital transformation in EEAS operations

The EEAS continued leading the transition towards a [collaborative, data-driven and secure digital working environment](#) serving over 9,000 users worldwide. In line with the EEAS AI Strategy, GPT@EC was adopted to enhance drafting efficiency, while an internally developed AI briefing tool consolidated inputs from multiple data sources, improving analytical responsiveness. The HIVE platform expanded significantly, with internal documents reaching 9.4 million. External users increased by 198% (from 1,207 to 3,592), reflecting strengthened engagement with Member States and international partners. Integration with UN consultation processes streamlined coordination and improved diplomatic responsiveness. In parallel, HR process digitalisation continued, focusing on workflow streamlining, improved data management and enhanced user experience.

In 2025, the EEAS intensified preparations for [SUMMA](#), the most significant financial and information technology transformation since the establishment of the Service. SUMMA modernises the financial architecture underpinning EU external action and replaces the legacy ABAC system as of 1 January 2026. Preparing this transformation while ensuring uninterrupted global financial operations required comprehensive risk mitigation. The EEAS coordinated closely with the Commission’s Directorate-General for Budget to align processes, prepare data migration and strengthen governance arrangements. Extensive business process re-engineering was undertaken to harmonise workflows between Headquarters and Delegations and reinforce internal control mechanisms. A structured change management strategy supported institutional readiness. Between October and December

³⁵ <https://eur-lex.europa.eu/eli/dec/2024/1472/oj/eng>

³⁶ The EUDA runs two five-month editions per academic year, including a final month at the EEAS and a study visit to the College of Europe in Natolin. Open to all Member States and EU officials, it delivers practice-oriented training across key areas of EU external action.

2025, more than 700 staff members were trained across the network. A global role-based authorisation framework was implemented, defining over 400 business roles and granting controlled access to more than 1,200 users, ensuring segregation of duties and compliance with internal control standards. Throughout 2025, the EEAS sustained **uninterrupted financial operations** while driving this strategic transformation.

2.2 Human Resource Management and Policies

EEAS organisational structure

In 2025, the EEAS implemented **two major adjustments** to its organisational structure, to streamline senior management structures, reinforce coherent political messaging and strengthen interdepartmental cooperation.

Following the appointment of a **new Secretary-General in February 2025**, a major reorganisation of the entities directly reporting to the Secretary-General took effect on 1 May 2025, to deliver more effectively on the HRVP's political priorities:

- ✓ The Crisis Response Centre and the Corporate Governance Service were placed under the Deputy Secretariat-General for Economic and Global Issues (DSG.ECO).
- ✓ Strategic Communication and Foresight was renamed Planning and Strategic Communication and transferred to MD GLOBAL (within DSG.ECO)
- ✓ The Task Force for Gender and Diversity became the Task Force for Equality, and a new Ambassador for Equality replaced the Gender and Diversity Adviser. Both functions were placed under DSG ECO.

In July 2025, further changes were introduced within the Deputy Secretariat-General for Political Affairs (DSG.POL). The Africa and Americas Managing Directorates, together with the Directorate for Values and Multilateral Relations, were brought under DSG.POL. The Managing Directorates for Europe and for Eastern Europe and Central Asia were merged into POL.EURCA. All geographical departments report now to the Deputy Secretary-General for Political Affairs.

In November 2025, the Deputy Secretary-General for Economic and Global Issues (DSG.ECO) was renamed to DSG for Geoeconomics and Interinstitutional Issues (DSG.GII), reflecting the updated designation of the function. An EU Special Envoy on Critical Raw Materials was also appointed then.

Modernisation of the EU Delegations network

Following the political decision taken by the HR/VP, together with the External Action Commissioners within the Project Group on External Action (CPGEA) in May 2025, the EEAS advanced preparations for the modernisation of the EU Delegations network.

In a rapidly evolving geopolitical context, the objective is to ensure a **modernised and structurally agile network** of Delegations that matches the Union's level of ambition while maintaining its global footprint - no Delegation will close. The EEAS aligns human, financial and political resources with evolving priorities, including the Global Gateway and security and defence initiatives, to maximise overall impact and effectiveness.

From September 2026 onwards, the network will operate with three types of Delegations:

- ✓ **Standard Delegations**: forming the vast majority, performing all core functions and maintaining current policy and political engagement.

- ✓ [Reinforced Delegations](#), hosting additional regional expertise to support neighbouring Delegations, in managing Global Gateway, migration, stability, strategic communication to better serve the interests of the EU and of the receiving regions and countries (six in total).
- ✓ [Diplomatic Presence Delegations](#), operating with reduced staffing focused on core activities and supported by nearby Delegations and Headquarters (ten in total).

EU Delegations evacuations

The EEAS enhanced its security measures and implemented additional evacuations to ensure the safety of expatriate staff and their dependants in Delegations. Following a number of crises worldwide, several Delegations have faced evacuations or temporary staffing adjustments, specifically:

Evacuations	EU Delegation to Mali : non-essential expatriate staff and under-age dependants evacuated since October 2023.
	EU Delegation to South Sudan : non-essential expatriate staff and under-age dependants evacuated from March to May 2025.
	EU Delegation to Sudan : fully evacuated since June 2023; partial relocation to Cairo ongoing since July 2024.
	EU Delegation to the Democratic Republic of the Congo : mandatory evacuation of dependants (February–May 2025); voluntary departures remain in force for non-essential staff and dependants.

Non-Family Postings	EU Delegation to Burkina Faso : temporary non-family posting (since December 2022).
	EU Delegation to Niger : temporary non-family posting (since September 2023).
	EU Delegation to Haiti : temporary non-family posting (since June 2022).
	EU Delegation to Afghanistan : only essential staff allowed (since April 2021).
	EU Delegation to Ukraine : temporary non-family posting (since February 2022).
	EU Delegation to Burkina Faso : temporary non-family posting (since December 2022).

Voluntary Departures	EU Delegations to Belarus, Moldova, Russia : voluntary departures for non-essential expatriate staff and dependants remain in force.
	EU Delegation to the Democratic Republic of the Congo : voluntary departures in force since May 2025.

Relocations	EU Delegation to Sudan : partial relocation to Cairo (since July 2024).
	EU Delegation to Haiti : Commission staff relocated to the Dominican Republic (2024).
	EU Delegation to Yemen : closed; all staff relocated to Jordan.
	EU Delegation to Syria : partial reassignment to Damascus (since September 2025); Sub-Office hosted in Beirut.

Measures Repealed in 2025	EU Delegations to Mozambique, Lebanon, Israel and Office of the EU Representative to the West Bank and Gaza Strip : previous evacuation measures lifted in 2025.
	EU Delegation to Libya : temporary mitigation measures introduced (May 2025) and repealed (June 2025).

Selection and Recruitment

The current geopolitical environment and new areas of work for the EEAS call for a more agile and flexible organisation on the one hand, and for the recruitment of some highly specialised profiles on the other, especially in the security and defence fields.

Competitions contribute to strengthening the EEAS's permanent workforce. A second round of internal competitions was launched in 2025 (following the first edition completed in 2023), to enable the retention of experienced staff and expand the pool of permanent officials with diverse professional profiles. In parallel, sustained engagement with EPSO enhanced the EEAS' access to interinstitutional competitions and therefore to external talent.

Whereas selection and recruitment procedures are **based on merit, gender and geographical balance** remained an important priority and outreach activities have been strengthened in order to support this objective.

Cooperation with Member States and other Institutions on HR matters

In 2025, the EEAS strengthened its close cooperation with EU Member States and the European Commission to enhance human resources policies and the effectiveness of the EU Delegations network.

Through the biannual **Human Resources Network** (HR Network) and the quarterly **Steering Committee on EU Delegations** (EU DEL), stakeholders exchanged best practices and addressed key HR developments, such as rotation (2025–2026), training programmes and mediation. The EEAS regularly presented staff data to EU Member States, including in the **Working Party on Staff Regulations**, the **Political and Security Committee** and **COREPER**, with a focus on geographical representation and gender balance. The implementation of the modernisation of the Delegations' network featured prominently in discussions. Specific attention was given to the revision of the Duty of Care/Evacuation protocols, staff wellbeing, diversity and inclusion, including, reasonable accommodation for Local Agents (LA) with disabilities as well as improved support for LA and Junior Professionals in Delegations and better IT connectivity.

The EEAS and the Commission worked closely on the launch of the 2025 Staff Survey for Headquarters and Delegations, as well as on the second interinstitutional survey on Respect, Diversity and Inclusion.

EEAS workforce (Headquarters and Delegations) and Geographical Balance

At the end of 2025, 5,567 people were working in the EEAS, including statutory staff employed directly by the EEAS as well as external personnel. 52.4% (2,919) of the EEAS staff members were posted in 145 EU Delegations and Offices and the remaining 47.6% (2,647) in Headquarters.

In 2025, the total EEAS population included nationals from all Member States. All Member States held at least one AD position, and all Member States had at least one AD temporary agent from their Diplomatic Service posted within the EEAS, apart from Malta (same as in 2024).

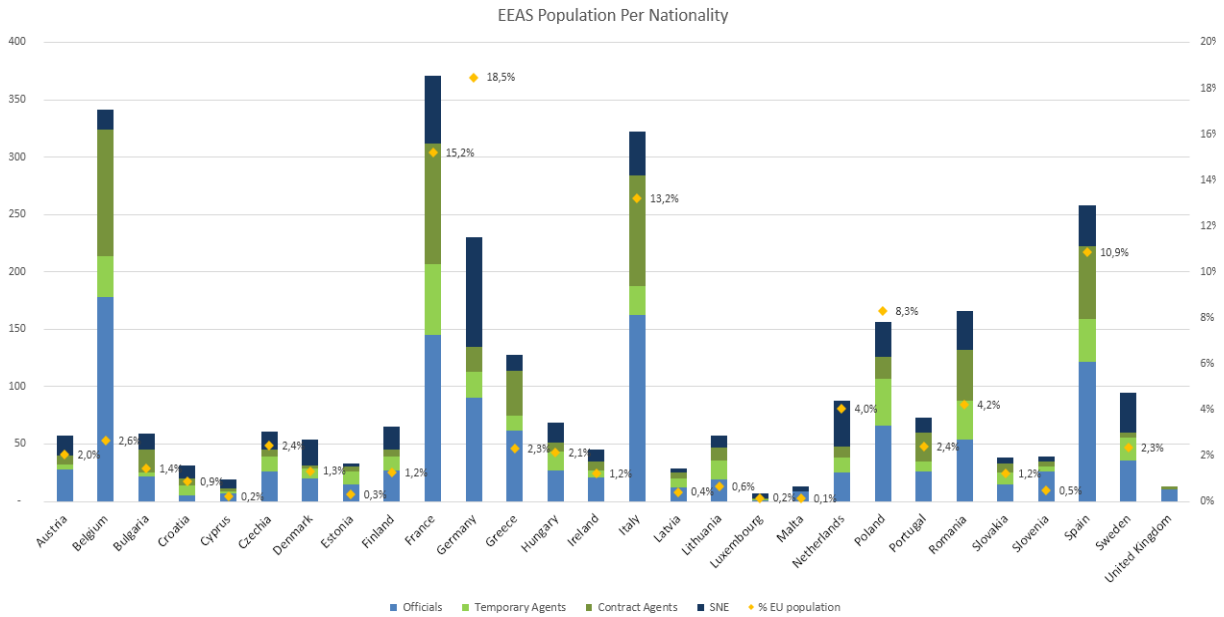


Figure 1: EEAS staff per nationality on 31 December 2025

By the end of 2025, all Member States held at least one of the 287 management position in the EEAS. Luxembourg was the only Member State without a Head of Delegation post, down from three Member States in 2024.

The EEAS had 1,045 staff members in the AD category, with 59.1% based in Headquarters and the rest in Delegations. The AST and AST/SC population which remained relatively stable compared to 2024 with 650 staff members, were assigned largely to Headquarters (70.3%). The 640 Contract Agents were fairly distributed between Headquarters and Delegations, with 59.7% assigned to Headquarters

EEAS Staff Headquarters --- Delegations

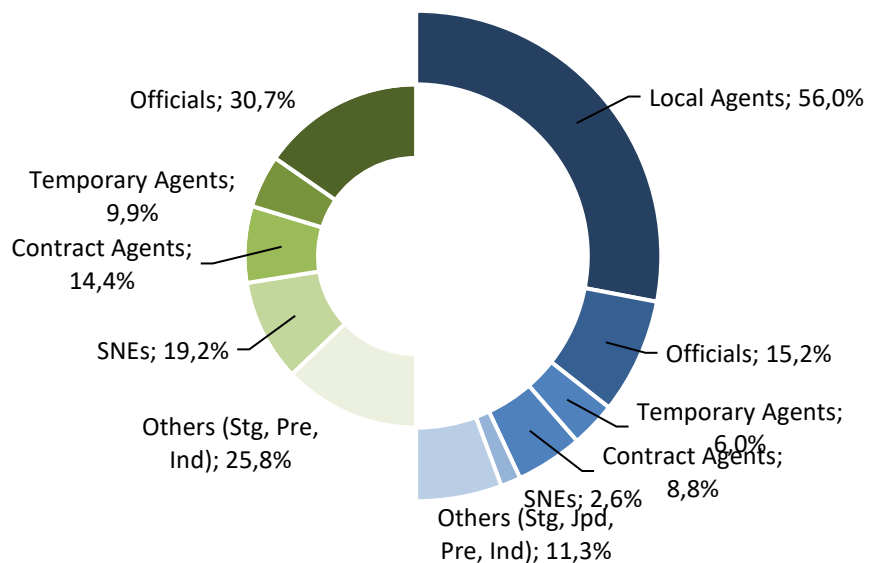


Figure 2: EEAS staff per category on 31 December 2025

(60% in 2024). In addition, in 2025 there were 585 **Seconded National Experts** (SNEs) from all Member States in the EEAS workforce. Of these, 319 (54.53%) were non-military, while 400 (68.38%) were cost-shared³⁷ (including military SNEs). **Local Agents** remained the largest staff category, with a total of 1,634 staff members in across Delegations (1,622 in 2024).

Finally, in 2025, the EEAS hosted 60 **Blue Book Trainees** at Headquarters, and 439 trainees in 100 EU Delegations across the world. 67 **Junior Professionals** participated in the seventh round of the Junior Professionals in Delegations (JPD) programme (2023-2025).

Gender parity

Achieving gender parity in the EEAS remained a key priority throughout 2025, in line with the EEAS Agenda for Diversity and Inclusion (2023-2025) and with GAP III objective to reach 50% women in management positions. The EEAS continued monitoring gender balance in the promotion exercises and supporting inclusive working conditions, particularly through flexible work arrangements to promote work-life balance.

The **upward trend** of women in EEAS management positions continued in 2025. Women represented 39.6% of EEAS Middle Management (both HQ and EU Delegations) positions (38.7% in 2024), and 37.8% of EU Ambassadors positions in Delegations (36.1% in 2024)³⁸. There was a slight decrease in women’s representation in Senior Management (35.4% in comparison to 37.3% in 2024).

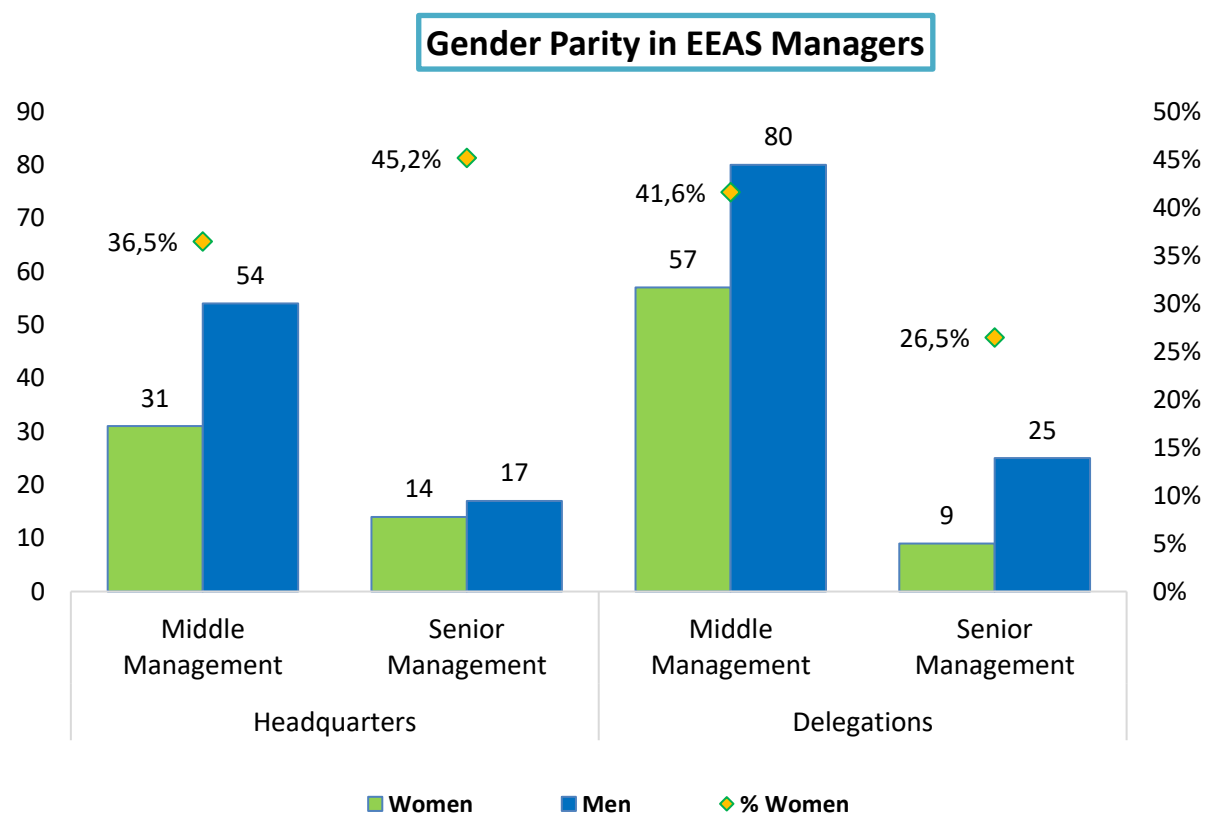


Figure 3: gender parity among EEAS Management in 2025

³⁷ “Cost-shared”: the cost of the SNE's secondment is shared between the EEAS and the expert's Member State. The EEAS typically covers costs like the daily and monthly allowances, professional travel (missions) and accident insurance, while the Member State covers the expert’s salary at national level and other expenses.

³⁸ The population of Heads of Delegations consists of both middle and senior managers.

At the end of 2025, women represented 41.2% of AD staff, a slight increase from 39.9% at the end of 2024, while they were still overrepresented in the combined AST and AST/SC categories with 64% (65.0% in 2024). The share of women in Contract Agent (CA) categories slightly decreased to 56.9% in 2025 (similar to 56.7% in 2024). The number of women Local Agents in Delegations remained stable also in 2025 at 48.1%. Finally, in 2025, women accounted for 30.3% of all the Seconded National Experts, which represents an increase from 26.9% in 2024.

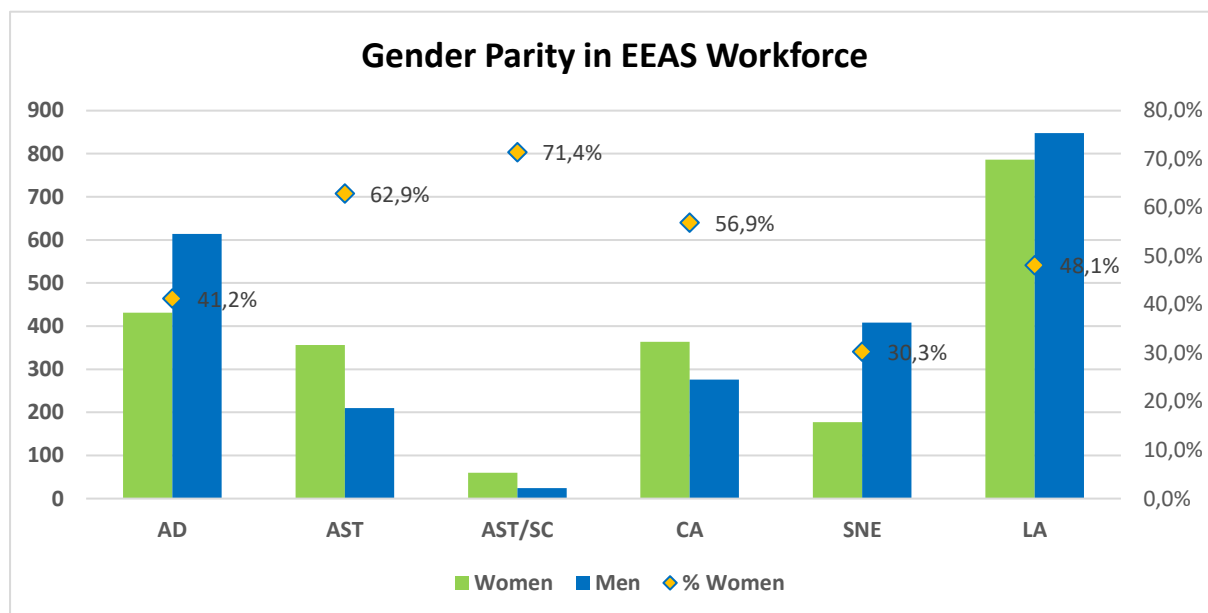


Figure 4: Gender Balance in EEAS in 2025

Diversity & Inclusion

The 2023–2025 Diversity and Inclusion (D&I) Agenda in the EEAS, which guides the Service’s commitment to promoting equality, diversity, non-discrimination and inclusion, was further extended – together with its internal Action Plan – until the end of 2027.

Systematic D&I training continued for newcomers, Heads of Administration and staff in pre-posting seminars. In 2025, 75 managers completed the revised EU School of Administration unconscious bias in management training. Outreach included a yearly D&I training newsletter and interinstitutional cooperation. The Europe Day D&I stand again received very positive feedback.

The Gender-Responsive Leadership (GRL) programme continued to expand, with 13 additional senior managers trained in 2025; A four-month programme for middle managers was launched, training 12 staff in its first cycle. Additional GRL formats included sessions at the annual Ambassadors’ Conference.

The EEAS strengthened monitoring through its [first anonymous disability census](#) (3,161 responses; 200 staff self-declared a disability), in line with recommendations from the European Court of Auditors. The [Joint Committee for Diversity & Inclusion \(CODI\)](#) held six plenary meetings in 2025 and was consulted on key Decisions and policy documents, including the new Decision on reasonable accommodation measures to Local Agents in Delegations³⁹. Accessibility factsheets now cover 139

³⁹ Decision (2025) 13 ([EN](#)/[FR](#)) on the provision of reasonable accommodation for local agents with disabilities working in Union Delegations.

Delegations and Offices, supporting informed mobility decision before a posting abroad. Moreover, 24 colleagues benefitted from financial support for staff with children with disabilities in 2025.

To support **LGBTIQ+ staff**, particularly in Delegations, the EEAS launched dedicated information sessions and established a support network to exchange best practices with international partners and support Pride-related initiatives across institutions.

In 2025, the EEAS put emphasis on **youth** engagement through cooperation with Blue Book Trainees and the development of the EEAS Youth Focus Group as a participatory platform on diversity and equal opportunities. Continued attention was given to non-discrimination on grounds of **ethnic origin, religion and belief**.

Preventing and addressing harassment

The EEAS holds a zero-tolerance policy against any form of harassment. In 2025, efforts continued to promote a safe and respectful working environment, with regular reminders to staff of the expected standards of conduct and the obligation to uphold ethical behaviour.

The EEAS continued to deliver a mandatory half-day management course to support managers in creating harassment-free work environment (66% of managers in 2025), and dedicated sessions during newcomers' inductions, pre-posting seminars for EEAS and Commission staff joining EU Delegations, and for trainees and their supervisors. Close to 2400 EEAS and Commission staff at Headquarters and in Delegations completed the **mandatory e-learning** course "*Respect and Dignity at Work: Recognising and Addressing Harassment*", available in English, French and Spanish, by year end.

In 2025, the EEAS received in total 16 **requests for assistance** for allegations of psychological harassment, submitted either by statutory staff member or by local agents. Six led to the opening of administrative inquiries, four were still being processed, and six were closed by the end of the year. Four administrative inquiries were concluded in 2025. Three of them led to the opening of disciplinary procedures and the competent authority decided to apply a disciplinary penalty in all of them.

Mediation service and network of confidential counsellors

In 2025, the EEAS Mediation Service continued to operate in an impartial, independent and informal manner, offering **confidential and voluntary assistance** to all staff at Headquarters and in Delegations and overseeing the EEAS Network of Confidential Counsellors.

The Mediation Service and the confidential counsellors handled a total of 268 (259 in 2024) contacts. The origin and type of the contacts handled by the Mediation Service remained stable with 66% from EU Delegations and 34% from Headquarters. Most of these requests concerned conflicts at work (52%), followed by rights and obligations (23%) and allegations of psychological harassment (13%).

Preventive engagement continued to increase, with more staff and managers seeking early advice. Outreach activities included presentations to Delegations, trainings for managers and newcomers, pre-posting sessions and contributions to the European Diplomatic Academy.

The Service was also involved in the preparation of a new anti-harassment decision.

Medical assistance and mental health

The EEAS Medical Service continued to provide essential support to staff throughout the year, by delivering advice on travel medicine, ergonomics, reasonable accommodation for staff with disabilities, occupational health and infectious diseases. Vaccination against Covid-19 and seasonal flu remained available in line with Belgian authorities' recommendations.

The Service organised awareness-raising activities for Breast Cancer Awareness Month and Restart a Heart Day, promoting cardiopulmonary resuscitation training.

In 2025, the EEAS Medical Service further strengthened [psychosocial support and mental health](#) care through enhanced pre-deployment psychological evaluations, mental health training and improved trauma management for staff deployed in crisis zones⁴⁰. A mission to Kyiv provided comprehensive psychological support to Delegation staff and their families, including stress management training, resilience-building activities and access to trauma-sensitive local services.

The service organised seminars on resilience and burnout prevention, promoted Mental Health First Aid (MHFA) training during welcome and pre-posting sessions and contributed to the Mediation Network workshop with a dedicated session on mental health and mediation.

In total, 66 medical evacuations of staff were carried out in 2025, including three by air ambulance.

In 2025, the EEAS continued to support [staff well-being](#) by launching a wellbeing community platform to promote engagement and participation. Activities such as the staff choir, wellbeing classes and participation in initiatives like the Velomai campaign and the EKIDEN Relay Marathon supported cohesion, physical health and teamwork.

Training for a Diplomatic service

In 2025, the EEAS ran several initiatives to reinforce a [common European diplomatic culture](#) and keep the EU Diplomatic Service at pace with evolving geopolitical and technological challenges. The EEAS maintained its efforts to cultivate a [cohesive management and leadership culture](#) by investing in training, mentoring, coaching, and 360° feedback for its managers. All newly appointed managers continued to benefit from the EEAS Newly Appointed Managers "Training Map," which is customized according to their seniority and background.

Following the Council Decision of 21 May 2024, the [European Union Diplomatic Academy \(EUDA\)](#) concluded its first academic year in June 2025 with 43 participants from Member States and EU institutions. The second academic year (2025–2026) was launched in September 2025 to train 46 participants across two editions. The EUDA runs two five-month editions per academic year, including a final month at the EEAS and a study visit to the College of Europe in Natolin. Open to all Member States and EU officials, it delivers practice-oriented training across key areas of EU external action.

Ethics

In 2025, the EEAS continued to promote the [highest ethical standards](#), through training and awareness, including for expatriate staff and Local Agents in EU Delegations. Through a note to all staff, the Secretary-General recalled the importance of vigilance and collective responsibility in upholding credibility, independence and integrity, including when reporting irregularities or using AI.

In line with transparency requirements, the EEAS published reports on [post-service activities](#) of senior officials and reviewed 19 post-service occupational activity notifications, including 6 concerning 4 former senior staff members. It confirmed the absence of conflicts in two submitted cases.

⁴⁰ Psychosocial support included individual interventions, return-to-work consultations, group sessions and debriefings following critical incidents, including returns from high-risk missions and postings.

2.3 Financial Management, Economy and Efficiency

EEAS administrative budget (including execution, budget transfers, budget deficit, budget optimisation and cost-saving measures)

The **EEAS' budget** (Section X of the Union Budget) is one of the most complex among the EU institutions, considered the volume of appropriation, and its management continues to be a challenging exercise.

In 2025, the voted budget of the EEAS (including the Amending Budget 3) amounted to EUR 929.5 million (Section X of the General Budget of the Union). In addition, the EEAS also disposed of an amount of EUR 378.91 million (including assigned revenues and carried over amounts), out of which EUR 250.2 million⁴¹ of European Commission funds to cover the administrative costs of Commission staff working in Union Delegations. The EEAS received additional fixed-amount contributions to cover common costs of European Defense Fund (EDF) staff in Delegations and for colocations, and other amounts received under the more than 100 colocation agreements and other agreements.

Since 2015, the common overhead costs of all the Delegation offices (rent, security, cleaning, and other overheads), have been financed entirely from the budget lines of the EEAS. For the part related to EDF and Trust Funds a contribution was made on a yearly basis. While this procedure simplified budget management, making it more efficient, the high-cost increases in the years following the Russian illegal attack on Ukraine combined with a maximum 2% annual increase of the budgetary resources to cover these costs, led to challenging budgetary constraint which contributed to the severe underbudgeting situation that the EEAS has been facing since the past years.

The total budget managed by the EEAS in 2025 amounted therefore to EUR 1 308.4 million (commitment appropriations). On multiple occasions, some appropriations available on specific budgetary lines were not sufficient to deal with the actual expenditure. This required transfers between Titles, Chapters and Articles.

The **Budgetary Authority** (BA) was informed of intended transfers on three occasions in accordance with Article 29(1) of the Financial Regulation and **did on no occasion raise any objections**. A total of thirteen autonomous transfers in accordance with Article 29(4) of the Financial Regulation were adopted by the Institution.

In absolute terms, the value of all transfers made within the EEAS section of the budget amounted to EUR 55.9 million. The transfers increased the EEAS Title 3 budget (Delegation) by EUR 10.4 million and decreased the EEAS Title 1 (Staff at Headquarters) and Title 2 (Buildings, equipment and operating expenditure) budgets by EUR 10.3 million and EUR 0.1 million, respectively.

Thanks to the **good cooperation between the EEAS and the Commission**, no significant difficulties occurred with the implementation of the Commission's contribution to the administrative costs of the Delegations. The unavoidable imbalances between needs and availabilities have been handled by internal transfers or additional contributions, with excess amounts returned in some cases.

The final voted budget for the EEAS HQ, after amending budgets and transfers, amounted to EUR 362.6 million. The execution in commitments of this amount at 31/12/2025 amounted to EUR 362.6 million or **100% of the credits**, setting a record for the fourth year in a row. The execution in

⁴¹ This amount includes internal and external assigned revenues (C4;C5 and R0) available in commitment appropriations on the 3005 line.

payments amounted to EUR 315.0 million or 86.9 % and increased in absolute terms by EUR 13.4 million and by 0,5 % in comparison with the 86.4 % of last year.

This high execution is the result of a very active and intensive appropriations management, continuously shifting funds to align availabilities to need, and by shifting the execution between fund sources to leverage their different characteristics.

The final voted budget for the EEAS Delegations, after amending budgets and transfers, was EUR 566.9 million. The execution in commitments at 31/12/2025 was EUR 566.9 million or 100.0%, also a record for the fourth year in a row. The payments amounted to EUR 504.1 million or 88.9 %, representing an increase of EUR 27.4 million in absolute terms and in line with the 89.8 % of last year.

Accounting matters

In accordance with the Financial Regulation, the EEAS is an independent institution, responsible as such for the preparation of its own annual accounts, which are the subject of an [annual discharge procedure](#).

In practice, the Accountant of the European Commission also serves as the Accountant of the EEAS. This results in the EEAS's accounting functions being carried out by the Accountant's services within the European Commission's Directorate-General for Budget. Nevertheless, over the years, the EEAS has increased its accounting capacity by transferring a part of the clearing process from the Directorate-General for Budget to the EEAS, while the clearing of several suspense accounts for EU Delegations remains under the EEAS direct management.

During 2025, efforts were maintained to control the total value and number of outstanding open items on suspense accounts, used by the EU Delegations as well as some Divisions at the EEAS Headquarters. The procedure for a monthly automatic clearing of the open items has improved the efficiency of clearing. In coordination with EU Delegations and the Directorate-General for Budget for the clearing suspense accounts, it was possible to maintain the number of open items at a very good level, in line with the situation of the past two years.

The use of suspense accounts in the EU Delegations is necessary due to the nature of some transactions executed therein, in particular the withholding of local taxes and social security from local staff salaries for subsequent payment to the local authorities and the accounting for Value Added Taxes which are reimbursable by the host country.

The [EEAS annual accounts](#) are established through a close cooperation between the EEAS Headquarters Division responsible for Budget and Post Management and the Accounting Officer's services in the European Commission's Directorate-General for Budget.

2.4 Infrastructure

Real Estate in EEAS Headquarters and EU Delegations

In 2025 the EEAS effectively managed a broad range of activities related to infrastructure, health and safety, and environmental initiatives across both Headquarters and Delegations. The [Headquarters real-estate footprint remained stable](#) at 87,618 m² across three Brussels buildings. Occupancy levels stayed close to saturation, requiring continued optimisation of space allocation and infrastructure use, in line with the Annual Management Plan 2025 objective to deliver efficiency gains and cost-effective services under budgetary constraints.

Major infrastructure projects advanced as planned. The New Schuman project further rationalised and modernised office space, while the NEO complex continued to serve as the consolidated hub for CSDP

structures, providing secure, purpose-built facilities. These actions strengthened working conditions, safety, organisational performance and internal resilience.

Following the political decision on the [Modernisation of the EU Delegation Network](#), six reinforced Delegations and ten Diplomatic Presence Delegations were established, triggering adjustments to the real-estate footprint, including refurbishments and relocations.

[Crises](#) in Ukraine, Haiti and West Bank/Gaza required additional measures, including relocation solutions for staff and reinforced protection of premises. The EEAS completed relocation or refurbishment projects in Australia, the Holy See and the Democratic Republic of Congo, purchased the office building in Brazil and the Residence in Ghana, and continued fitting-out projects in several Delegations. In 2025, the EEAS signed new lease contracts or extensions for 24 office buildings and 21 Residences (see AAR 2025 Annex 12).

Greening

In 2025, the EEAS continued implementing its [eco-management system](#) with the objective of establishing an Environmental Management System aligned with EMAS⁴² requirements at Headquarters and a proportionate model for Delegations. Following successful internal and external audits, Headquarters expects formal EMAS registration in early 2026. The Environment Steering Committee ensured oversight and monitored progress.

Performance indicators in the validated Environmental Statement (2024 results) confirmed [progress towards 2030 targets](#) compared to the 2019 baseline, including reductions in carbon footprint per FTE (-28%), gas consumption (-26%), waste (-37%), water use (-46%) and office paper use (-59%). The EEAS further integrated green public procurement criteria (87% of tender templates), increased use of economy class for mission travel (62% of distances flown) and reduced car commuting (-4.4%). Operational measures focused on efficiency improvements in buildings and resource management and reinforcing incentives for low-carbon mobility, including 90% reimbursement of public transport costs.

The EEAS supported Delegations through renewable energy solutions⁴³, energy audits and local efficiency measures. A [pilot Environmental Management System for Delegations](#)⁴⁴ delivered positive results and will progressively roll out across the network, strengthening coherence with Green Diplomacy objectives.

Health & Safety

In line with its [duty of care](#), the EEAS organised Health and Safety inspections in EU Delegations⁴⁵ and supported the implementation of corrective actions. It provided additional assistance in emergency situations, technical incidents and environmental health risks, including air and water quality in high-risk countries. Headquarters continued to supply Delegations with automated external defibrillators (AEDs)⁴⁶. The EEAS also launched a structured training programme for Delegations, combining e-learning and interactive modules⁴⁷ to maintain awareness and compliance with safety standards.

⁴² Regulation (EC) No 1221/2009 of the European Parliament and of the Council of 25 November 2009 on the voluntary participation by organisations in a community eco-management and audit scheme (EMAS), repealing Regulation (EC) No 761/2001 and Commission Decisions 2001/681/EC and 2006/193/EC.

⁴³ Photovoltaic installations were deployed in Cabo Verde, Namibia, Nicaragua, Vietnam and Zambia.

⁴⁴ Delegations participating in the pilot: Benin, Costa Rica, India, Kyrgyz Republic, Malaysia, Mexico, South Africa, Tajikistan, Türkiye, United Kingdom, UN Geneva.

⁴⁵ In 2025, Health and Safety inspections took place in Delegation offices and residences in Bolivia, China, Cuba, the Democratic Republic of the Congo, Mongolia, Morocco, Nigeria, the Republic of Guinea, Senegal and Uzbekistan. Planned inspections to Lebanon, Myanmar, Somalia and Syria could not take place due to visa restrictions and/or security concerns.

⁴⁶ In 2025, 63 new AED units were delivered to Delegations, according to the replacement plan, using a central supply framework contract and the diplomatic pouch service.

⁴⁷ By end of 2025, 101 staff members completed the e-learning module and 92 participated in the interactive sessions.

At Headquarters, the EEAS carried out [mandatory safety inspections](#) and evacuation exercises in all buildings, implemented targeted technical improvements and reinforced emergency response capacity. It ensured the safe delivery of complex maintenance and infrastructure projects⁴⁸, and strengthened organisational resilience through enhanced coordination and monitoring, improving preparedness and response.

Colocation policy

The EEAS continued to promote colocation⁴⁹ to facilitate intra-EU coordination, ensure consistent Union representation in third countries, enhance EU visibility under the [Team Europe approach](#), and optimise office space in Delegations.

By the end of 2025, colocations increased to 144 (44 with Member States and partner countries and 100 with other EU partners), in addition to seven reverse colocations hosting EU staff in partners' premises. Member States remained the primary partners, with 44 agreements in force, notably with France (9), Germany (5), Ireland (4), Spain (4), the Netherlands (4) and Belgium (3). The EEAS advanced projects with the United Kingdom (Eritrea) and Norway (Afghanistan, USA and negotiations regarding Comoros).

Cooperation with European partners strengthened further. The EEAS signed four new agreements with the European Investment Bank, bringing the total to 29, and continued collaboration with DG ECHO and FRONTEX. The European Maritime Safety Agency also expressed interest in colocation in the EU Delegation to the United Kingdom.

Overall, the EEAS signed [17 new colocation arrangements in 2025](#), including one reverse colocation. Colocation and reverse colocation proved to be effective solutions to support the modernisation of the Delegation network, and the EEAS continued bilateral discussions with Member States and partners to expand cooperation in real estate.

Housing Policy

The EEAS continued to implement its Housing Policy, which sets the conditions for [providing expatriate officials with accommodation](#), an accommodation allowance or rent reimbursement. In 2025, the services reviewed [31 Housing Norms](#) to align staff entitlements with local real estate market conditions.

2.5 Security

EEAS Security Policy

Throughout 2025, the EEAS strengthened institutional robustness by enhancing workplace safety, improving communication and reinforcing the security posture of its personnel. The [Security Awareness Programme](#) continued raising staff mindfulness of the threat landscape, with a focus on secure behaviour inside and outside premises and on protecting sensitive and classified information. To support these objectives, the Service developed targeted policies, products and tailor-made trainings.

⁴⁸ These included the installation of a Faraday cage in NEO or the logistically challenging upgrade of the cooling and ventilation system in the Schuman building to meet emerging operational demands.

⁴⁹ Colocation is a form of cooperation between the EEAS, EU Member States, and other EU or like-minded partners through which these partners are hosted inside the offices of EU Delegations. Ref. ADMIN (2022) 60, ADMIN(2022) 59.

The EEAS implemented major technical security and engineering projects in the new Headquarters buildings, including the accreditation of secured areas, and upgraded security infrastructure in existing premises. It maintained security systems and soundproof meeting rooms across all buildings and finalised five new [Technically Secured Areas](#) in the NEO building, ensuring information is protected against active and passive eavesdropping, while conducting studies for three additional TSAs in Headquarters.

The Service launched initiatives to protect sensitive data and communications in the NEO building and advanced a sustainable security strategy in close interinstitutional cooperation. In December 2025, the Secretary-General approved a new [Decision on Implementing Rules and Procedures for Personnel Security measures for protecting EU Classified Information](#). The Decision sets higher personnel security standards, strengthens security culture, and enhances compliance and accountability following consultation with Member States through the EEAS Security Committee.

The EEAS maintained a [high level of compliance](#) on personnel security clearance (PSC) (94.5% in Headquarters and 98.5% in Delegations), strengthened cooperation with EU Institutions and National Security Authorities, and co-organised the 2025 Expert Meeting on Personnel Security with the European Parliament. The counter-intelligence team contributed to further strengthening the Service's security posture by delivering extensive briefings and reinforcing resilience against espionage threats.

Cybersecurity

In 2025, the EEAS continued the modernisation its IT infrastructure and services to deliver reliable, high-performing and secure solutions to more than 9,000 users worldwide. Digital Services achieved 99.9% availability and performance. Through [digital transformation](#), the EEAS strengthened its cyber and IT security posture and reinforced resilience against evolving threats.

The Service completed the [migration](#) of six business applications from ABAC to [SUMMA](#), introducing next-generation corporate HR and financial tools and preparing the successful go-live in January 2026. It rolled out the HR-HUB and Purchase-to-Pay projects to simplify and digitalise administrative processes; by the end of 2025, 116 Delegations used Purchase-to-Pay.

The EEAS implemented a DevSecOps framework to integrate security across software development and progressed with the migration of applications to the EEAS Data Centre (65% completed, 10% near completion). It advanced the [EEAS AI strategy](#) by integrating the first AI use case into the e-Brief platform.

Under Regulation (EU) 2023/2841, the EEAS met [key cybersecurity milestones](#), strengthened regulatory compliance and enhanced threat detection and response. The EEAS completed the worldwide migration to Windows 11 for all users.

Secure communications

In 2025, the EEAS consolidated [EC3IS \(classified corporate high-classified platform\)](#) services and infrastructure for the three main user communities: EU Member States/Military Planning and Conduct Capability (MPCC), the European Union Single Intelligence Analysis Capacity (SIAC), and administrative users. It procured and implemented the central post-quantum crypto infrastructure, establishing the first post-quantum encrypted link in an EU Delegation and upgrading the EU OPS WAN link to EU SATCEN.

The EEAS expanded the provision of [Restricted Communication \(RESCOM\)](#) equipment to CSDP military and civilian mission staff, advancing the goal of a corporate restricted information management system across all CSDP missions and operations⁵⁰.

2.6 Information management

Information management policy and initiatives

In 2025, the EEAS continued rolling out HIVE, its document-centred platform, to foster [collaboration and information sharing](#). Internal use reached 9,401,285 documents, while external users rose from 1,207 to 3,592, a 198% increase, reflecting stronger engagement in Communities of Interest with Member States and international organisations. Onboarding activities were supported by extensive training and guidance.

The HIVE EXTERNAL platform facilitated [collaboration with the United Nations, other international organisations, and EU Member States](#), integrating UN-related consultation processes, including statement drafting and the Silence procedure, since January 2025. This streamlined interactions and reinforced strategic partnerships to address global challenges.

Artificial Intelligence strategy

In 2025, the EEAS successfully implemented [GPT@EC](#), a pioneering platform developed by the European Commission offering predefined prompts for briefings, letters, and summaries. Staff received comprehensive training on effective use, resulting in improved drafting efficiency and higher-quality outputs.

The Service developed an [in-house AI briefing tool](#) generating concise one-page briefings for regions including MENA, ASIAPAC, EURCA.WEST, and AMERICAS. The tool draws on e-Brief content, HIVE political reports, email reports, and SITROOM news sources. Its verifying agent allows one Large Language Model to check another, enhancing reliability.

[Engagement with other EU institutions](#) continued, particularly within the DPO Network, both on AI and data transfers.

To be compliant with the Artificial Intelligence Act, (since the adoption of key AI requirements in 2025) the Data Protection Officer liaised with the AI Supervisory Authority, establishing the EEAS AI Supervisory Correspondents' team. As requested by the EDPS, the DPO coordinated an AI survey both in Headquarters and in EU Delegation, mapping the use of internal and external tools (e.g., JRC pilot, GPT@EC). Furthermore, the DPO contributed to the updated Guide on AI tools and to the data protection segment of the EEAS AI Fluency training.

During 2025, trainings on data protection targeted new staff, heads of administration, assistants to the heads of delegation as well as legal advisors in CSDP missions. The DPO also implemented awareness-raising activities focused on IT security and case law interpretation.

⁵⁰ 14 civilian missions/operations were onboarded via RESCOM platform, integrating 196 staff, and advanced preparations for EUMAM Ukraine and 10 military missions/operations, adding 75 staff.

PART 3 – INTERNAL CONTROL AND ASSURANCE

3.1 Efficiency and effectiveness of the Internal Control System

Compliance, efficiency and effectiveness of Internal Controls

The EEAS Internal Control Framework is based on internationally recognised best practices⁵¹ adapted to the EEAS reality and needs. The current version of the EEAS Internal Control Framework, adopted in July 2024, reflects the role of the Chief Governance Officer and the Internal Control Committee, which is composed of senior managers from the entire Service.

The current framework and the resources of the Corporate Governance Service dedicated to internal controls, demonstrate the EEAS' commitment to ethics, staff development, sound financial management, risk monitoring and good governance.

The EEAS performs an annual assessment of the sound functioning of its internal control system in accordance with the requirement of Art.36.3(f) of the Financial Regulation.

This assessment is conducted via an annual survey in which respondents evaluate the functioning of the 17 principles (clustered into 5 components) that structure the EEAS Internal Control Framework.

In 2025, the survey was enhanced, shortened and focused on the questions that yield meaningful insights on the functioning of the Internal Control System. For this exercise, in addition to Heads of Delegations and Heads of Divisions in HQ executing EEAS budget, the full survey was also completed by the Directors with an Authorising Officer function, thereby collecting informed opinions from 167 respondents - a notably large population.

In addition to the results of the survey, the overall assessment of the functioning of the internal control system is also based on:

- ✓ Declarations of Assurance from Authorising Officers by Sub-Delegation.
- ✓ The observations and the recommendations reported by the European Court of Auditors (ECA), the Internal Audit Service of the European Commission, and the Internal Audit Division of the EEAS.
- ✓ The statement of the Chief Governance Officer in charge of risk management and internal control and of the Director-General in charge of resources.
- ✓ Systemic issues identified by sources other than the above.
- ✓ The available indicators identified in the existing methodology.

Based on the aforementioned elements, the EEAS concluded that [the assessment of the functioning of the internal control system, resulted with principle 9 and 11 requiring some attention.](#)

⁵¹ Internal control applies to all activities, irrespective of whether they are financial or non-financial. It is a process that helps an organisation to achieve its objectives and sustain operational and financial performance, respecting rules and regulations. It supports sound decision making, taking into account risks to the achievement of objectives and reducing them to acceptable levels through cost-effective controls. This definition very much mirrors the standard definition of internal control adopted by [COSO](#). COSO is the Committee of Sponsoring Organizations of the Treadway Commission. The COSO organisation is sponsored and funded by the Institute of Internal Auditors (IIA); the Institute of Management Accountants (IMA), Financial Executives International (FEI) and the US Accounting Organisations (AAA & AICPA).

Delegations reported more concerns than HQ, underlining the increasing issues that the EU Delegations encounter. This confirms the challenges of operating in over 130 locations around the world and the EEAS continues to prioritise and invest in addressing them. The analysis of other sources highlighted issues related to procurement and contract management, financial management and the full usage of secure communication systems.

To remedy these issues, the EEAS has set-up a task force on procurement, the work of which was concluded early 2026. On secure communications, reports highlight that further measures remain necessary to make effective use of the available tools, despite the increased training offers and information provided to staff and wide availability of secure communication tools.

In line with the EEAS Internal Control Framework, the areas of concerns will be addressed by mitigating actions included in an Action Plan. This Action Plan will be monitored and reported on in the Internal Control Committee.

This comprehensive approach - combining survey insights, other sources such as audit findings, and corrective measures - is intended to rectify existing concerns and to pre-emptively address potential risks, thereby safeguarding the integrity and effectiveness of the EEAS's operations.

Financial circuits in Headquarters and EU Delegations

The EEAS, represented by the HR/VP, performs the duties of Authorising Officer (AO) in accordance with Article 92 of the Financial Regulation. Moreover, in accordance with the Decision on the Internal Rules on the implementation of the Budget of the EEAS, the powers of authorisation have been delegated to the Secretary General, who is the Authorising Officer by Delegation (AOD) of the EEAS.

The Secretary General has sub-delegated most of the powers to the Director-General for Resource Management, who acts as Principal Authorising Officer by Sub-Delegation (P/AOSD). The latter has sub-delegated specific powers to Managing Directors, Directors, Heads of Delegation and Heads of Division (AOSD).

At operational level, the budget is implemented by the Heads of Division in Headquarters and by the Heads of Delegations throughout the EU Delegations network. For the purpose of budget implementation, the EEAS has adopted the following financial circuits at Headquarters:

- ✓ EEAS STANDARD, which is fully de-centralised with all operations, including initiation and verification, taking place within the line manager's services. The operations processed using this circuit are those consisting of provisional commitments/de-commitments for the EU Delegations, accounting regularisations and payments to members of staff.
- ✓ EEAS STANDARD A2, which is also de-centralised with all operations, including financial and operational initiation, and operational verification, taking place within the line manager's services. This model contains an ex-ante verification, which is carried out by the ex-ante control function of the Public Procurement, Contracts and Finance division, and is used in particular for payments related to public procurement to third parties.
- ✓ EEAS EXTRA LIGHT, used in particular for payment of mission expense claims that have been examined by the PMO for conformity with the mission guide and for payment of representation expenditure to EEAS staff members.

For the purpose of budget implementation, the EEAS has adopted the following financial circuits in the EU Delegations:

- ✓ DEL_NORM (Initiating Agent – Verifying Agent / Imprest Account Holder – AOSD) – this is the standard workflow in application in the EU Delegations. The Initiating Agent role is typically performed by a local agent (accountant or administrative assistant), the Verifying Agent /

Imprest Account Holder is performed by the Head of Administration / Imprest Account Holder, the AOSD role is performed by the Head of Delegation or another AD official of the EEAS.

- ✓ DEL_SMALL (Initiating Agent / Imprest Account Holder – Verifying Agent – AOSD) – This 2nd workflow permits the signature by the same AOSD, of both the Verifying Agent and AOSD roles. It is used in case of unavailability of actors.

The function of AOSD is performed by the Head of Delegation who is an EEAS staff member or by another EEAS staff member in the category AD (with the exception of the Support to EU Delegations Division at EEAS Headquarters, where also senior-AST officials are allowed to receive a sub-delegation). The circuits described above are considered the most appropriate, taking into account the nature of the transactions to be authorised (entirely administrative expenditure) and the resources available to the EEAS.

3.2 Control Results

Ex-ante control function and result

In order to detect and eliminate errors before the financial transactions (commitments, payments and recovery orders) are authorised by the responsible Authorising Officer by Sub-Delegation, two *ex ante* verification modes are used in the EEAS:

1. For Headquarters transactions in the framework of procurement contracts executed by external contractors (services, supplies and work), a decentralised *ex-ante* financial verification with counterweight is carried out by the Public Procurement, Contracts and Finance Division. In this case, the *ex ante* financial verification is an independent function from the Authorising Officer by Sub-Delegation responsible for the transaction. This verification mode was introduced by the Authorising Officer by Delegation (AOD) with a view to enhancing the compliance, legality and regularity of the verified transactions.
2. For all other financial transactions carried out at Headquarters (such as staff entitlements, services provided under Service Level Agreements, reimbursement of experts, etc.) and for the financial transactions in Delegations, the *ex-ante* verification is assured internally by the operational divisions or by the Delegations respectively.

In July 2025, a fourth *Review of the Control Strategy for transactions linked to public contracts* was conducted and a threshold for *ex ante* control over commitments was introduced up to EUR 5,000 for specific contracts linked to high-value framework contracts already checked by the Public Procurement, Contracts and Finance Division.

During 2025, for transactions falling under point 1. above, the Public Procurement, Contracts and Finance Division performed:

- ✓ 1 489 *ex ante* financial verifications on commitments (1 501 in 2024) concerning 1 140 commitments (1 176 in 2024);
- ✓ 1 325 *ex ante* financial verifications on payments (1 499 in 2024) concerning 1 046 payments (1 135 in 2024).

The decrease of both commitments and payments submitted in respect of the previous year is to be noticed; this is the immediate consequence of the third and fourth *Reviews of the Control Strategy for transactions linked to public contracts* implemented in 2025. The detected errors linked to irregularities such as “amount not in accordance with legal commitment/framework”, “FWC ceiling exceeded”, “amendment to the contract not in agreement with FR” and “expenditure not covered by

legal basis" were minor: 16 for commitments and 27 for payments (vs. 30 for commitments and 37 for payments in 2024).

Following the new policy to manage centrally public procurement procedures leading to services, supplies and work contracts with a value greater than the 2014/24/EU Directive threshold or greater than EUR 538 000 for works, in 2025, all public procurement procedures dealt with were subject to the centralisation.

For public procurement, two *ex ante* verification modes are in place in the EEAS:

1. For high-value contracts (those above EUR 143 000 for services and supplies, and above EUR 538 000 for works), the *ex-ante* verification by the Public procurement, Contracts and Finance Division is independent from the AOSD in charge of the procurement file in the operational Divisions and Delegations. This mode aims at enhancing compliance, legality and regularity.
2. For (very) low and middle-value contracts including new FR 2024: change of threshold up to KEUR 300 for Delegations outside the EU, the *ex-ante* verification is assured internally by the operational Divisions or by Delegations.

Ex post control function and results

Ex post control is a vital part of the EEAS internal control environment. Its main goal is to review financial and operational aspects of completed budgetary transactions. This ensures that operations comply with the rules and provides assurance on the legality and regularity of transactions. The key objectives of ex post control:

- Measures the level of error in financial operations.
- Assesses whether financial operations comply with applicable rules.
- Provides assurance on the legality and regularity of operations.

The financial residual error rate is compared with a materiality threshold of 2% of total expenditure and revenue. This threshold is used by the Commission (DG BUDG) and the European Court of Auditors. If the error rate exceeds this threshold, a reservation in the Declaration of Assurance (DAS) by the Authorising Officer by Delegation (AOD) may be considered.

In 2025 the EEAS aligned its ex post methodology with the approach used by the European Commission in calculating the procurement related errors. The methodology was applied to the data of 2024 and 2025 and was already featured in the 2024 EEAS Annual Activity Report where the changed approach was illustrated in the relevant ex post annex.

Ex post controls provide a comprehensive management information tool for the Secretary-General in accordance with article 74(9) of the Financial Regulation.

For ex post control, all financial transactions of the EEAS budget recorded during the budget year are stratified into:

- Payments, divided into four domains: staff expenditure; security; IT and telecommunication; infrastructure and other operating expenditure
- Revenues: only revenues duly registered in the accounts are considered. Entries in the suspense account are included once cleared and accounted for.

Up to 2024, the ex post control methodology used a sample size of 750 transactions, 150 transactions per each of the above five domain. In October 2024, the EEAS entrusted the responsibility for

authorising the payroll of EEAS statutory staff to the Office for the Administration and Payment of Individual Entitlements (PMO) of the European Commission. As a result, from the 2025 ex post control exercise, statutory staff's salaries are no longer included in the population of transactions subject to EEAS ex post control as the responsibility for verifying their regularity and legality lies in the PMO. Following this decision the sample size in the Staff expenditure domain was reduced from 150 to 60 transactions, leading to a total number of sampled transactions of 660, instead of 750 of previous years.

Ex post controls provide the AOD with detected error rates per domain and aggregated error rates. For financial errors, the residual error rate is calculated. The detected error rate corresponds to errors found after payment/recovery, which were not prevented through ex ante controls. The residual error rate combines the error rate in the controlled part after corrections and the presumed error affecting the non-controlled part.

For revenue, transactions linked to the Commission's contribution to the EEAS budget are characterised by high-value transactions with a low likelihood of error as confirmed by previous ex post controls and audits. For this reason, again in 2025, they were excluded from the ex post controls population.

Results of Ex post Controls

The materiality threshold for financial errors is 2%. [The financial residual error rate in 2025 for EEAS expenditure is 0.0015% and for revenue is 0.0316%. These rates are below the materiality threshold in line with the results of previous years.](#) The net amount at risk in expenditure in 2025 is EUR 9,971, representing 0.0012% of authorised payments subject to ex post controls. On the revenue side, the net amount at risk is EUR 14,500, representing 0.0046% of the total revenue subject to ex post controls.

Procurement related errors

Since 2024, the EEAS has aligned its ex post methodology to the approach of the European Commission in calculating the procurement related errors. Since 2012, the ECA quantifies payments linked to contracts with serious procedural procurement errors as having a 100% error rate and includes them in the calculation of the total error rate (so summed up to the financial errors) to establish if it is within the materiality threshold.

In its methodology, the EEAS acknowledges that such errors are serious. However, like the European Commission, it considers that the actual financial impact of such errors cannot be quantified in a manner that is consistent with the financial errors on expenditure and revenue and should therefore not be added to the financial exposure (amount at risk), nor considered for a potential financial reservation.

Control Efficiency and Cost-Effectiveness

Ex post controls are cost-efficient and provide EEAS management with guidance for future decisions. They help identify weaknesses in the internal control system, offering insights into the effective and efficient functioning of operations at Headquarters and Delegations. Detailed information can be found in Annex 5.

3.3 Audit observations and recommendations

EEAS Internal Audit Division

The Council Decision establishing the organisation and functioning of the EEAS⁵², sets up an Internal Audit function in the EEAS, carried out by the Internal Audit Division (IAD) which also deals with ex post controls.

In line with applicable international standards⁵³, the **Internal Audit mission** of the IAD is **to create, protect and sustain value** by providing the High Representative, the EEAS Secretary General and management with independent, risk-based, and objective assurance, advice, insight, and foresight. Its objectives, responsibilities and authorities are defined in its Mission Charter as adopted by the High Representative of the Union for Foreign Affairs and Security Policy at the end of 2025.

The Internal Audit function reports functionally to the Secretary General and to the Audit Progress Committee (APC) chaired by the Secretary General, while administratively being attached to the Chief Governance Officer.

In 2025, the IAD concluded its independent risk assessment of the EEAS activities that was formalised in the internal audit risk registry and whose high risks were conveyed in the Strategic Internal Audit Multiannual Plan (SIAP). The SIAP was issued at the beginning of 2026 after consultations with the APC and the High Representative and Secretary-General and is comprehensive of the audit topics that will be launched in the period 2026-2027 by the IAD. In addition, the Internal Audit finalised the advisory engagement on High-Value Public Procurement at EEAS Headquarters with the objective of addressing the root cause of the delays in the procurement procedures.

During 2025, the IAD continued its assessment of the relevance of action plans and of the implementation of the outstanding recommendations by auditees. Progress was made in addressing the remaining open recommendations, with concrete next steps identified and agreed on for their completion. At the end of 2025, two action plans were still under discussion: “Information flows between the EEAS, DG HR and the PMO” and “Management of the registry of exceptions and non-compliance events”. The number of open recommendations was reduced from three critical and 32 very important to two critical and 28 very important ones, including the recommendations pertaining to the audits whose action plan is not yet considered as adequate by the IAD. The two critical recommendations that remain open together with one very important recommendation belong to the audit of the “Management of the EU Delegation building in Washington”. The other very important recommendations stem from: four from the audit on “Management of the registry of exceptions and non-compliance events”; five from the audit on “Management of local agents’ salaries and the recruitment and management of local agents and equivalent local staff”; one from the audit assignment on “Commission’s contribution to the EEAS budget”; three from the audit on “Management of training expenses”; thirteen from the audit assignment on “Information flows between the EEAS, DG HR and the PMO” and finally, one from the audit on “Management of recoveries”.

European Commission Internal Audit Service (IAS)

As per article 117(2) of the Financial Regulation the Internal Audit Service of the European Commission (IAS) performs the function of internal auditor in respect of the implementation of the section of the budget relating to the EEAS. The Financial Regulation also states that for the purposes of the internal

⁵² Council Decision of 26 July 2010 (2010/427/EU), Article 4.3(b).

⁵³ The Internal Audit operations are based on the Global Internal Audit Standards as promulgated by the Institute of Internal Auditors.

auditing of the EEAS, Heads of Delegations, acting as Authorising Officers by Sub-Delegation, shall be subject to the verifying powers of the internal auditor of the European Commission for the financial management sub-delegated to them. The IAS purpose, authority and responsibility in relation to the EEAS are defined in the [IAS Mission Charter](#).

The IAS has assessed that – for 2025 – the IAS’ purpose, authority and responsibility, as defined in the Charter, continued to be adequate to enable the IAS to accomplish its objectives. EEAS maintained steady progress in implementing recommendations from the IAS with key focus on resolving long-outstanding audit findings. The IAS highlighted the importance of effective governance and control systems and the need to address the weaknesses identified during the audits.

i. [Audits concluded in 2025](#)

The IAS completed one audit on “[Ex post controls in the EEAS](#)” with a final report issued in December 2025. The IAS concluded that overall, the *ex post* control process has been adequately designed and effectively and efficiently implemented, except for two important and two very important recommendations issued, namely on improving sampling methodology and data validation; and strengthening the reporting process and the use of the EPC results.

ii. [Follow up of audits from previous years](#)

In 2025, the EEAS sustained its commitment to the effective implementation of IAS audit recommendations. Despite external dependencies delaying the closure of some long-standing issues, the EEAS demonstrated strong internal coordination, transparent communication with the IAS, and proactive management of audit follow-up. The service remains on track to implement the remaining open recommendations, in line with updated timelines and regulatory developments.

Regarding the audit on “[Allocation of Human Resources in EU Delegations \(INTPA, NEAR, FPI, TRADE and EEAS\)](#)”, several of the recommendations have already been addressed according to the adopted action plan. One very important recommendation has been closed by the IAS in 2025, while five recommendations (two very important, three important) remain open. The decisions and implementation of the Modernisation of the EU Delegations Network are contributing to the further fulfilment of audit recommendations.

With regards to the audit on “[Anti-fraud strategies in the external action family – EEAS](#)” the EEAS Action Plan was approved in May 2025, and implementation is progressing in line with the agreed timeline, with several intermediate milestones already achieved. The EEAS has strengthened governance, monitoring, and reporting mechanisms, and improved guidance and communication. Training and awareness-raising have been significantly expanded across the Service. The Fraud Risk Assessment has been launched, including two dedicated surveys one targeting EEAS management and one targeting all EEAS staff. Implementation of the audit recommendations will continue throughout 2026.

The EEAS made steady progress on the open recommendations issued in the audit on “[EC-EEAS Coordination](#)”, in collaboration with the European Commission. In March 2026, the IAS closed the recommendation on Annual management plans (AMPs) and risk management in EU Delegations. Although the negotiations concerning the final recommendation on revised working arrangements with the Commission services had not resumed, the EEAS has finalised the tasks within its remit, leading to a closure of recommendation and audit in early 2026.

Work advanced with the implementation of four pending recommendations related to the audit on “[Information security for RESTREINT UE/RESTRICTED and non-classified information](#)”. The new regulation on information security is pending the adoption of the European Parliament. Further delays

were also caused by the implementation of SUMMA, which took many resources and prioritisation of tasks was unavoidable.

The recommendation on strengthening performance monitoring stemming from the audit on the “[Management of the Service Level Agreements \(SLAs\) by the EEAS](#)” remained the longest outstanding item, with significant progress made in 2025 (and closure in early 2026). The signature of the new SLA between EEAS and DIGIT was finalised on 12 March 2025. Furthermore, work continued throughout 2025 to finalise the business impact analysis and classification of EEAS applications.

Major progress has been made also in addressing the remaining two open recommendations from the audit on the “[Procurement Process and Contract Monitoring in the EEAS](#)”, with only few actions pending. Recommendation on review of the control strategy is currently being implemented, with the process of the revision of the EEAS Internal Control Methodology ongoing. The EEAS marked for review the second recommendation on security services, which however required further actions, especially regarding the monitoring the expiration of security services contracts.

iii. [Audits launched in 2025](#)

The IAS launched a new audit on “[Information Management Strategy](#)” in December 2025. While some initial meetings took place in the end of 2025, most of the work will be done in 2026. The objective of the audit is to assess whether the EEAS has established an Information Management Strategy (IMS) that is adequately designed and supported by an effective governance framework, risk management process and control system, enabling the efficient and effective implementation of information management across the information lifecycle, to support the EEAS’s objectives and mandate.

[European Court of Auditors \(ECA\)](#)

The European Court of Auditors’ (ECA) is the EEAS independent external auditor, according to Article 287 of the Treaty of the Functioning of the European Union. The ECA contributes to enhancing the quality of the EEAS financial management, fostering accountability and transparency and acts as the independent guardian of the financial interests of the EU citizens.

As in previous years, the EEAS cooperated extensively with the European Court of Auditors (ECA) in the preparation of the Statement of Assurance for 2025 as well as for the special reports and the follow up reports from previous years.

i. [2025 Statement of Assurance Audit](#)

As part of its 2025 Statement of Assurance audit of the EEAS, the ECA sampled 15 transactions, the same as in 2024. EEAS continuously collaborated with the ECA to provide the requested documentation and information to facilitate their work. The ECA confirmed one quantifiable error in the 15 payments examined, concerning weaknesses in the procurement procedure managed by the European Commission. Furthermore, the ECA reported two quantifiable errors linked to the public procurements in EU Delegations. In addition, the ECA followed up on previous findings from the 2023 State of Assurance and noted that no similar issue related to the absence of public procurement procedure for the rent of a building was reported under the 2024 and 2025 Statements of Assurance. However, the ECA noted that errors related to procurement procedures continue to repeat throughout the years.

ii. [Audits concluded in 2025:](#)

In 2025, the EEAS was an associated service in four audits concluded by the ECA:

- ✓ **Special report 04/2025: EU military mobility:** The ECA concluded that Action Plan 2.0 on military mobility lacked sufficiently solid foundations, and progress towards the overall objective – ensuring swift and seamless movement of military personnel, materiel and assets at short notice and on a large scale – has been variable. According to ECA, the design of Action Plan 2.0 on military mobility resulted in limitations regarding monitoring and reporting, with complex governance arrangements and a majority of its actions were not sufficiently operational.
- ✓ **Special report 17/2025: EU aid for trade to least developed countries:** The ECA observed that while the Commission’s remote management approach provides a useful framework to deliver aid in hard-to-access areas, there are weaknesses in the way the approach has been designed and implemented. The ECA concluded that while the EU Aid for Trade strategic framework was updated in 2017 to focus on least developed countries’ needs, it was not translated into an action plan. According to ECA, EU Aid for Trade is being delivered to these countries in line with the needs but is not on track to meet the 2030 funding target set in the EU strategy.
- ✓ **Special report 20/2025: Commission support to fight hunger in sub-Saharan Africa:** The ECA concluded that the Commission has made valuable efforts to combat food insecurity and malnutrition in sub-Saharan Africa, but its actions have not always targeted those with the greatest needs and lack sufficient impact and sustainability. The absence of clear criteria for prioritising regions or target groups, coupled with needs exceeding available funds, has constrained the overall impact of interventions. As observed by the ECA, although coordination has been satisfactory, weaknesses in project design, monitoring, and challenges in addressing root causes of food insecurity have negatively affected the expected sustainability and impact. While EU actions have been aligned with partner countries’ policies, and the Commission’s actions have contributed to progress, significant challenges persist in reducing malnutrition and food insecurity.

All recommendations from these audits were addressed to the European Commission for follow-up. The EEAS however remains involved as an associated service on nine recommendations and collaborates closely with DG INTPA, DG TRADE, DG DEFIS, and DG BUDG.

Furthermore, as per the regular planning, the ECA conducted follow-up work on the implementation of recommendation from one Special Report issued in 2022:

- ✓ **Special Report 01/2022: EU support for the rule of law in the Western Balkans:** The EEAS was associated DG to recommendation 2. The ECA concluded that the majority of the sub-recommendations pertaining to recommendation 2 were followed up timely. One sub-recommendation was considered implemented only in some respects and with delays. The ECA considers that, despite increased financial support, there is insufficient evidence to conclude that this support qualifies as long-term funding for civil society and independent media organisations, as it appears to remain limited to project-based financing.

iii. Audits launched in 2025

In 2025, the European Court of Auditors (ECA) launched five new audits in which the European External Action Service (EEAS) participates as an associated service. These audits focus on:

- [Technical and vocational education and training in least developed countries](#)
- [Development funding implemented through entrusted entities](#)
- [Return and reintegration of irregular migrants](#)
- [Resilience of critical infrastructure in the EU](#)

- [Restrictive trade measures](#)

Moreover, the ECA launched a review on “[EU defence policy in the spotlight](#)”, focusing on the institutional, regulatory and financial landscape of the EU’s defence policy.

iv. [Ongoing Audits](#)

An ongoing audit on “[International nuclear safety cooperation](#)” launched by the ECA in 2024 continued throughout 2025, where the EEAS was associated service. The EEAS cooperated with Commission services to provide timely responses to the ECA and in the final negotiations on the observations and recommendations in December 2025 and beginning of 2026⁵⁴.

[EEAS Audit Progress Committee \(APC\)](#)

The EEAS Audit Progress Committee (APC) assists the HR/VP in fulfilling her obligations under the Treaties, the Financial Regulation and under other statutory instruments. The APC aims to ensure the independence of the internal audit function, monitor the quality of internal audit work, and ensuring that internal and external audit recommendations that they receive appropriate follow-up.

It comprises five members appointed by the HR/VP, as follows: the Secretary-General of the EEAS (APC Chair), one Deputy Secretary-General of the EEAS, the Chief Governance Officer of the EEAS, one member of HR/VP’s Cabinet and one independent external member with proven professional expertise in audit and related matters. A secretariat assists the APC Chair in preparing, conducting and reporting on its meetings.

During 2025, the Service focused mainly on the implementation of internal and external audit recommendations, especially critical and long overdue ones. Close collaboration with both IAS and IAD facilitated a joint review of outstanding recommendations and enabled progress of several long overdue recommendations. The APC’s key priority was to ensure that delays in implementation would not compromise the effectiveness of EEAS governance or risk management.

While the closure of some longstanding recommendations (including several dating as far back as 2014) advanced well, several recommendations (resulting from audits from the ECA, IAS, and IAD) remained open by the end of 2025, with three critical and 35 very important recommendations still open. The APC emphasis on the follow up and full implementation and closure of the audit recommendations will continue in 2026, with progress already in the first quarter.

Finally, throughout 2025, the APC maintained communication with the ECA, the IAS and the IAD on a regular basis to monitor the implementation of their recommendations. This comprehensive approach to oversight in 2025 reflects the APC’s commitment to improving accountability, transparency, and the overall performance of the EEAS through diligent audit review and follow-up.

[Fraud prevention and detection](#)

In 2025, the EEAS continued to implement its [Anti-Fraud Strategy](#) (adopted October 2023), entering a second year focused on consolidation and risk-based prevention.

Under the guidance of the Chief Governance Officer and the Anti-Fraud Cell implementation progressed across all pillars - prevention, detection, reporting, and follow-up - with a [zero-tolerance approach](#) to fraud and corruption applied across Headquarters and the EU Delegations network.

⁵⁴ Special report 08/2026 was published in March 2026.

While maintaining a close cooperation with OLAF and the EPPO, the EEAS implemented a structured tracking framework to all ongoing cases and recommendations and ensuring management and political oversight. The annual verification exercise in December 2025 confirmed tangible progress in addressing outstanding recommendations.

In 2025, OLAF handled [24 cases concerning EEAS and Commission staff](#), compared to 17 in 2024. Of these, 20 were EEAS-related (versus 11 in 2024), raising the EEAS share from 65% to 83%. This increase is directly linked to intensified awareness-raising efforts and reflects improved effectiveness of reporting mechanisms, rather than an actual increase in fraudulent behaviour. Out of 41 cases recorded across both years, [24 were dismissed or closed by OLAF without recommendations](#).

The EEAS contributed to the Commission Anti-Fraud Strategy (CAFS), notably Action 22 on fraud risks related to Local Agents in Delegations. The Anti-Fraud Cell tightened inter-institutional cooperation by developing joint training and methodological exchanges with DG INTPA, DG NEAR and FPI, and by establishing a common ethics and anti-fraud learning path complemented by two EEAS-specific "Lunch & Learn" sessions focused on the Service's own risk profile.

At Headquarters, [four anti-fraud and ethics sessions for newcomers were delivered in 2025](#), reaching 124 out of 141 staff ([87.9% participation rate](#)). Pre-posting training covered three streams: a general seminar a session for incoming Ambassadors and Deputy Heads of Delegation, and seminars for Heads of Administration and Personal Assistants. A dedicated anti-fraud module was also delivered to the Heads of Administration College (21 participants). Targeted training was delivered at Delegation and regional level, adapted to local contexts and risk profiles. Sessions took place at the Heads of Administration regional seminar in Manila (50 participants), and in Namibia (19 participants), Bosnia and Herzegovina (67 participants), and Botswana (25 participants). In Ukraine, a joint presentation with OLAF in July 2025 reached 67 participants, reinforcing reporting obligations in a high-risk environment.

The EEAS Anti-Fraud [intranet page was fully revamped in July 2025](#), and an all-staff message from the Chief Governance Officer reached over 3,500 colleagues. During the International Fraud Awareness Week (16–22 November), [323 participants joined the Lunch & Learn session](#). The Secretary-General's Note on Ethics, Whistleblowing and AI were disseminated to all staff, reinforcing reporting obligations and whistleblower protection, including in the context of disinformation risks.

At the end of 2025, the EEAS launched a [Fraud Risk Assessment \(FRA\) exercise](#) as the key preparatory step for the revision of the Anti-Fraud Strategy planned for 2026. This work establishes the foundation for integrating fraud risks into the EEAS Risk Register and aligning prevention measures with broader institutional governance and strategic planning.

In 2025, [more than 860 colleagues across Headquarters and Delegations](#) participated in anti-fraud and ethics activities, a significant increase of reach compared to 2024.

Inspections of EU Delegations

As foreseen in the Council Decision establishing the organisation and functioning of the European External Action Service, the operation of each EU Delegation is periodically evaluated (each Delegation is evaluated in principle every 4-5 years). The EEAS Inspection Service evaluates the performance and the functioning of the Delegations and provides them with guidance and support in order to improve the effectiveness and efficiency of the implementation of their mission and tasks.

Based on its mandate, the EEAS Inspection Service assesses the following aspects of the EU Delegations' work:

- ✓ Delegation's performance and impact on its local environment in terms of the implementation and promotion of EU policies, the effectiveness of the EU representation and coordination, the image of the European Union in the host country.
- ✓ Management of the Delegation, its internal organisation, the staff management, the allocation and efficient use of resources, and operational, financial and security matters.

In 2025, the Inspection Service inspected 29 Delegations including multilateral Delegations and Delegations accredited in Africa, the Americas, Asia, Europe, the MENA region and the Pacific. For planning reasons, one inspection in Africa was conducted remotely. All other inspections took place on the spot. In addition, the Inspection Service contributed to review missions by CIVOPSHQ of 2 civilian CSDP missions. For organisational reasons, three inspections were postponed and replaced by other ones (including two ad hoc inspections). In 2025, the Service piloted in 4 geographically spread Delegations the 'e-survey', a simplified risk management and early warning tool that works from remote. The Service formulated about one thousand recommendations to the EU Delegations inspected and HQs services, including 3 critical recommendations. Overall, the Inspection Service endeavoured to streamline the number of recommendations and to strengthen follow up and support to their implementation.

The Service formally monitors the implementation of recommendations six months after the final inspection reports are issued, while providing ongoing monitoring and support before and after this period. In 2025, a strengthened monitoring and support mechanism—implemented with other Headquarters services—was applied to two Delegations following inspections conducted prior to 2025.

In 2025 the Inspection Service provided Senior Management and all Heads of Delegation with a second edition of its reflections and suggestions to further strengthen the effectiveness of the EEAS as a diplomatic service. It also gathered, for the first time, heads of inspection services of EU Member States at a networking event in Brussels.

3.4 Conclusions on the Assurance

Synthesis of the Headquarters AOSD reports

In accordance with the Charter of tasks and responsibilities of Authorising Officers by Delegation (AOD), the AOD is assisted by the Authorising Officers by Sub-Delegation (AOSD) for the drafting of the Declaration of Assurance. For this purpose, all AOSDs were requested to submit a report for the financial year 2025 based on a common template, with a view to consolidating the results and providing an overall assessment for this Annual Activity Report.

The analysis of these reports leads to the conclusion that all AOSDs provided a positive assurance regarding the management of the administrative budget entrusted to them.

As part of this process the AOSDs completed the annual Internal Control Framework Survey (ICFS) launched in October 2025 (see section “Compliance, efficiency and effectiveness of Internal Controls”).

Synthesis of the Delegations AOSD reports

Similarly, all Heads of Delegation, in their capacity as AOSD, provide a Declaration of Assurance each year for the whole budget managed under their responsibility, including the operational budget of the European Commission. The 2025 exercise was launched in November 2025 together with the Internal Control Framework Survey (ICFS). [For 2025, only the EU Delegations to Syria, submitted a Declaration of Assurance with reservation](#) (they were 2 in 2024).

The reservation of the EU Delegation to Syria refers to difficulties in implementing and monitoring development projects due to the situation in the country. Therefore, the reservation concerns solely the execution of the European Commission operational budget. The issue has been included in the External Assistance Management Report.

Like the headquarters’ AOSDs, the Heads of Delegations in the EU Delegations, completed the annual (ICFS), the outcome of which is summarised in section ‘Compliance, efficiency and effectiveness of Internal Controls’.

Follow up of previous years’ reservations

For the budgetary year 2024, two EU Delegations submitted reservations.

The reservation of the EU Delegation to [Sierra Leone](#) referred to a suspicion of fraud related to the administrative budget of the EU Delegation. The EEAS supported the OLAF investigation that followed and subsequently, early 2026, OLAF closed the case with four recommendations.

The EU Delegation to [Syria](#) submitted a reservation on the management of the European Commission operational budget linked to the impossibility to effectively monitor project implementation in a country torn by a war.

The AOSD’s declarations and reservations, along with the accompanying information, are recorded in the EEAS electronic document repository. These documents form the basis for the Declaration of Assurance of the Authorising Officer of the EEAS and provide collectively an overview of the effective

state of internal controls and the financial functioning of the administrative budget in the EU Delegations.

Overall conclusions on the combined elements on the Declaration as a whole

For year 2025, AOSDs raised no reservation regarding the EEAS budget execution.

On the basis of the analysis of the results of the annual review on the state of internal controls; the ex ante and ex post controls; internal and external audits, and declarations by the AOSDs, the Authorising Officer by Delegation's estimate of the risk relating to the legality and regularity for the expenditures authorised during the reporting year is below 2%.

The assessment of the internal control system concludes that the controls implemented by the EEAS provide sufficient assurance to adequately manage the risks relating to legality and regularity of the resources.

3.5 Declaration and Statements of Assurance

Declaration of Assurance of the Authorising Officer

I, the undersigned, Secretary-General of the European External Action Service (EEAS), in my capacity as Authorising Officer by Delegation:

- *Declare that the information contained in this report gives a true and fair view.*
- *State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.*
- *This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex post controls, the work of the internal audit capability, the observations of the Internal Audit Service and the lessons learnt from the reports of the European Court of Auditors for years prior to the year of this declaration.*
- *Confirm that I am not aware of anything not reported here which could harm the interests of the EEAS.*

June 2026,
Brussels

[e-signed]
Belén Martínez Carbonell

Statements of Assurance of the Director-General for Resource Management

Based on the 2025 reports of the Authorising Officers by Sub-Delegation, I hereby certify that the information provided in Parts 2 and 3 of the present annual activity report and its annexes – with the exception of information covered by the statement of assurance of the Chief Governance Officer responsible for risk management and internal control below – is, to the best of my knowledge, accurate and exhaustive.

June 2026,
Brussels

[e-signed]

Kristin de Peyron
Director-General for Resource Management

Statements of Assurance of the Chief Governance Officer in charge of Risk Management and Internal Control

I declare that in accordance with the EEAS Decision on the Internal Control Framework (ADMIN (2024)22), I have reported my advice and recommendation to the Secretary-General on the overall state of internal controls in the EEAS.

I hereby certify that the information provided in Part 3 of the present Annual Activity Report – with the exception of information relating to the Ex ante control function and results which is covered separately by the statement of assurance of the Director-General for Resource Management, – is, to the best of my knowledge, accurate and exhaustive.

June 2026,
Brussels

[e-signed]

Gianmarco Di Vita
Chief Governance Officer

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AFRICA

- African Union
- Angola
- Benin
- Botswana
- Burkina Faso
- Burundi
- Cabo Verde
- Cameroon
- Central African Republic
- Chad
- Congo
- Congo, Democratic Rep.
- Djibouti
- Eritrea
- Eswatini
- Ethiopia
- Gabon
- Gambia
- Ghana
- Guinea
- Guinea-Bissau
- Ivory Coast
- Kenya
- Lesotho
- Liberia
- Madagascar
- Malawi
- Mali
- Mauritania
- Mauritius
- Mozambique
- Namibia
- Niger
- Nigeria
- Rwanda
- Senegal
- Sierra Leone
- Somalia
- South Africa
- South Sudan
- Sudan
- Tanzania
- Togo
- Uganda
- Zambia
- Zimbabwe

AMERICAS

- Argentina
- Barbados
- Bolivia
- Brazil
- Canada
- Chile
- Colombia
- Costa Rica
- Cuba
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Guyana
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Trinidad and Tobago
- United States
- Uruguay
- Venezuela

EUROPE AND CENTRAL ASIA

- Albania
- Armenia
- Azerbaijan
- Belarus
- Bosnia and Herzegovina
- Georgia
- Iceland
- Kazakhstan
- Kosovo
- Kyrgyzstan
- Moldova
- Montenegro
- North Macedonia
- Norway
- Russia
- Serbia
- Switzerland
- Tajikistan
- Turkmenistan
- Turkey
- Ukraine
- United Kingdom
- Uzbekistan

MULTILATERAL

- CoE
- Holy See/UN
- OECD/UNESCO
- UN Geneva
- UN/IAEA/OSCE
- UN New York
- WTO

ASIAPAC

- Afghanistan
- ASEAN
- Australia
- Bangladesh
- Burma/Myanmar
- Cambodia
- China
- Fiji
- Hong Kong
- India
- Indonesia
- Japan
- Korea
- Laos
- Malaysia
- Mongolia
- Nepal
- New Zealand
- Pakistan
- Papua New Guinea
- Philippines
- Singapore
- Sri Lanka
- Taiwan
- Thailand
- Timor-Leste
- Vietnam

MIDDLE EAST AND NORTH AFRICA

- Algeria
- Egypt
- Iraq
- Israel
- Jordan
- Kuwait
- Lebanon
- Libya
- Morocco
- Qatar
- Saudi Arabia
- Syria
- Tunisia
- United Arab Emirates
- West Bank and Gaza Strip
- Yemen

ANNEX 3 – Table 1 Overall Population Breakdown

<i>EEAS Staff</i>	<i>HQ</i>	<i>DEL</i>	<i>Total</i>	<i>%</i>
Officials	812	444	1,256	23%
Temporary Agents	263	176	439	8%
Contract Agents	382	258	640	11%
Seconded National Experts (SNE's)	508	77	585	11%
Others*	683	330	831	18%
Local agents		1,634	1,634	29%
	2,648	2,919	5,567	

*trainees, Junior Professionals in Delegation (JPD), external contractors' staff, interim staff

ANNEX 3 – Table 2 Human Resources Geographical Statistics

<i>Nationality</i>	<i>Officials</i>	<i>Temporary Agents</i>	<i>Contract Agents</i>	<i>SNE</i>	<i>Total</i>	<i>% in EEAS population</i>
<i>Austria</i>	28	4	8	17	57	2.0%
<i>Belgium</i>	178	36	110	17	341	11.7%
<i>Bulgaria</i>	22	3	20	14	59	2.0%
<i>Croatia</i>	5	9	6	11	31	1.1%
<i>Cyprus</i>	7	2	2	8	19	0.7%
<i>Czechia</i>	26	13	6	16	61	2.1%
<i>Denmark</i>	20	9	2	23	54	1.8%
<i>Estonia</i>	15	11	4	3	33	1.1%
<i>Finland</i>	27	12	6	20	65	2.2%
<i>France</i>	145	62	105	59	371	12.7%
<i>Germany</i>	90	23	22	95	230	7.9%
<i>Greece</i>	62	13	39	14	128	4.4%
<i>Hungary</i>	27	16	8	18	69	2.4%
<i>Ireland</i>	21	6	8	10	45	1.5%
<i>Italy</i>	162	26	96	38	322	11.0%
<i>Latvia</i>	12	8	5	4	29	1.0%
<i>Lithuania</i>	19	17	11	10	57	2.0%
<i>Luxembourg</i>	1	1	1	4	7	0.2%
<i>Malta</i>	9			4	13	0.4%
<i>Netherlands</i>	25	13	10	40	88	3.0%
<i>Poland</i>	66	41	19	30	156	5.3%
<i>Portugal</i>	26	9	25	13	73	2.5%
<i>Romania</i>	54	34	44	34	166	5.7%
<i>Slovakia</i>	15	10	8	5	38	1.3%
<i>Slovenia</i>	26	4	5	4	39	1.3%
<i>Spain</i>	122	37	63	36	258	8.8%
<i>Sweden</i>	36	20	4	35	95	3.3%
<i>United Kingdom</i>	10		3		13	0.4%
<i>Other*</i>				3	3	0.1%
Grand Total	1,256	439	640	585	2,920	100.0%

* Non-military SNE in the EEAS

ANNEX 3 – Table 3 Human Resources Gender Statistics

		AD	AST	AST/SC	CA	SNE	LA	Total
2024	Women	423	361	63	351	154	774	2126
	Men	635	205	23	268	419	848	2398
	Women (%)	40%	64%	73%	57%	27%	48%	47%
	Men (%)	60%	36%	27%	43%	73%	52%	53%
2025	Women	431	356	60	364	177	786	2174
	Men	614	210	24	276	408	848	2380
	Women (%)	41%	63%	71%	57%	30%	48%	48%
	Men (%)	59%	37%	29%	43%	70%	52%	52%

Source: EEAS HR Report 2025

ANNEX 4 FINANCIAL REPORTS AND ANNUAL ACCOUNTS

ANNEX 4 – Table 1 Implementation of commitment appropriations in 2025 for EEAS

Title 1 – Implementation of commitment appropriations.

EUR '000

Item	Total approp. available	Commitments made					Appropriations carried over to 2026			Appropriations lapsing			Total	
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Assign. revenue	By decision	Total	from final adopt. budget	from carry-overs	from assign. revenue		
		1	2	3	4	5=2+3+4	6=5/1	7	8	9=7+8	10	11		12
1 1 0 0	Basic salaries	129 863	129 863	–	–	129 863	100%	–	–	–	–	–	0	–
1 1 0 1	Entitlements under the Staff Regulations related to the post held	473	473	–	–	473	100%	–	–	–	–	–	0	–
1 1 0 2	Entitlements under the Staff Regulations related to the personal circumstances of the staff member	35 498	35 498	–	–	35 498	100%	–	–	–	–	–	0	–
1 1 0 3	Social security cover	4 948	4 948	–	–	4 948	100%	–	–	–	–	–	0	–
1 1 0 5	Compensations under Staff Regulations Annex IV	1 388	1 388	–	–	1 388	100%	–	–	–	–	–	0	–
Total Chapter 1 1		172 170	172 170	–	–	172 170	100%	–	–	–	–	–	0	–
1 2 0 0	Contract staff	31 943	23 874	–	3 707	27 581	86%	4 363	–	4 363	–	–	–	–
1 2 0 1	Non-military seconded national experts	8 855	6 019	–	1 340	7 359	83%	1 496	–	1 496	–	–	–	–
1 2 0 2	Traineeships	471	471	–	–	471	100%	–	–	–	–	–	0	–
1 2 0 4	Agency staff and special advisers	428	380	–	26	406	95%	22	–	22	–	–	0	0
1 2 0 5	Military seconded national experts	16 000	15 984	–	–	15 984	100%	16	–	16	–	–	0	–
Total Chapter 1 2		57 698	46 728	–	5 072	51 801	90%	5 897	–	5 897	–	–	0	0
1 3 0 0	Recruitment	303	303	–	–	303	100%	–	–	–	–	–	0	–

Item	Total approp. available	Commitments made					Appropriations carried over to 2026			Appropriations lapsing				
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Assign. revenue	By decision	Total	from final adopt. budget	from carry-overs	from assign. revenue	Total	
		1	2	3	4	5=2+3+4	6=5/1	7	8	9=7+8	10	11	12	13=10+11+12
1 3 0 1	Training	1 280	1 237	–	19	1 256	98%	24	–	24	–	–	–	–
1 3 0 2	Entitlements related to entering or leaving the service and transfers	1 223	1 223	–	–	1 223	100 %	–	–	–	–	–	0	–
Total Chapter 1 3		2 805	2 762	–	19	2 782	99%	24	–	24	–	–	–	–
1 4 0 0	Missions	10 327	8 610	–	511	9 121	88 %	1 205	–	1 205	–	–	–	–
Total Chapter 1 4		10 327	8 610	–	511	9 121	88%	1 205	–	1 205	–	–	–	–
1 5 0 0	Social services and assistance to staff	1 266	1 266	–	–	1 266	100%	–	–	–	–	–	0	–
1 5 0 1	Medical service	405	405	–	–	405	100%	–	–	–	–	–	0	–
1 5 0 3	Crèches and childcare facilities	1 499	1 499	–	–	1 499	100%	–	–	–	–	–	0	–
1 5 0 4	European Schools	401	80	–	–	80	20 %	320	–	320	–	–	0	–
Total Chapter 1 5		3 570	3 250	–	–	3 250	91%	320	–	320	–	–	0	–
Total Title 1		246 569	233 520	–	5 603	239 124	97%	7 446	–	7 446	–	–	0	0

Title 2 – Implementation of commitment appropriations

EUR '000

Item	Total approp. available	Commitments made					Appropriations carried over to 2026			Appropriations lapsing				
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Assign. revenue	By decision	Total	from final adopt. budget	from carry-overs	from assign. revenue	Total	
		2	3	4	5=2+3+4	6=5/1	7	8	9=7+8	10	11	12	13=10+11+12	
2 0 0 0	Rent and annual lease payments	31 803	25 953	–	4 477	30 430	96%	1 373	–	1 373	–	–	–	–
2 0 0 2	Fitting-out and security works	4 817	4 817	–	–	4 817	100%	–	–	–	–	–	0	–
2 0 1 0	Cleaning and maintenance	8 547	8 547	–	–	8 547	100%	–	–	–	–	–	0	–
2 0 1 1	Water, gas, electricity and heating	3 573	3 386	–	184	3 570	100%	3	–	3	–	–	–	–
2 0 1 2	Building security and surveillance	9 419	9 419	–	–	9 419	100%	–	–	–	–	–	0	–
2 0 1 3	Insurance	220	220	–	–	220	100%	–	–	–	–	–	0	–
2 0 1 4	Other expenditure relating to buildings	144	144	–	–	144	100%	–	–	–	–	–	0	–
Total Chapter 2 0		58 522	52 485	–	4 661	57 146	98%	1 376	–	1 376	–	–	–	–
2 1 0 0	Information and communication technology	31 224	25 879	–	4 939	30 818	99%	406	–	406	–	–	–	–
2 1 0 1	Cryptography and highly classified information and communications technology	32 045	25 900	–	3 295	29 195	91%	2 850	–	2 850	–	–	–	–
2 1 0 2	Security of information and communication technology up to the level 'EU restricted'	5 794	5 794	–	–	5 794	100%	–	–	–	–	–	0	–
2 1 0 3	Technical Security Countermeasures	263	261	–	1	263	100%	–	–	–	–	–	–	–
2 1 1 2	Transport	30	30	–	–	30	100%	–	–	–	–	–	0	–
Total Chapter 2 1		69 356	57 864	–	8 235	66 099	95%	3 257	–	3 257	–	–	–	–
2 2 0 0	Organisation of meetings, conferences and congresses	700	700	–	–	700	100%	–	–	–	–	–	0	0
2 2 0 1	Experts' travel expenses	12	12	–	–	12	100%	–	–	–	–	–	0	–

Item	Total approp. available	Commitments made					Appropriations carried over to 2026			Appropriations lapsing				
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Assign. revenue	By decision	Total	from final adopt. budget	from carry-overs	from assign. revenue	Total	
		1	2	3	4	5=2+3+4	6=5/1	7	8	9=7+8	10	11	12	13=10+11+12
2 2 1 0	Documentation and library expenditure	2 112	2 111	–	–	2 111	100%	–	–	–	0	–	0	0
2 2 1 1	Satellite imagery	450	450	–	–	450	100%	–	–	–	–	–	0	–
2 2 1 2	General publications	65	65	–	–	65	100%	–	–	–	–	–	0	–
2 2 1 3	Public information and public events	1 747	1 746	–	–	1 746	100%	–	–	–	1	–	0	1
2 2 1 4	Strategic communication capacity	6 322	6 321	–	–	6 321	100%	–	–	–	0	–	0	0
2 2 2 1	Interpretation	442	442	–	–	442	100%	–	–	–	–	–	0	–
2 2 3 0	Office supplies	150	150	–	–	150	100%	–	–	–	–	–	0	–
2 2 3 1	Postal charges	150	150	–	–	150	100%	–	–	–	–	–	0	–
2 2 3 3	Interinstitutional cooperation	5 957	5 396	–	557	5 952	100%	5	–	5	–	–	–	–
2 2 3 4	Removals	479	479	–	–	479	100%	–	–	–	–	–	0	–
2 2 3 5	Financial charges	20	20	–	–	20	100%	–	–	–	–	–	0	–
2 2 3 6	Legal expenses and costs, damages and compensation	87	87	–	–	87	100%	–	–	–	–	–	0	–
2 2 3 7	Other operating expenditure	49	49	–	–	49	100%	–	–	–	–	–	0	–
2 2 4 0	Conflict Prevention and Mediation Support Services	546	546	–	–	546	100%	–	–	–	–	–	0	–
Total Chapter 2 2		19 287	18 724	–	557	19 280	100%	5	–	5	2	–	0	2
Total Title 2		147 165	129 073	–	13 452	142 526	97%	4 637	–	4 637	2	–	0	2

Title 3 – Implementation of commitment appropriations

EUR '000

Item	Total approp. available	Commitments made					Appropriations carried over to 2026			Appropriations lapsing				
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Assign. revenue	By decision	Total	from final adopt. budget	from carry-overs	from assign. revenue	Total	
		2	3	4	5=2+3+4	6=5/1	7	8	9=7+8	10	11	12	13=10+11+12	
3 0 0 0	Remuneration and entitlements of statutory staff	154 212	154 186	–	22	154 208	100 %	4	–	4	1	–	–	1
3 0 0 1	External staff and outside services	114 331	110 580	–	2 141	112 722	99 %	1 603	–	1 603	6	–	–	6
3 0 0 2	Other expenditure related to staff	39 081	38 135	–	518	38 654	99 %	427	–	427	–	–	–	–
3 0 0 3	Buildings and associated costs	283 885	214 606	–	34 797	249 403	88 %	34 482	–	34 482	–	–	–	–
3 0 0 4	Other administrative expenditure	73 039	49 411	–	18 676	68 087	93 %	4 952	–	4 952	–	–	–	–
3 0 0 5	Commission contribution for delegations	250 158	–	–	231 295	231 295	92 %	18 362	–	18 362	–	–	501	501
Total Chapter 3 0		914 705	566 918	–	287 450	854 368	93%	59 829	–	59 829	7	–	501	507
Total Title 3		914 705	566 918	–	287 450	854 368	93%	59 829	–	59 829	7	–	501	507
GRAND TOTAL		1 308 440	929 512	–	306 506	1236 018	94%	71 913	–	71 913	8	–	501	510

ANNEX 4 – Table 2 Implementation of payment appropriations in 2025 for EEAS

Title 1 – Implementation of payment appropriations

EUR '000

Item	Total approp. availab.	Payments made					Appropriations carried over to 2026					Appropriations lapsing			
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Autom. carry-overs	By decision	Assigned rev.	Total	from final adopt. budget	from carry-overs	from assign. rev.	Total	
		1	2	3	4	5=2+3+4	6=5/1	7	8	9	10=7+8+9	11	12	13	14=11+12+13
1 1 0 0	Basic salaries	129 863	129 863	–	–	129 863	100%	–	–	–	–	–	–	–	–
1 1 0 1	Entitlements under the Staff Regulations related to the post held	473	473	–	–	473	100%	–	–	–	–	–	–	–	–
1 1 0 2	Entitlements under the Staff Regulations related to the personal circumstances of the staff member	35 498	35 498	–	–	35 498	100%	–	–	–	–	–	–	–	–
1 1 0 3	Social security cover	4 948	4 948	–	–	4 948	100%	–	–	–	–	–	–	–	–
1 1 0 5	Compensations under Staff Regulations Annex IV	1 388	1 388	–	–	1 388	100%	–	–	–	–	–	–	–	–
Total Chapter 1 1		172 170	172 170	–	–	172 170	100%	–	–	–	–	–	–	–	–
1 2 0 0	Contract staff	31 943	23 874	–	3 707	27 581	86%	–	–	4 363	4 363	–	–	–	–
1 2 0 1	Non-military seconded national experts	9 729	5 120	559	1 340	7 019	72%	899	–	1 496	2 395	–	315	–	315
1 2 0 2	Traineeships	708	257	237	–	494	70%	214	–	–	214	–	–	–	–
1 2 0 4	Agency staff and special advisers	634	249	68	–	316	50%	131	–	48	179	–	138	0	138
1 2 0 5	Military seconded national experts	22 716	13 237	6 333	–	19 570	86 %	2 748	–	16	2 763	–	382	–	382
Total Chapter 1 2		65 730	42 737	7 197	5 046	54 981	84%	3 991	–	5 923	9 914	–	835	0	835
1 3 0 0	Recruitment	601	57	282	–	339	56%	246	–	–	246	–	16	–	16
1 3 0 1	Training	1 751	588	347	19	955	55%	648	–	24	672	–	125	–	125

Item	Total approp. availab.	Payments made					Appropriations carried over to 2026					Appropriations lapsing			
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Autom. carry-overs	By decision	Assigned rev.	Total	from final adopt. budget	from carry-overs	from assign. rev.	Total	
		1	2	3	4	5=2+3+4	6=5/1	7	8	9	10=7+8+9	11	12	13	14=11+12+13
1 3 0 2 Entitlements related to entering or leaving the service and transfers	1 336	1 127	113	–	1 240	93 %	96	–	–	96	–	–	–	–	
Total Chapter 1 3	3 688	1 773	742	19	2 534	69%	990	–	24	1 013	–	141	–	141	
1 4 0 0 Missions	12 097	7 145	1 454	395	8 994	74 %	1 465	–	1 322	2 786	–	316	–	316	
Total Chapter 1 4	12 097	7 145	1 454	395	8 994	74%	1 465	–	1 322	2 786	–	316	–	316	
1 5 0 0 Social services and assistance to staff	1 374	1 102	103	–	1 205	88%	164	–	–	164	–	5	–	5	
1 5 0 1 Medical service	1 021	274	221	–	495	48%	131	–	–	131	–	395	–	395	
1 5 0 3 Crèches and childcare facilities	1 527	992	25	–	1 016	67%	507	–	–	507	–	4	–	4	
1 5 0 4 European Schools	401	80	–	–	80	20 %	–	–	320	320	–	–	–	–	
Total Chapter 1 5	4 323	2 448	349	–	2 797	65%	802	–	320	1 122	–	404	–	404	
Total Title 1	258 007	226 273	9 742	5 461	241 475	94%	7 248	–	7 588	14 836	–	1 695	0	1 696	

Title 2 – Implementation of payment appropriations

EUR '000

Item	Total approp. availab.	Payments made						Appropriations carried over to 2026				Appropriations lapsing			
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Autom. carry-overs	By decision	Assigned rev.	Total	from final adopt. budget	from carry-overs	from assign. rev.	Total	
		1	2	3	4	5=2+3+4	6=5/1	7	8	9	10=7+8+9	11	12	13	14=11+12+13
2 0 0 0	Rent and annual lease payments	32 325	25 909	190	4 452	30 550	95%	44	–	1 398	1 443	0	332	–	332
2 0 0 2	Fitting-out and security works	9 824	959	4 994	–	5 953	61%	3 858	–	–	3 858	–	14	–	14
2 0 1 0	Cleaning and maintenance	10 792	5 878	1 914	–	7 793	72%	2 668	–	–	2 668	–	331	–	331
2 0 1 1	Water, gas, electricity and heating	5 054	1 944	599	112	2 656	53%	1 442	–	74	1 517	–	882	–	882
2 0 1 2	Building security and surveillance	12 573	6 118	2 967	–	9 084	72%	3 302	–	–	3 302	–	187	–	187
2 0 1 3	Insurance	269	149	49	–	198	74%	71	–	–	71	–	–	–	–
2 0 1 4	Other expenditure relating to buildings	277	95	90	–	185	67%	49	–	–	49	–	43	–	43
Total Chapter 2 0		71 115	41 051	10 804	4 564	56 419	79%	11 434	–	1 473	12 907	0	1 789	–	1 789
2 1 0 0	Information and communication technology	39 735	16 878	8 234	2 530	27 642	70%	9 001	–	2 815	11 816	–	277	–	277
2 1 0 1	Cryptography and highly classified information and communications technology	39 378	15 924	6 992	462	23 378	59%	9 976	–	5 683	15 658	–	341	–	341
2 1 0 2	Security of information and communication technology up to the level 'EU restricted'	7 087	3 857	1 278	–	5 135	72%	1 937	–	–	1 937	–	15	–	15
2 1 0 3	Technical Security Countermeasures	513	91	231	–	322	63%	170	–	1	172	–	20	–	20
2 1 1 0	Furniture	1 000	–	1 000	–	1 000	100%	–	–	–	–	–	–	–	–
2 1 1 2	Transport	55	16	25	–	41	74%	14	–	–	14	–	–	–	–
Total Chapter 2 1		87 768	36 766	17 759	2 992	57 518	66%	21 098	–	8 499	29 597	–	653	–	653
2 2 0 0	Organisation of meetings, conferences and congresses	980	611	258	–	870	89%	89	–	–	89	0	21	0	22

Item	Total approp. availab.	Payments made						Appropriations carried over to 2026				Appropriations lapsing			
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Autom. carry-overs	By decision	Assigned rev.	Total	from final adopt. budget	from carry-overs	from assign. rev.	Total	
		1	2	3	4	5=2+3+4	6=5/1	7	8	9	10=7+8+9	11	12	13	14=11+12+13
2 2 0 1	Experts' travel expenses	21	12	6	–	17	82%	–	–	–	–	–	4	–	4
2 2 1 0	Documentation and library expenditure	2 413	1 526	299	–	1 825	76%	586	–	–	586	0	2	–	2
2 2 1 1	Satellite imagery	450	450	–	–	450	100%	–	–	–	–	–	–	–	–
2 2 1 2	General publications	114	3	24	–	27	24%	62	–	–	62	–	25	–	25
2 2 1 3	Public information and public events	3 112	339	1 225	–	1 564	50%	1 407	–	–	1 407	1	140	–	141
2 2 1 4	Strategic communication capacity	11 329	1 474	4 592	–	6 066	54%	4 848	–	–	4 848	0	415	–	416
2 2 2 1	Interpretation	443	442	1	–	443	100%	–	–	–	–	–	–	–	–
2 2 3 0	Office supplies	210	112	17	–	129	62%	38	–	–	38	–	43	–	43
2 2 3 1	Postal charges	229	98	54	–	152	66%	52	–	–	52	–	25	–	25
2 2 3 3	Interinstitutional cooperation	6 093	4 959	124	311	5 394	89%	437	–	251	687	0	11	–	11
2 2 3 4	Removals	644	459	165	–	624	97%	20	–	–	20	–	–	–	–
2 2 3 5	Financial charges	25	2	5	–	7	26%	18	–	–	18	–	–	–	–
2 2 3 6	Legal expenses and costs, damages and compensation	95	9	2	–	12	12%	78	–	–	78	–	5	–	5
2 2 3 7	Other operating expenditure	58	39	7	–	46	79%	10	–	–	10	–	2	–	2
2 2 4 0	Conflict Prevention and Mediation Support Services	807	376	220	–	596	74%	170	–	–	170	–	42	–	42
Total Chapter 2 2		27 024	10 909	7 001	311	18 221	67%	7 815	–	251	8 065	2	735	0	737
Total Title 2		185 906	88 726	35 564	7 867	132 157	71%	40 347	–	10 222	50 569	2	3 177	0	3 179

Title 3 – Implementation of payment appropriations

EUR '000

Item	Total approp. availab.	Payments made				Appropriations carried over to 2026						Appropriations lapsing			
		from final adopt. budget	from carry-overs	from assign. revenue	Total	%	Autom. carry-overs	By decision	Assigned rev.	Total	from final adopt. budget	from carry-overs	from assign. rev.	Total	
		1	2	3	4	5=2+3+4	6=5/1	7	8	9	10=7+8+9	11	12	13	14=11+12+13
3 0 0 0	Remuneration and entitlements of statutory staff	154 212	154 186	–	22	154 208	100 %	–	–	4	4	1	–	–	1
3 0 0 1	External staff and outside services	114 331	110 580	–	2 141	112 722	99 %	–	–	1 603	1 603	6	–	–	6
3 0 0 2	Other expenditure related to staff	44 913	30 888	4 744	127	35 760	80 %	7 247	–	818	8 065	–	1 088	–	1 088
3 0 0 3	Buildings and associated costs	320 170	174 757	29 178	23 176	227 110	71 %	39 849	–	46 103	85 952	–	7 108	–	7 108
3 0 0 4	Other administrative expenditure	94 730	33 704	20 894	6 913	61 511	65 %	15 707	–	16 714	32 421	–	798	–	798
3 0 0 5	Commission contribution for delegations	275 514	–	20 561	201 405	221 966	81 %	–	–	48 537	48 537	–	4 510	501	5 011
Total Chapter 3 0		1003 872	504 115	75 377	233 785	813 277	81%	62 803	–	113 779	176 582	7	13 505	501	14 012
Total Title 3		1003 872	504 115	75 377	233 785	813 277	81%	62 803	–	113 779	176 582	7	13 505	501	14 012
GRAND TOTAL		1 447 784	819 114	120 682	247 113	1186 910	82%	110 398	–	131 589	241 987	8	18 378	501	18 887

ANNEX 4 - Table 3 Breakdown of commitments

Title 1 – Outstanding commitments

EUR '000

Item	Commitments outstanding at the end of previous year				Commitments of the current year					Total commitm. outstanding at year-end
	Commitm. carried forward from previous year	Decommit. Revaluation Cancellations	Pay-ments	Total	Commit-ments made during the year	Pay-ments	Cancel-lation of commit. which cannot be carried forward	Commit. outstanding at year-end		
	1	2	3	4=1+2-3	5	6	7	8=5-6-7	9=4+8	
1 1 0 0 Basic salaries	–	–	–	–	129 863	129 863	–	–	–	
1 1 0 1 Entitlements under the Staff Regulations related to the post held	–	–	–	–	473	473	–	–	–	
1 1 0 2 Entitlements under the Staff Regulations related to the personal circumstances of the staff member	–	–	–	–	35 498	35 498	–	–	–	
1 1 0 3 Social security cover	–	–	–	–	4 948	4 948	–	–	–	
1 1 0 5 Compensations under Staff Regulations Annex IV	–	–	–	–	1 388	1 388	–	–	–	
Total Chapter 1 1	–	–	–	–	172 170	172 170	–	–	–	
1 2 0 0 Contract staff	–	–	–	–	27 581	27 581	–	–	–	
1 2 0 1 Non-military seconded national experts	874	(315)	559	–	7 359	6 460	–	899	899	
1 2 0 2 Traineeships	237	–	237	–	471	257	–	214	214	
1 2 0 4 Agency staff and special advisers	206	(138)	68	–	406	249	–	157	157	
1 2 0 5 Military seconded national experts	6 715	(382)	6 333	–	15 984	13 237	–	2 748	2 748	
Total Chapter 1 2	8 032	(835)	7 197	–	51 801	47 783	–	4 017	4 017	
1 3 0 0 Recruitment	298	(16)	282	–	303	57	–	246	246	
1 3 0 1 Training	472	(125)	347	–	1 256	608	–	648	648	
1 3 0 2 Entitlements related to entering or leaving the service and transfers	113	–	113	–	1 223	1 127	–	96	96	
Total Chapter 1 3	882	(141)	742	–	2 782	1 792	–	990	990	
1 4 0 0 Missions	1 770	(316)	1 454	–	9 121	7 540	–	1 581	1 581	

Item	Commitments outstanding at the end of previous year				Commitments of the current year				Total commitm. outstanding at year-end
	Commitm. carried forward from previous year	Decommit. Revaluation Cancellations	Pay-ments	Total	Commit-ments made during the year	Pay-ments	Cancel-lation of commit. which cannot be carried forward	Commit. outstanding at year-end	
	1	2	3	4=1+2-3	5	6	7	8=5-6-7	
Total Chapter 1 4	1 770	(316)	1 454	–	9 121	7 540	–	1 581	1 581
1 5 0 0 Social services and assistance to staff	108	(5)	103	–	1 266	1 102	–	164	164
1 5 0 1 Medical service	616	(395)	221	–	405	274	–	131	131
1 5 0 3 Crèches and childcare facilities	28	(4)	25	–	1 499	992	–	507	507
1 5 0 4 European Schools	–	–	–	–	80	80	–	–	–
Total Chapter 1 5	753	(404)	349	–	3 250	2 448	–	802	802
Total Title 1	11 437	(1 695)	9 742	–	239 124	231 733	–	7 390	7 390

Title 2 – Outstanding commitments

EUR '000

Item	Commitments outstanding at the end of previous year				Commitments of the current year				Total commitm. outstanding at year-end	
	Commitm. carried for- ward from pre- vious year	Decommit. Revaluation Cancel- lations	Pay- ments	Total	Commit- ments made during the year	Pay- ments	Cancel- lation of commit. which cannot be carried forward	Commit. outstand- ing at year-end		
	1	2	3	4=1+2-3	5	6	7	8=5-6-7		9=4+8
2 0 0 0	Rent and annual lease payments	522	(332)	190	–	30 430	30 360	–	70	70
2 0 0 2	Fitting-out and security works	5 008	(14)	4 994	–	4 817	959	–	3 858	3 858
2 0 1 0	Cleaning and maintenance	2 245	(331)	1 914	–	8 547	5 878	–	2 668	2 668
2 0 1 1	Water, gas, electricity and heating	1 481	(882)	599	–	3 570	2 056	–	1 514	1 514
2 0 1 2	Building security and surveillance	3 154	(187)	2 967	–	9 419	6 118	–	3 302	3 302
2 0 1 3	Insurance	49	–	49	–	220	149	–	71	71
2 0 1 4	Other expenditure relating to buildings	133	(43)	90	–	144	95	–	49	49
Total Chapter 2 0		12 593	(1 789)	10 804	–	57 146	45 615	–	11 531	11 531
2 1 0 0	Information and communication technology	8 511	(277)	8 234	–	30 818	19 408	–	11 409	11 409
2 1 0 1	Cryptography and highly classified information and communications technology	7 333	(341)	6 992	–	29 195	16 387	–	12 808	12 808
2 1 0 2	Security of information and communication technology up to the level 'EU restricted'	1 293	(15)	1 278	–	5 794	3 857	–	1 937	1 937
2 1 0 3	Technical Security Countermeasures	250	(20)	231	–	263	91	–	172	172
2 1 1 0	Furniture	1 000	–	1 000	–	–	–	–	–	–
2 1 1 2	Transport	25	–	25	–	30	16	–	14	14
Total Chapter 2 1		18 412	(653)	17 759	–	66 099	39 759	–	26 340	26 340
2 2 0 0	Organisation of meetings, conferences and congresses	279	(21)	258	–	700	611	–	89	89
2 2 0 1	Experts' travel expenses	9	(4)	6	–	12	12	–	–	–
2 2 1 0	Documentation and library expenditure	301	(2)	299	–	2 111	1 526	–	586	586
2 2 1 1	Satellite imagery	–	–	–	–	450	450	–	–	–
2 2 1 2	General publications	49	(25)	24	–	65	3	–	62	62

Item	Commitments outstanding at the end of previous year				Commitments of the current year				Total commitm. outstanding at year-end	
	Commitm. carried for- ward from pre- vious year	Decommit. Revaluation Cancel- lations	Pay- ments	Total	Commit- ments made during the year	Pay- ments	Cancel- lation of commit. which cannot be carried forward	Commit. outstand- ing at year-end		
	1	2	3	4=1+2-3	5	6	7	8=5-6-7		9=4+8
2 2 1 3	Public information and public events	1 365	(140)	1 225	–	1 746	339	–	1 407	1 407
2 2 1 4	Strategic communication capacity	5 007	(415)	4 592	–	6 321	1 474	–	4 848	4 848
2 2 2 1	Interpretation	1	–	1	–	442	442	–	–	–
2 2 3 0	Office supplies	60	(43)	17	–	150	112	–	38	38
2 2 3 1	Postal charges	79	(25)	54	–	150	98	–	52	52
2 2 3 3	Interinstitutional cooperation	136	(11)	124	–	5 952	5 270	–	683	683
2 2 3 4	Removals	165	–	165	–	479	459	–	20	20
2 2 3 5	Financial charges	5	–	5	–	20	2	–	18	18
2 2 3 6	Legal expenses and costs, damages and compensation	8	(5)	2	–	87	9	–	78	78
2 2 3 7	Other operating expenditure	9	(2)	7	–	49	39	–	10	10
2 2 4 0	Conflict Prevention and Mediation Support Services	262	(42)	220	–	546	376	–	170	170
Total Chapter 2 2		7 736	(735)	7 001	–	19 280	11 220	–	8 060	8 060
Total Title 2		38 741	(3 177)	35 564	–	142 526	96 594	–	45 932	45 932

Title 3 – Outstanding commitments

EUR '000

Item	Commitments outstanding at the end of previous year				Commitments of the current year				Total commitm. outstanding at year-end	
	Commitm. carried for- ward from pre- vious year	Decommit. Revaluation Cancel- lations	Pay- Ments	Total	Commit- ments made during the year	Pay- ments	Cancel- lation of commit. which cannot be carried forward	Commit. outstand- ing at year-end		
	1	2	3	4=1+2-3	5	6	7	8=5-6-7		9=4+8
3 0 0 0	Remuneration and entitlements of statutory staff	–	–	–	–	154 208	154 208	–	–	–
3 0 0 1	External staff and outside services	–	–	–	–	112 722	112 722	–	–	–
3 0 0 2	Other expenditure related to staff	5 833	(1 088)	4 744	–	38 654	31 016	–	7 638	7 638
3 0 0 3	Buildings and associated costs	36 285	(7 108)	29 178	–	249 403	197 933	–	51 470	51 470
3 0 0 4	Other administrative expenditure	21 692	(798)	20 894	–	68 087	40 617	–	27 469	27 469
3 0 0 5	Commission contribution for delegations	25 361	(4 516)	20 670	176	231 295	201 296	–	29 999	30 175
Total Chapter 3 0		89 171	(13 510)	75 485	176	854 368	737 792	–	116 577	116 753
Total Title 3		89 171	(13 510)	75 485	176	854 368	737 792	–	116 577	116 753
GRAND TOTAL		139 350	(18 383)	120 791	176	1236 018	1066 119	–	169 899	170 074

ANNEX 4 – Table 4 Balance sheet

		EUR '000	
	Note	31.12.2025	31.12.2024
NON-CURRENT ASSETS			
<i>Intangible assets</i>	2.1	51	357
<i>Property, plant and equipment</i>	2.2	326 314	330 184
<i>Financial assets</i>	2.3	135 018	97 024
<i>Exchange receivables and non-exchange recoverables</i>	2.4	4 023	4 525
		465 407	432 090
CURRENT ASSETS			
<i>Financial assets</i>	2.3	17 174	31 015
<i>Pre-financing</i>	2.5	58	146
<i>Exchange receivables and non-exchange recoverables</i>	2.4	53 367	67 873
<i>Cash and cash equivalents</i>	2.6	246 932	196 146
		317 531	295 181
TOTAL ASSETS		782 937	727 270
NON-CURRENT LIABILITIES			
<i>Financial liabilities</i>	2.7	(366 552)	(340 213)
		(366 552)	(340 213)
CURRENT LIABILITIES			
<i>Provisions</i>	2.8	(1 660)	(1 496)
<i>Financial liabilities</i>	2.7	(4 650)	(3 934)
<i>Payables</i>	2.9	(36 424)	(57 489)
<i>Accrued charges and deferred income</i>	2.10	(61 401)	(122 110)
		(104 134)	(185 029)
TOTAL LIABILITIES		(470 686)	(525 242)
NET ASSETS		312 252	202 028
<i>Accumulated surplus</i>		202 028	179 057
<i>Economic result of the year</i>		110 223	22 971
NET ASSETS		312 252	202 028

ANNEX 4 – Table 5 Statement of financial performance

		<i>EUR '000</i>	
	Note	2025	2024
REVENUE			
Revenue from non-exchange transactions			
<i>EEAS funding</i>	3.1	1 210 816	1 090 036
<i>Other non-exchange revenue</i>	3.2	63 615	59 743
		1 274 431	1 149 779
Revenue from exchange transactions			
<i>Financial revenue</i>	3.3	2 844	2 624
<i>Other exchange revenue</i>	3.4	55 319	51 890
		58 163	54 514
Total revenue		1 332 595	1 204 293
EXPENSES			
<i>Staff costs</i>	3.5	(643 454)	(610 337)
<i>Finance costs</i>	3.6	(7 184)	(7 975)
<i>Other expenses</i>	3.7	(571 734)	(563 011)
Total expenses		(1 222 371)	(1 181 322)
ECONOMIC RESULT OF THE YEAR		110 223	22 971

TABLE 5bis: OFF BALANCE SHEET for EEAS

OFF BALANCE	2025	2024
OB.1. Contingent Assets	661,910.84	0.00
GR for performance	661,910.84	0.00
GR for pre-financing	0.00	0.00
OB.2. Contingent Liabilities	-1,789,815.91	-2,219,406.00
OB.2.7. CL Legal cases OTHER	-1,789,815.91	-2,219,406.00
OB.3. Other Significant Disclosures	-489,265,271.95	-403,518,508.58
OB.3.2. Comm against app. not yet consumed	-109,182,559.31	-72,921,380.88
OB.3.3.7. Other contractual commitments	-21,927,469.19	-34,444,334.44
OB.3.5. Operating lease commitments	-358,155,243.45	-296,152,793.26
OB.4. Balancing Accounts	490,393,177.02	405,737,914.58
OB.4. Balancing Accounts	490,393,177.02	405,737,914.58
OFF BALANCE	0.00	0.00

ANNEX 4 – Table 6 Average Payment Times for 2025

Legal Times									
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
5	1	1	100.00%	4.00				0.00	0.00%
7	2				2	100.00%	9.00	392,559.11	100.00%
8	24	19	79.17%	5.99	5	20.83%	9.28	1,959.21	19.68%
10	18	14	77.78%	7.29	4	22.22%	14.50	270,393.76	16.85%
30	136868	123453	90.20%	13.05	13415	9.80%	44.97	48,130,384.75	8.30%
42	2	2	100.00%	27.50				0.00	0.00%
43	1	1	100.00%	14.00				0.00	0.00%
60	811	789	97.29%	22.50	22	2.71%	89.18	2,735,095.83	4.82%
90	49	49	100.00%	24.15				0.00	0.00%
120	1	1	100.00%	6.00				0.00	0.00%

Total Number of Payments	137777	124329	90.24%		13448	9.76%		51,530,392.66	8.02%
Average Net Payment Time	16.23			13.11			45.02		
Average Gross Payment Time	16.43			13.29			45.46		

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	48	155	0.11%	137777	14,766,705.83	2.30%	642,492,419.81

Late Interest paid in 2025			
DG	GL Account	Description	Amount (EUR)
EEAS	65010000	Interest expense on late payment of charges	1.093,54
EEAS	65010100	Interest on late payment of charges New FR	22.961,07
			24.054,61

ANNEX 4 – Table 7 Situation on revenue and income in 2025

TABLE 7: SITUATION ON REVENUE AND INCOME in 2025 for EEAS								
Chapter	Revenue and income recognized			Revenue and income cashed from			Outstanding balance	
	Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total		
	1	2	3=1+2	4	5	6=4+5		7=3-6
30	Tax on the remunerations	63,476,148.12		63,476,148.12	63,476,148.12		63,476,148.12	0.00
31	Sale of other property	13,651,742.01	1,010.73	13,652,752.74	13,642,811.18	1,186.72	13,643,997.90	8,754.84
32	Revenue from third parties in respect of goods, services or work – Assigned revenue	67,724,026.71	31,333.05	67,755,359.76	65,821,602.42	18,053.05	65,839,655.47	1,915,704.29
33	Revenue from the Commission contribution to EEAS for Commission staff working in Union delegations Assigned revenue	232,020,282.27	88,187.45	232,108,469.72	231,928,769.98	57,987.47	231,986,757.45	121,712.27
40	Revenue from investments, loans granted and bank accounts	1,756,070.83		1,756,070.83	1,756,070.83		1,756,070.83	0.00
Total EEAS		378,628,269.94	120,531.23	378,748,801.17	376,625,402.53	77,227.24	376,702,629.77	2,046,171.40

ANNEX 4 – Table 8 Financial impact of ex ante and ex post controls in 2025

EX ANTE CONTROLS BY TRANSACTION	Irregularity	OLAF notified	Total ex ante amounts
NON-ELIGIBLE IN COST CLAIMS			
CREDIT NOTES			
RECOVERY ORDERS ON PRE-FINANCING			
Sub-Total			

EX POST CONTROLS BY TRANSACTION	Irregularity	OLAF notified	Total ex post amounts
RECOVERY ORDERS OTHER THAN ON PRE-FINANCING	1,044.75		1,044.75
INCOME LINES IN INVOICES			
Sub-Total	1,044.75		1,044.75
GRAND TOTAL (EX ANTE + EX POST)	1,044.75		1,044.75

Note: The amount in the table refers to recovery of an overpaid amount for a training contract.

ANNEX 4 – Table 9 Ageing balance of Recovery Orders at 31.12.2025 for EEAS

	Number at 01/01/2025	Number at 31/12/2025	Evolution	Open Amount (EUR) at 01/01/2025	Open Amount (EUR) at 31/12/2025	Evolution
2015	2	2	0.00 %	9,158.06	9,158.06	0.00
2019	1	1	0.00 %	2,219.00	2,219.00	0.00
2021	2	2	0.00 %	7,626.32	7,626.32	0.00
2022	4	4	0.00 %	115,012.82	115,012.82	0.00
2023	3	1	-66.67 %	22,626.85	1,901.61	-0.92
2024	31	6	-80.65 %	160,227.25	44,100.95	-0.72
2025	1	62	6100.00 %	1,137,387.19	3,503,946.28	2.08
	44	78	77.27 %	1,454,287.49	3,683,965.04	153.32 %

ANNEX 4 – Table 10 Recovery Orders waivers in 2025

TABLE 10: Recovery Order Waivers >= EUR 60 000 in 2025 for EEAS

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (EUR)	LE Account Group	Commission Decision	Comments
0	4143250001	4140250215	-80,333.99	Member States		

Total for the EEAS	-80,333.99
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Number of RO waivers	1
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There are no waivers below EUR 60 000

Note: During the 2024 ex post controls on transactions of an EU Delegation, a financial error was detected concerning the payment of co-location fees by the Ministry of Foreign Affairs of an EU Member State for the co-location of the EU Delegation premises between 2014 and 2024. After EEAS Headquarters took over the recovery of co-location fees from the Delegation, and following a further review of the file, it was concluded that the amount covering the period from 2014 to 2019 should be waived on account of the five-year limitation period.

ANNEX 4 – Table 11 2025 Negotiated procedures in accordance with point 11.1, points (a) to (f) and (i), of Annex I of the Financial Regulation

Negotiated Procedure Legal base	Number of Procedures	Amount (EUR)
Annex 1 – 11.1 (a) Follow up of an open/restricted procedure where no (or no suitable) tenders/request to participate have been submitted	2	7,960,000.00
Annex 1 – 11.1 (b) Artistic/technical reasons or exclusive rights or technical monopoly/captive market	4	2,722,781.07
Annex 1 – 11.1 (c) Extreme urgency caused by unforeseeable events not attributable to the contracting authority	10	10,885,768.72
Annex 1 – 11.1 (i) - Secret contract or contract requiring special security measures	3	14,403,541.05
Total	19	35,972,090.84

ANNEX 4 – Table 12a Building contracts signed in 2025 for Headquarters

The EEAS did not sign a building contract for its Headquarters in 2025.

ANNEX 4 – Table 12b Building contracts signed in 2025 for EU Delegations

REGION	DELEGATION	TOWN	CONTRACT TYPE	SIGNED AMOUNT IN EUR
AFRICA	AU	Addis Ababa	Accommodation	19,085.63
AFRICA	BOTSWANA	Gaborone	Accommodation	72,650.03
AFRICA	BOTSWANA	Gaborone	Accommodation	97,000.00
AFRICA	BOTSWANA	Gaborone	Office	3,637,000.00
AFRICA	CAMEROON	Yaoundé	Accommodation	548,816.46
AFRICA	CAMEROON	Yaoundé	Accommodation	548,816.46
AFRICA	CAMEROON	Yaoundé	Accommodation	140,862.89
AFRICA	CAMEROON	Yaoundé	Accommodation	109,763.29
AFRICA	CENTRAL AFRICAN REPUBLIC	Bangui	Office	942,386.03
AFRICA	CENTRAL AFRICAN REPUBLIC	Bangui	Office	812,407.93
AFRICA	CENTRAL AFRICAN REPUBLIC	Bangui	Office	882,407.93
AFRICA	CHAD	N’Djamena	Accommodation	32,928.99
AFRICA	CONGO REP	Brazzaville	Accommodation	219,526.58
AFRICA	DJIBOUTI	Djibouti	Accommodation	18,712.31
AFRICA	DJIBOUTI	Djibouti	Accommodation	174,488.18
AFRICA	DJIBOUTI	Djibouti	Accommodation	16,047.43
AFRICA	DJIBOUTI	Djibouti	Accommodation	78,519.68
AFRICA	DJIBOUTI	Djibouti	Accommodation	167,230.19
AFRICA	DJIBOUTI	Djibouti	Accommodation	117,704.33
AFRICA	DJIBOUTI	Djibouti	Residence	41,538.51
AFRICA	ESWATINI	Mbabane	Accommodation	84,000.00
AFRICA	ESWATINI	Mbabane	Accommodation	20,000.00
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	154,162.38
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	8,478.93
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	144,000.00
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	149,145.52
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	114,562.40
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	103,643.18
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	101,503.76
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	129,350.65
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	57,449.25
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	114,561.16
AFRICA	ETHIOPIA	Addis Ababa	Accommodation	39,307.34
AFRICA	ETHIOPIA	Addis Ababa	Office	95,222.53
AFRICA	ETHIOPIA	Addis Ababa	Office	209,478.04
AFRICA	GABON	Libreville	Office	438,014.27
AFRICA	GHANA	Accra	Residence	3,241,492.00
AFRICA	GUINEA REPUBLIC	Conakry	Accommodation	120,000.00
AFRICA	GUINEA REPUBLIC	Conakry	Accommodation	240,000.00
AFRICA	IVORY COAST	Abidjan	Accommodation	394,683.55
AFRICA	IVORY COAST	Abidjan	Accommodation	203,703.84
AFRICA	IVORY COAST	Abidjan	Accommodation	146,351.06
AFRICA	IVORY COAST	Abidjan	Accommodation	321,594.01
AFRICA	IVORY COAST	Abidjan	Accommodation	99,244.31
AFRICA	LESOTHO	Maseru	Accommodation	139,005.03
AFRICA	LESOTHO	Maseru	Accommodation	11,014.06
AFRICA	LIBERIA	Monrovia	Accommodation	107,655.50

AFRICA	LIBERIA	Monrovia	Accommodation	110,954.56
AFRICA	LIBERIA	Monrovia	Accommodation	25,974.00
AFRICA	LIBERIA	Monrovia	Accommodation	34,354.13
AFRICA	LIBERIA	Monrovia	Accommodation	39,038.78
AFRICA	LIBERIA	Monrovia	Accommodation	35,785.00
AFRICA	MALAWI	Lilongwe	Accommodation	124,800.00
AFRICA	NIGERIA	Abuja	Accommodation	168,000.00
AFRICA	NIGERIA	Abuja	Accommodation	247,284.00
AFRICA	NIGERIA	Abuja	Accommodation	209,520.00
AFRICA	NIGERIA	Abuja	Accommodation	219,600.00
AFRICA	NIGERIA	Abuja	Accommodation	300,240.00
AFRICA	NIGERIA	Abuja	Accommodation	216,000.00
AFRICA	NIGERIA	Abuja	Accommodation	168,000.00
AFRICA	SIERRA LEONE	Freetown	Accommodation	68,696.72
AFRICA	SIERRA LEONE	Freetown	Accommodation	95,103.91
AFRICA	SIERRA LEONE	Freetown	Accommodation	93,215.95
AFRICA	SOUTH AFRICA	Pretoria	Residence	342,000.00
AFRICA	ZIMBABWE	Harare	Accommodation	48,670.54
AFRICA	ZIMBABWE	Harare	Accommodation	162,226.14
AFRICA	ZIMBABWE	Harare	Accommodation	97,995.77
AFRICA	ZIMBABWE	Harare	Accommodation	110,265.23
AFRICA	ZIMBABWE	Harare	Accommodation	116,489.42
AFRICA	ZIMBABWE	Harare	Office	103,568.77
AFRICA	ZIMBABWE	Harare	Office	2,096,150.00
AMERICAS	BARBADOS	Bridgetown	Office	532,939.42
AMERICAS	BRAZIL	Brasilia	Office	18,464,851.85
AMERICAS	BRAZIL	Brasilia	Residence	935,760.07
AMERICAS	CANADA	Montreal	Office	698,539.00
AMERICAS	CUBA	La Habana	Residence	343,318.17
AMERICAS	HAITI	Port-au-Prince	Accommodation	783,550.90
AMERICAS	PANAMA	Panama	Office	2,431,894.65
AMERICAS	PANAMA	Panama	Office	2,431,894.65
AMERICAS	PERU	Lima	Office	7,222,864.77
AMERICAS	URUGUAY	Montevideo	Office	2,154,808.25
AMERICAS	URUGUAY	Montevideo	Residence	472,463.49
AMERICAS	VENEZUELA	Caracas	Accommodation	200,055.57
AMERICAS	VENEZUELA	Caracas	Accommodation	227,403.29
AMERICAS	VENEZUELA	Caracas	Residence	4,352,413.61
ASIAPAC	AFGHANISTAN	Kabul	Accommodation	565,277.00
ASIAPAC	AFGHANISTAN	Kabul	Accommodation	13,362.60
ASIAPAC	AFGHANISTAN	Kabul	Accommodation	633,094.17
ASIAPAC	AFGHANISTAN	Kabul	Accommodation	53,550.00
ASIAPAC	AFGHANISTAN	Kabul	Accommodation	107,100.00
ASIAPAC	AFGHANISTAN	Kabul	Accommodation	1,147,500.00
ASIAPAC	AFGHANISTAN	Kabul	Accommodation	1,140,000.00
ASIAPAC	AFGHANISTAN	Kabul	Accommodation	1,500,000.00
ASIAPAC	AFGHANISTAN	Kabul	Accommodation	74,375.00
ASIAPAC	AFGHANISTAN	Kabul	Office	1,065,900.00
ASIAPAC	AFGHANISTAN	Kabul	Residence	53,550.00
ASIAPAC	FIJI	Suva	Residence	495,511.49
ASIAPAC	HONG KONG	Hong Kong	Residence	2,076,194.54
ASIAPAC	HONG KONG	Hong Kong	Office	1,187,725.00
ASIAPAC	KOREA	Seoul	Residence	779,661.24
ASIAPAC	LAOS	Vientiane	Residence	240,000.00
ASIAPAC	MYANMAR BURMA	Yangon	Residence	642,154.32
ASIAPAC	NEPAL	Kathmandu	Accommodation	61,888.92
ASIAPAC	NEPAL	Kathmandu	Accommodation	74,139.06

ASIAPAC	PAPUA NEW GUINEA	Port Moresby	Accommodation	144,504.65
ASIAPAC	PHILIPPINES	Manila	Office	2,232,301.75
ASIAPAC	PHILIPPINES	Manila	Residence	1,060,922.00
ASIAPAC	SINGAPORE	Singapore	Residence	1,217,168.48
ASIAPAC	THAILAND	Bangkok	Residence	912,633.56
ASIAPAC	VIETNAM	Hanoi	Residence	611,280.91
EURCA	KAZAKHSTAN	Nur-Sultan	Residence	316,800.00
EURCA	KOSOVO*	Pristina	Residence	470,400.00
EURCA	TURKEY	Ankara	Office	22,481,441.99
EURCA	TURKEY	Ankara	Garage	18,700.00
EURCA	TURKEY	Ankara	Storage	8,910.00
EURCA	TURKMENISTAN	Ashgabat	Residence	288,378.35
GLOBAL	UN/IAEA/OSCE	Vienna	Garage	14,600.00
MENA	EGYPT	Cairo	Parking	75,710.94
MENA	EGYPT	Cairo	Residence	1,100,478.47
MENA	IRAQ	Baghdad	Accommodation	20,820.68
MENA	IRAQ	Erbil	Office	31,721.77
MENA	ISRAEL	Tel Aviv	Office	113,680.46
MENA	ISRAEL	Tel Aviv	Office	268,285.88
MENA	KUWAIT	Kuwait City	Residence	1,850,086.90
MENA	QATAR	Doha	Accommodation	50,619.03
MENA	QATAR	Doha	Office	381,463.33
MENA	SAUDI ARABIA	Riyadh	Accommodation	63,605.14
MENA	SAUDI ARABIA	Riyadh	Accommodation	42,788.91
MENA	SAUDI ARABIA	Riyadh	Accommodation	63,605.14
MENA	SAUDI ARABIA	Riyadh	Accommodation	63,605.14
MENA	SAUDI ARABIA	Riyadh	Accommodation	84,421.37
MENA	SAUDI ARABIA	Riyadh	Accommodation	83,533.54
MENA	SYRIA	Damascus	Accommodation	386,000.00
MENA	UNITED ARAB EMIRATES	Abu Dhabi	Accommodation	66,418.43
MENA	UNITED ARAB EMIRATES	Abu Dhabi	Accommodation	146,265.98
MENA	UNITED ARAB EMIRATES	Abu Dhabi	Accommodation	109,888.82
MENA	UNITED ARAB EMIRATES	Abu Dhabi	Accommodation	148,918.60

ANNEX 5 EX POST CONTROL TABLES

For the financial errors, the detected error rate corresponds to errors detected by ex post controls (after the payment/recovery has been made) which were not detected and prevented through ex ante controls. The residual error rates provide accurate information of the action taken by management to correct, by the 31 March 2026, the financial errors detected during the ex post control exercise. The correction may be the authorisation of the recovery of the expenditure unduly paid or of the additional payment.

To be aligned to DG BUDG's instructions and taking into account that ex post controls are carried out on a sample basis, it is considered that the non-sampled expenditure and revenue in the population are affected by errors which are probably of the magnitude of the representative detected error rate. Therefore, the residual error rate in the population combines two parts: it is the weighted average of (i) the error rate in the controlled part after corrections and (ii) the error presumed to be affecting the non-sampled part.

The 2025 ex post assessment is both quantitative (evaluation of financial errors) and qualitative (nature of the errors detected). In quantitative assessment, the EEAS follows the guidance of the Commission (DG BUDG) in the calculation of the error rates, including the treatment of the anomalies detected in procurement, according to which there are two categories of irregularities: financial errors and procurement errors.

The figures relating to the current and previous exercises are set out below:

Annex 5 – Table 1 - Population subject to the sample by ex post control and sample size in EUR

Financial transactions EUR million	Ex Post Control 2025		Ex Post Controls 2024		Ex Post Controls 2023	
	Expenditure	Revenue (Titles 3 and 4) ⁵⁵	Expenditure	Revenue (Titles 3 and 4) ⁴	Expenditure	Revenue (Titles 3 and 4) ⁴
Total Population (a)	1,181.32	314.40	1,149.78	298.12	1,126.30	305.38
Population subject to ex post control (b)	800.53	45.86	1,149.78	31.30	1,126.30	38.55
Sample (c)	156.30	31.90	156.04	18.80	175.33	30.91
% of the sample from total population = (c) / (a)	13%	10%	14%	6%	16%	10%

Note: as mentioned above, the reduction in total population subject to ex post controls in 2025, compared to previous years, is related to the exclusion of statutory staff expenditure which is not authorised by PMO since the October 2024.

⁵⁵ The revenues sampled under MUS excludes Chapter 30 (taxes and special levies on remunerations and staff contributions to pension scheme) and corresponds to Chapters 31, 32 (except 3202 in GL 70762), 33 (except 332 in GL 70762), 40, 41.

Annex 5 – Table 2 - Number Authorising Officers by Sub-Delegation (i.e. controlled entities)

Authorising officers by sub-delegation	Ex Post Control 2025		Ex Post Control 2024		Ex Post Control 2023	
	HQ Divisions	EU Delegations	HQ Divisions	EU Delegations	HQ Divisions	EU Delegations
Total (a)	17	145	19	145	18	147
Entities controlled (b)	14	117	15	111	14	119
% controlled = (b) / (a)	82%	81%	79%	77%	78%	81%

Financial detected and residual error rates per domain for expenditure, with regards to the sample tested and the amount at risk of the EEAS budget:

Annex 5 – Table 3 - Expenditure 2025 - financial errors

Expenditure 2025 - Financial Errors										
Budget Domain	Population subject to ex post control	Sample		Financial Detected Error on the sample			Financial Residual Error on the sample			
		Number of sampled transactions	Value of the sample	Number of transactions	Value of error	Error rate on the sample	Value of corrections and recoveries	Number of transactions	Value of error	Error rate on the sample
	EUR		EUR		EUR		EUR			
Staff Expenditure	277,622,464	60	1,207,677	-	-	0.0000%	-	-	-	0.0000%
Infrastructure & other operating expenditure	324,651,313	150	67,543,073	1	1,667	0.0025%	-	1	1,667	0.0025%
Security	99,924,670	150	26,613,908	3	461	0.0017%	-	3	461	0.0017%
IT & Telecommunication	98,330,295	150	60,944,032	1	142	0.0002%	-	1	142	0.0002%
Total Expenditure	800,528,743	510	156,308,690	5	2,270	0.0015%	-	5	2,270	0.0015%

Annex 5 – Table 4 - Expenditure: Materiality of the amount at risk

Expenditure 2025 - Amount at risk						
Budget Domain	Population subject to ex post control	Value of the Sample	Financial Detected Error rate	Estimated GROSS amount at risk	Financial residual error rate	Estimated NET amount at risk
	EUR	EUR		EUR		EUR
Staff Expenditure	277,622,464	1,207,677	0.0000%	-	0.0000%	-
Infrastructure & other operating expenditure	324,651,313	67,543,073	0.0025%	8,011	0.0025%	8,011
Security	99,924,670	26,613,908	0.0017%	1,732	0.0017%	1,732
IT & Telecommunication	98,330,295	60,944,032	0.0002%	229	0.0002%	229
Total Expenditure	800,528,743	156,308,690		9,971		9,971
Materiality of the amount at risk						0.0012%

The table below details the financial detected and residual error rates for revenues in 2025:

Annex 5 – Table 5 - Revenues 2025 financial errors

Revenue 2025 - Financial Errors										
Budget Domain	Total Population	Sample		Financial Detected Error on the sample			Financial Residual Error on the sample			
		Number of sampled transactions	Value of the sample	Number of transactions	Value of error	Error rate on the sample	Value of corrections and recoveries	Number of transactions	Value of error	Error rate on the sample
	EUR		EUR		EUR		EUR		EUR	
EC contribution	268,534,566	N/A	N/A	N/A	N/A,	N/A	N/A	N/A	N/A	N/A
Other revenues (non EC contribution)	45,862,148	150	31,938,531	1	10,098	0.03%	0	1	10,098	0.0316%
Total Revenue	314,396,714	150	31,938,531	1	10,098	0.03%	0	1	10,098	0.0316%

Annex 5 – Table 6 - Revenue: Materiality of the amount at risk

Revenue 2025 - Amount at Risk						
Budget Domain	Total Population	Value of the Sample	Financial detected error rate	Estimated GROSS amount at risk	Financial residual error rate	Estimated NET amount at risk
	EUR	EUR		EUR		EUR
EC contribution	268,534,566	N/A	N/A	N/A	N/A	N/A
Other revenues (non EC contribution)	45,862,148	31,938,531	0.03%	14,500	0.03%	14,500
Total Revenue	314,396,714	31,938,531	0.03%	14,500	0.03%	14,500
Materiality of the amount at risk						0.0046%

Procurement errors

Detected errors in procurement procedures are mainly linked to the decentralised manner in which the EEAS operates and its presence in over 130 locations around the world. This is further compounded by the challenging security and administrative environment in some of the host countries, which presents difficulties as regards implementing the public procurement rules.

The data below refer to payments made in 2025 that were subject to ex post controls and related to public contracts concluded in 2025 or in previous years. For the purpose of establishing the value of the serious procurement error, it must be noted that the EEAS has taken into account the full amount of the payment, except when a more precise calculation of the impact of the error could be made.

Annex 5 – Table 7 - Detected errors in procurement procedures underlying the sampled transactions

Expenditure 2025					
Budget Domain	Population subject to ex post control	Sample		Procurement Detected Error on the sample	
		Number of sampled transactions	Value of the sample	Number of transactions with Procurement Detected Error	Value of Procurement Detected Error (EUR)
	EUR		EUR		
Staff Expenditure	277,622,464	60	1,207,677	0	0
Infrastructures & other operating expenditure	324,651,313	150	67,543,073	52	19,393,333
Security	99,924,670	150	26,613,908	58	9,304,372 (*)
IT & Telecommunication	98,330,295	150	60,944,032	20	11,549,641
Total	800,528,743	510	156,308,690	130	40,247,346

(*) serious procurement errors affecting seven of the transactions sampled by ex post control and representing an amount of EUR 5.37 million were detected during the ex ante controls of the budgetary and legal commitment linked to the payments. The responsible authorising officer however overruled the rejection by ex ante control and duly filed a Non-Compliance Event in the appropriate Registry. The grounds for this overrule was the duty of care to be ensured by the EEAS towards its staff in the EU Delegation to Afghanistan.

Annex 5 – Table 8 - Detected errors in procurement procedures for headquarters and EU delegations per domain

Source of transactions	Infrastructures and other operating expenditure	Security	IT & Telecommunication	Total
EU Delegations	42	49	14	105
EEAS Headquarters	10	9	6	25
Total number of errors	52	58	20	130

Cost-efficiency and cost-effectiveness of ex post controls

In 2025, for every euro spent on ex post control activities, the EEAS detected EUR 49.97 at risk. In other words, the EEAS spent 0.01 euro cents on every euro at risk.

Annex 5 – Table 9 - Estimated cost of ex post control over the last three years:

Estimated Cost of Ex Post Control Operations (1)		2023	2024	2025
FTE AD Officials (1) (2)	Count	1	1	0.40
	EUR	200,000	211,500	87,160
FTE AST Officials (1) (2)	Count	6	5	4.92
	EUR	768,600	674,500	680,467
FTE Contract Agents (1) (2)	Count	0	0	0.42
	EUR	0	0	38,042
Total Costs on a full-cost basis (3)	EUR	968,600	886,000	805,668

Annex 5 – Table 10 - Cost of ex post control activities as a percentage of the total controlled value:

Assessment of the Cost of Ex Post Control Operations (Economy)		2023	2024	2025
Total costs of Ex post Control	EUR	968,600	886,000	805,668
Total value controlled by ex post	EUR	206,249,760	174,836,761	156,308,690
Ratio	%	0.45%	0.51%	0,52%