

HUMAN RESOURCES REPORT 2025

Table of Contents

FOREWORD	5
2025: THE EEAS IN NUMBERS	7
1. Organisation and Structure	10
1.1 EEAS Organisational Structure	10
EU Presence Around the World.....	11
Network of EU Delegations	11
Modernisation of the Network of EU Delegations	13
1.2 Cooperation with Member states and other institutions	14
Cooperation with EU Member States	14
Cooperation with the European Commission	14
2. EEAS Workforce	15
2.1 EEAS Population Statistics	15
AD staff – Officials & Temporary Agents	16
AST staff – Officials & Temporary Agents	17
Contract Agents	17
Seconded National Experts.....	19
Local Agents	20
2.2 Geographical Distribution of EEAS Staff	21
AD Officials and Temporary Agents - Nationality	23
AST and AST/SC – Nationality	25
Contract Agents – Nationality	26
Seconded National Experts – Nationality	27
Management Staff – Nationality.....	29
Heads of Delegation – Nationality	31
Trainees at Headquarters & Delegations	33
2.3 Staff by age group.....	35
Officials and Temporary Agents – Gender	37
EEAS Management - Gender	39

Contract Agents – Gender.....	40
Seconded National Experts – Gender.....	40
Local Agents – Gender.....	41
3. Selection & Recruitment	41
3.1 Officials and Temporary Agents	41
Mobility Exercise	42
Rotation Exercise	42
Individual publications	43
Temporary agents - Member States' Diplomats	44
Internal competitions	44
3.2 Management	44
Rotation exercise	44
Individual Publications	46
Middle Management Mobility	47
3.3 Contract agents	48
3.4 Seconded National Experts.....	48
Modernisation of the network of EU Delegations	48
3.5 Local Agents	48
3.6 Junior professionals	49
4. Working Environment & Equal Opportunities	49
4.1 Measures towards a geo-balanced EEAS	49
4.2 Diversity & Inclusion	50
4.3 Cross-Sectional Initiatives.....	51
Evidence-based policymaking.....	51
Training and Outreach	51
Gender Parity.....	51
Active Seniors	53
Disability	53
LGBTIQ+ staff	54
4.4 Other Thematic Initiatives	54

Joint Committee for Diversity & Inclusion	54
4.5 Preventing and Addressing Harassment.....	55
4.6 Ethics	55
4.7 Mediation service – network of confidential counsellors.....	56
4.7 Work-life balance	57
Staff Well-Being, Health and Family Support	57
Medical assistance	58
Psychosocial support and mental health	59
Support to families in delegations	59
2025 Staff Survey: Launch, updates & cooperation with the European Commission	60
4.8 IT and AI Strategy.....	60
Information and Records Management achievements in 2025.....	60
Digital solutions	61
5. Talent Management	61
5.1 Developing and retaining talent.....	61
Career Development	61
5.2 Training and development.....	62
European Diplomatic Academy	62
AI@EEAS	63
SUMMA Rollout	63
5.3 Exchange Programmes.....	64
Short-Term Secondment Programme with the European Parliament	64
Diplomatic Echange Programmes with Third Countries	64
Traineeship Programmes with Public Administration Schools	64
ANNEXES	65
ORGANISATION CHART & LIST OF EU DELEGATIONS AND OFFICES	

FOREWORD

In 2025, the European External Action Service (EEAS) continued to strengthen its human resources management framework, further enhancing its capacity to support the High Representative in the implementation of her political objectives and the European Union's external action in an increasingly complex geopolitical environment. This report provides an overview of the main developments and achievements over the past year.

Throughout 2025, the EEAS remained focused on ensuring that its Headquarters and the network of 145 EU Delegations and Offices are equipped to deliver on the Union's external priorities. In a context marked by sustained geopolitical tensions and evolving security challenges, the Service reinforced its crisis response capacity, enhanced its strategic communication tools, and continued to strengthen security arrangements across Delegations. Efforts were sustained to ensure duty of care for staff at Headquarters and in Delegations. Targeted evacuations of expatriate personnel and their families were carried out where required.

At the same time, the EEAS further advanced its efforts to modernise its working methods and organisational structures. Following

agreement in the Commissioners' Project Group on External Action, implementation of the modernisation of the EU Delegations' network began. In parallel, internal processes were streamlined and certain support functions further rationalised, with to improve efficiency, coherence and service delivery.

In the context of continued budgetary constraints, the EEAS ensured sound financial management while maximising the impact of available resources. This included targeted reallocation of human and financial resources to areas of strategic importance, in line with the Union's external action priorities. The Service also continued to work in close cooperation with the European Commission, notably to ensure complementarity and synergies in the management of external policies and resources.

Human resources remain a central pillar of the EEAS. In 2025, the Service continued to promote a diverse, inclusive and high-performing workforce, also drawing on the expertise of staff from all EU Member States. Progress towards geographical and gender balance remained a priority. Every Member State was represented in all staff categories and had at least one middle manager.

The EEAS remained committed to achieving gender equality at all levels of the organisation, supported by regular monitoring and targeted measures to promote balanced representation in management positions. In addition, efforts were intensified in 2025 to enhance talent management, learning and development opportunities, and to promote mobility and career progression across the Service.

The 2025 Staff Survey was launched in October 2025 and remained an essential compass for the EEAS as a workplace. Its results offered insights into the EEAS organisational climate, both in Headquarters and EU Delegations. Further analysis generated from the data will be used to drive meaningful improvements and shape our workplace priorities.

The EEAS also prepared for the rollout of SUMMA, the new financial management environment supporting budgetary and financial processes affecting both Headquarters and EU Delegations. This included substantial work which required close

cooperation with the European Commission and extensive preparation of financial actors across the Service.

These achievements were made possible by the sustained commitment of EEAS staff and the close cooperation with EU institutions and Member States. Their support remains essential to ensuring the effective functioning of the Service and the delivery of the Union's external action.

Looking ahead, the EEAS will continue to build on these efforts, further strengthening its resilience, adaptability and operational effectiveness. In line with the strategic guidance of the High Representative, the Service will continue to enhance its capacity to respond to global challenges, support EU priorities, and contribute to a coherent and effective external action.



Kristin de Peyron

Director-General for Resource Management

2025: THE EEAS IN NUMBERS

5,567 people working in the EEAS
(at the end of 2025):

- 2,648 persons (47.6%)
posted in Headquarters
- 2,919 persons (52.4%)
posted in EU Delegations



EEAS staff **average
age**

48.3 years

Gender
representation

AD staff: Women represent 41.2%

AST and AST-SC staff: Women represent 65%

Management positions: Women represent 38.7%

Heads of Delegation: Women represent 37.8%



145 EU Delegations and Offices

Geographical balance
in management



In 2025, nationals from **all** EU Member States held a management position in the EEAS

585 Seconded National Experts
from all EU Member States

1,634 Local Agents

60 Blue Book **Trainees** at Headquarters
and **439 trainees** in 100 **EU Delegations**



67 Junior Professionals in
57 **EU Delegations** until
September 2025.

Rotation Exercise

109 staff members rotating between various positions in Delegations. For EEAS management, 41 managers appointed as Head of Delegation/Ambassadors.

Mobility Exercise

Staff assigned to 91 AD and 34 AST non-management and 16 middle management posts within the EEAS



Learning and development

2,250 participants attended learning activities on Artificial Intelligence and Literacy

Certification Exercise

All six AST candidates certified to AD in 2025

1. Organisation and Structure

1.1 EEAS Organisational Structure

The European External Action Service (EEAS) is the diplomatic service of the European Union. It supports the High Representative/Vice-President of the European Commission (HR/VP) in fulfilling her mandate to shape and implement a coherent and effective Common Foreign and Security Policy (CFSP), advancing peace, prosperity, security, and the EU's strategic interests and values worldwide.

The EEAS is managed by the Secretary-General under the authority of the High Representative. Its organisational structure comprises six geographic Managing Directorates covering Africa, the Americas, Asia and the Pacific, Europe and Central Asia, the Middle East and North Africa, and Multilateral Relations, Human Rights and Democracy. In addition, the organisation includes a Deputy Secretary-General for Geoeconomics and Interinstitutional Issues (DSG GII), a Deputy Secretary-General for Peace, Security and Defence (DSG DEF), a Directorate-General for Resource Management (DG RM), the EU Intelligence and Situation Centre (INTCEN), and a Directorate-General overseeing the European Union Military Staff (EUMS).

In 2025, a series of organisational adjustments were introduced to enhance the coherence of

political messaging and to streamline inter-departmental coordination.

As of 1 May 2025, entities under the direct supervision of the Secretariat-General were reorganised to better align them with evolving political priorities and operational demands. The Crisis Response Centre and Corporate Governance were moved under the supervision of Deputy Secretary-General for Economic and Global Issues. The Strategic Communication and Foresight Directorate was renamed Planning and Strategic Communication and became part of the Managing Directorate Global Issues and Communication.

The “Task Force for Gender and Diversity” was renamed the “Task Force for Equality” and moved under Deputy Secretary-General for Economic and Global Issues. At the same time, a new Ambassador for Equality function was created within this entity.

The Managing Directorates for Africa (MD AFRICA) and the Americas (MD AMERICAS), along with the Directorate for Values and Multilateral Relations, were all transferred to the Deputy Secretary-General for Political Affairs.

In July 2025, further structural consolidation took place under the Deputy Secretary-General for Political Affairs. The function of Deputy Political Director was transferred from the Chair of the Political and Security

Committee to the newly established Managing Director for Multilateral Relations, Human Rights and Democracy.

The Managing Directorates for Eastern Europe & Central Asia and for Europe were merged into a single structure, divided into two Deputy Managing Directorates: EURCA.WEST (covering Western Europe, the Western Balkans and Türkiye) and EURCA.EAST (covering Eastern Europe and Central Asia).

A new role, EU Special Envoy for Critical Raw Materials was created under the Managing Director for Global Issues and Communication.

Finally, in November 2025, the Deputy Secretary-General for Economic and Global Issues was renamed Deputy Secretary-General for Geoeconomics and Interinstitutional Issues, reflecting an expanded strategic mandate.

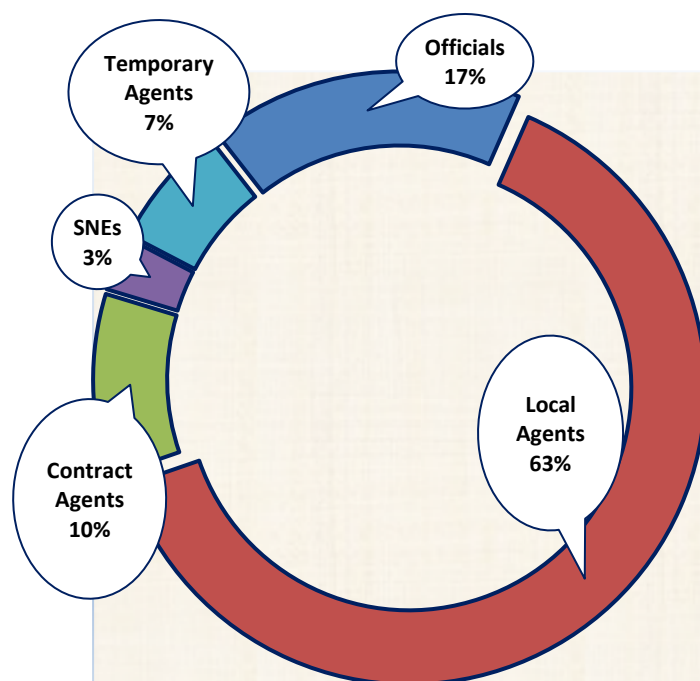
EU Presence Around the World

In 2025, the EEAS managed a total of 145 EU Delegations and Offices.

By the end of 2025, the EU Delegations' Network was comprised of 2,919 EEAS staff (including externals¹) and 3,136 European Commission staff.

¹ External contractors (excluding trainees) in the EEAS are mostly assigned to IT services and security positions.

EEAS Population in Delegations Per Staff Category



Network of EU Delegations

In 2025, due to several crises worldwide, the EEAS enhanced its security measures and implemented additional evacuations to ensure the safety of expatriate staff and their dependants in Delegations.

By the end of 2025, a total of 13 Delegations remained evacuated. The table below provides further details on all security measures taken or adjusted within the reporting year.

Events in 2026 point to a dynamic global situation, which requires constant reviews of security arrangements for Delegations.

Security Measures per Delegation		
Region	Delegation	Security Measures
AFRICA	EU Delegation to Mozambique	The 2024 evacuation was repealed in January 2025, allowing the return of non-essential staff and all dependants.
	EU Delegation to the Democratic Republic of The Congo	A mandatory evacuation of all dependants was declared in February 2025 and lifted in May. Since then, evacuation measures have remained in force on a voluntary basis, allowing the departure of expatriate staff not performing essential tasks and their dependants.
	EU Delegation to Mali	Non-essential expatriate staff and under-age dependants have been evacuated since October 2023.
	EU Delegation to South Sudan	In March non-essential expatriate staff and under-age dependants were evacuated until end of May 2025.
	EU Delegation to Burkina Faso	Remained temporary non-family posting with only essential staff allowed to stay (since December 2022).
	EU Delegation to Niger	Remained temporary non-family posting with only essential staff allowed to stay (since September 2023).
	EU Delegation to Sudan	Remained fully evacuated since June 2023. A partial relocation to Cairo has started in July 2024.
AMERICAS	EU Delegation to Haiti	Remained temporary non-family posting with only essential staff allowed to stay (since June 2022). Commission staff were relocated to the Dominican Republic in 2024.
ASIAPAC	EU Delegation to Afghanistan	Since April 2021, only essential staff has been allowed to stay in the Delegation.
EURCA	EU Delegation to Ukraine	Remained temporary non-family posting with only essential staff allowed to stay (since February 2022).
	EU Delegation to Belarus	Evacuation measures remain in force allowing the voluntary departure of expatriate staff not performing essential tasks and their dependants.
	EU Delegation to Moldova	Evacuation measures remain in force allowing the voluntary departure of expatriate staff not performing essential tasks and their dependants.

	EU Delegation to Russia	Evacuation measures remain in force allowing the voluntary departure of expatriate staff not performing essential tasks and their dependants.
MENA	EU Delegation to Yemen	All staff relocated to Jordan.
	EU Delegation to Libya	In May 2025 mitigation measures were introduced to temporarily reduce the footprint of non-essential staff and dependants. These measures were later repealed in June.
	EU Delegation to Lebanon	The 2023 evacuation was lifted in September 2025 allowing the full return of non-essential staff and their dependants.
	EU Delegation to Syria	In September 2025 a partial reassignment event of essential staff to Damascus started while maintaining a Sub-Office for Syria hosted within the Delegation to Lebanon.
	EU Delegation to Israel	Following the 2023 evacuation, the decision was repealed in November 2025 allowing the full return of expatriate staff and dependants.
	Office of the European Union Representative to the West Bank and Gaza Strip	The 2023 voluntary evacuation was repealed in November 2025.

Modernisation of the Network of EU Delegations

On 14 May 2025, the Commissioners' Project Group on External Action agreed on the modernisation of the Delegations' network. While maintaining all the 145 EU Delegations and Offices worldwide, it recognised the need for a modernised diplomatic network to better reflect the evolution of the geopolitical situation, allocating resources based on EU priorities and available budgetary resources.

Consequently, the network will comprise three types of delegations:

1. Diplomatic Presence Delegations²;
2. Reinforced Delegations³; and
3. Standard Delegations

Diplomatic Presence Delegations will only have EEAS staff (the Head of Delegation, a Political and Administration Officer and four local agents. Reinforced Delegations will host regional expertise for a stronger focus on key policy areas such as Global Gateway, Strategic Communication and for increased technical capacity, for instance blending. Most Delegations will remain Standard Delegation

² Belarus, Eritrea, Eswatini, Haiti, Kuwait, Lesotho, Papua New Guinea, South Sudan, Timor Leste, and Trinidad and Tobago.

³ Barbados, Fiji, Côte d'Ivoire, Kenya, Senegal and South Africa

with full capacity to undertake all core functions.

In 2025, preparations began towards the implementation, in anticipation of the 2026 Rotation and Mobility exercises.

1.2 Cooperation with Member states and other institutions

Cooperation with EU Member States – HR Network & Working Party on the Staff Regulation

The EU and Member States face the shared challenge of ensuring that diplomatic staff is adequately prepared to tackle global issues with resilience and foresight. Thus, in 2025, the EEAS and Member States maintained their dialogue and exchanged best practices through the “**Human Resources Network**” meetings.

Chaired by the EEAS HR Director, these meetings provide a platform to present the latest human resources policies and developments, analyse trends within the EEAS staff population (including gender and geographical balance), and offer information on actualities, like the modernisation of the network of delegations.

In May 2025, the EEAS presented the results of the 2025 Rotation, provided updates on its training programs and covered mediation and conflict resolution within the realm of human resources. Member States also received updates on the EEAS Disability Policy.

In November 2025, the EEAS presented updates and statistics for the 2026 Rotation. Discussions focused on inspections of diplomatic entities and provided feedback on a Mediation workshop the EEAS hosted for Member States. Additionally, the EEAS briefed Member States on the 8th round of Junior Professionals in Delegations Programme and developments relating to the EU Network of Women Diplomats.

Within the **Working Party on Staff Regulations** at the Council of the EU, the EEAS shared twice geographical balance data of its staff population, aiming to contribute to the discussion among EU Institutions for enhancing workforce diversity and representation. The “Committee of the Permanent Representatives” (COREPER) held two discussions on the same subject based on Presidency notes coordinated by the respective presidency of the Council of the EU.

Cooperation with the European Commission

In 2025, the EEAS and the European Commission maintained their strong partnership to enhance the effectiveness, flexibility, and suitability of the network of EU Delegations. A central focus of this collaboration was to ensure equal support for all Delegation staff, regardless of their status or the institution they originate from. The platform for this cooperation was the **Steering Committee on EU Delegations** (EUDEL), which

convened quarterly to address various issues, including the modernisation of Delegations, issues related to Local Agents, and initiatives around Training and Development, and the eighth round of the Junior Professionals in Delegations Programme.

One significant decision by the EUDEL was the adoption of policies concerning reasonable accommodation for Local Agents with disabilities and the management of fixed-term contracts for Local Agents.

The EEAS and the Commission worked closely on the rollout of the 2025 Staff Survey, focusing specifically on staff in Delegations; the deployment of the financial management tool SUMMA; and the continuous review of the Duty of Care/Evacuation protocols for colleagues in the field.

Cooperation with the European Commission Directorate General for Budget was particularly important for the rolling out of SUMMA, the new financial management environment supporting budgetary and financial processes.

⁴ The staff numbers reported in the EEAS HR Report 2025 refer to personnel in office on 31 December 2025 (data extracted from SYSPER on 16/01/2026). Statistics on nationality with reference to EEAS population, include nationals from the United Kingdom as they continue work for the EEAS.

2. EEAS Workforce

2.1 EEAS Population Statistics

The EEAS continuously monitors Human Resources data and trends, to maintain a balanced representation of genders and nationalities across its staff population. It also ensures the effective allocation of resources in Headquarters and in Delegations, in line with evolving political priorities.

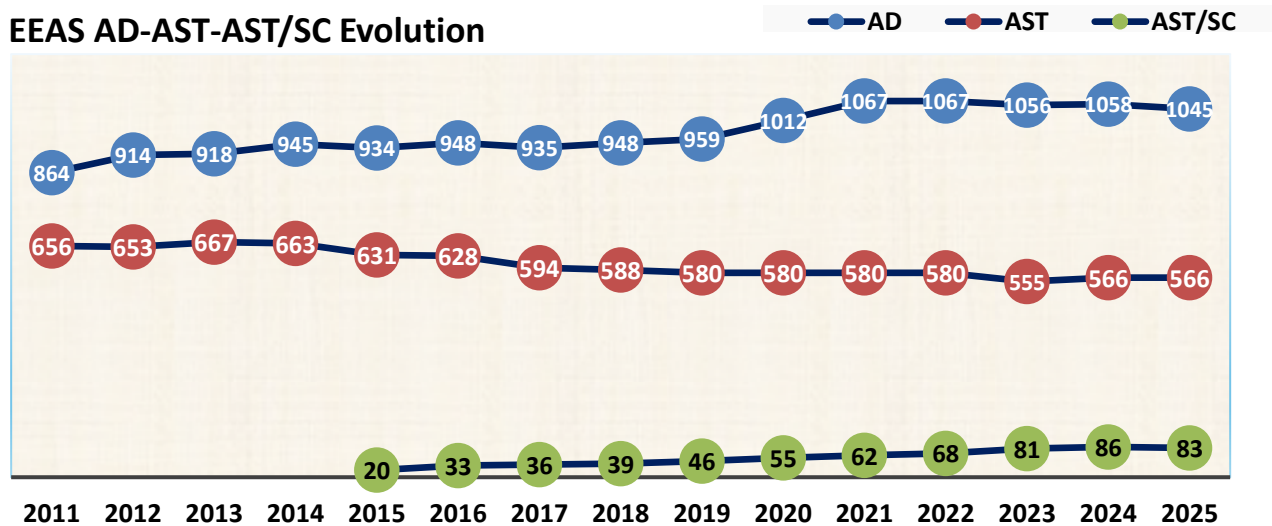
By the end of 2025, a total of **5,567⁴** people were working in the EEAS, including staff employed either directly by the EEAS or through external contractors: **2,648** persons (47.6%) were posted in **Headquarters** and **2,919** (52.4%) in **EU Delegations**.

EEAS statutory staff⁵ comprises **officials**, **temporary agents**, **contract agents** and **local agents**. For accuracy and reporting purposes, all staff population figures under this chapter refer exclusively to EEAS statutory staff, plus **seconded national experts**.

In 2025, 1,695 staff members occupied **official** and **temporary agent** posts in the **AD**, **AST** and **AST/SC** categories. Since the establishment of the EEAS in 2011, the AD population grew by

⁵ <https://myintracomm.ec.europa.eu/staff/Documents/staff-conduct/individual-obligations/Practical-Guide-to-Staff-Ethics-and-Conduct-en.pdf>

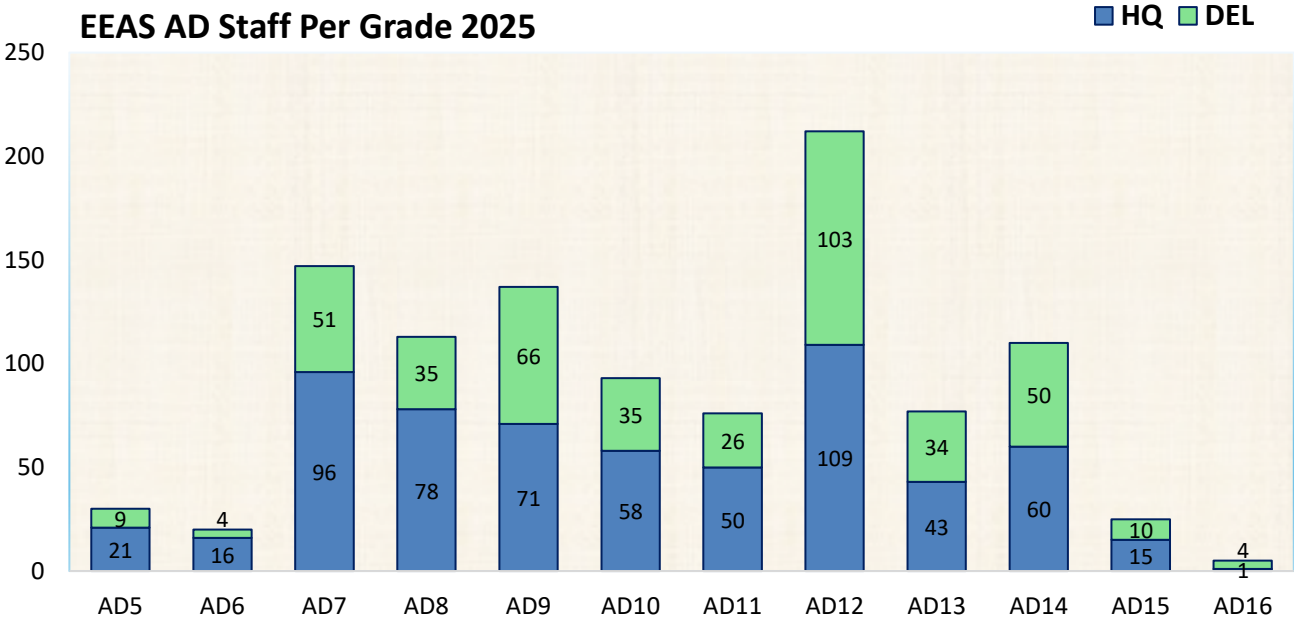
20.9% in 2025, while the AST population decreased by 13.7% (same as in 2024) due to the introduction of the AST/SC category in 2014, for staff performing secretarial tasks.



AD staff – Officials & Temporary Agents

With 1,045 staff members, the **AD population** remained the second largest staff category in 2025 after local agents. Most AD staff worked in Headquarters (59.1%) and the rest in Delegations, like in 2024. The AD temporary

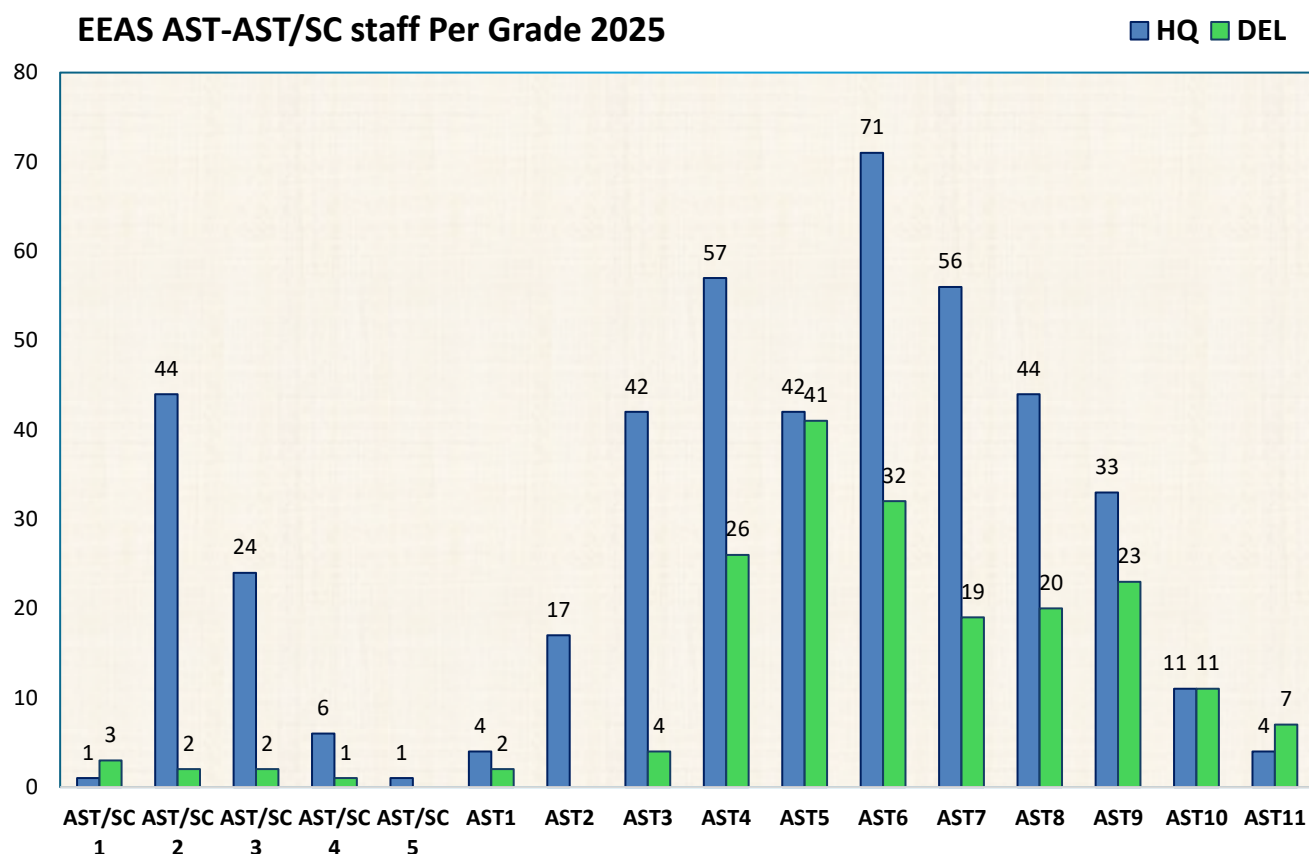
agent’s population reached 32.4% of the total AD population by the end of 2025, a slight drop from 33.6% in 2024.



AST staff – Officials & Temporary Agents

The majority of the 650 staff members in AST and AST/SC categories were assigned to Headquarters (70.3%). The number of AST and

AST/SC staff in EEAS has remained largely stable during the last four reporting years.

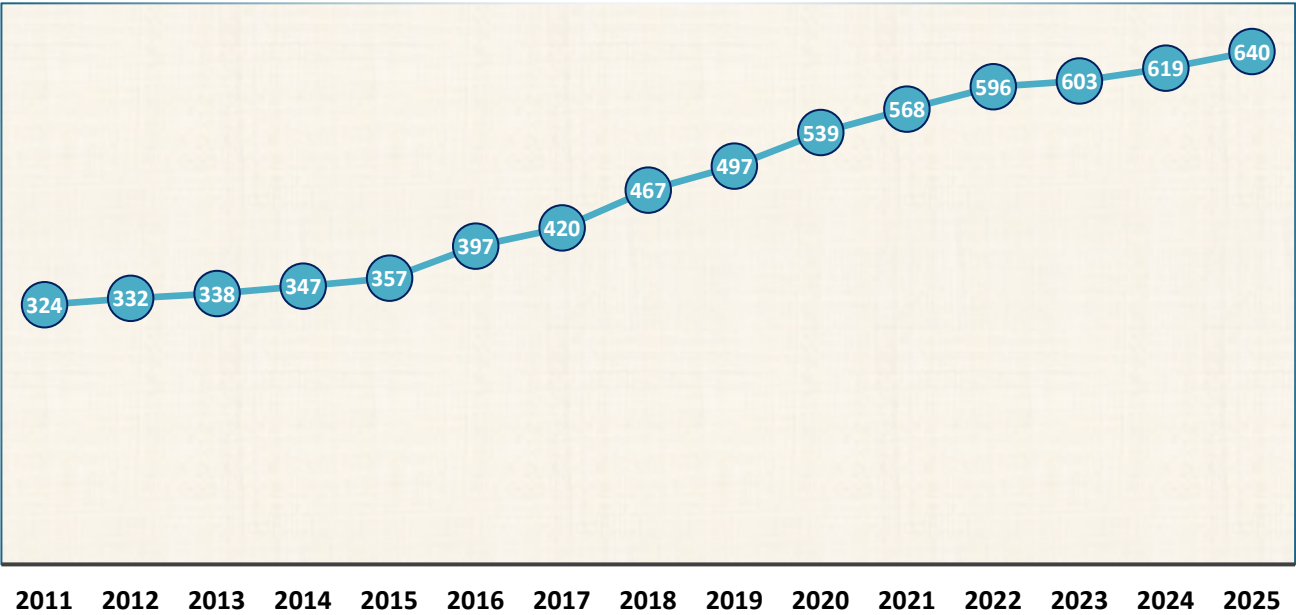


Contract Agents

Contract agents constitute an important part of the EEAS staff population, enriching the institution through their geographic, thematic and technical expertise, thanks to their diverse backgrounds and profiles. Their contributions continued to support the effective functioning

of both Headquarters and Delegations, providing operational flexibility and specialised knowledge across a wide range of policy areas.

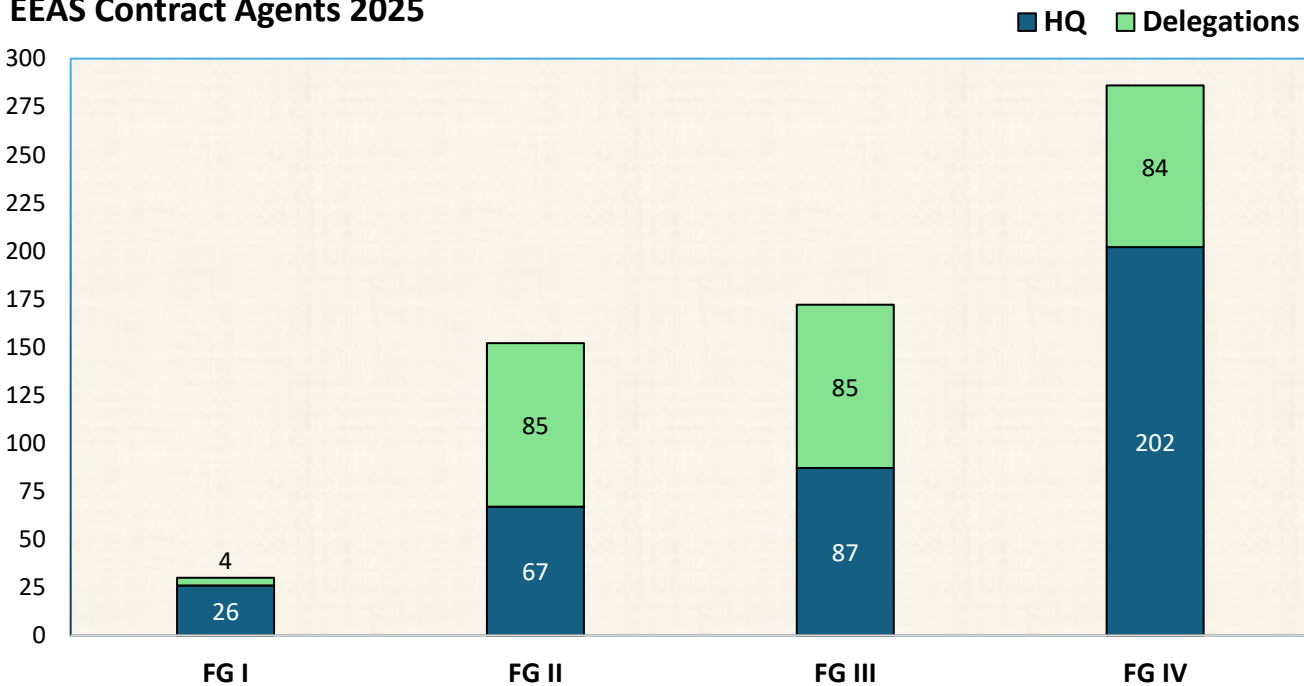
EEAS Contract Agents Evolution (2011-2025)



In 2025, the number of contract agents reached a total of 640, distributed across Function Groups I to IV. Of these, 60% — the same proportion as in 2024 — were assigned to Headquarters, while the remaining staff

served in EU Delegations. The largest group of contract agents was Function Group IV, with most staff based in Headquarters (70%, compared with 69% in 2024).

EEAS Contract Agents 2025

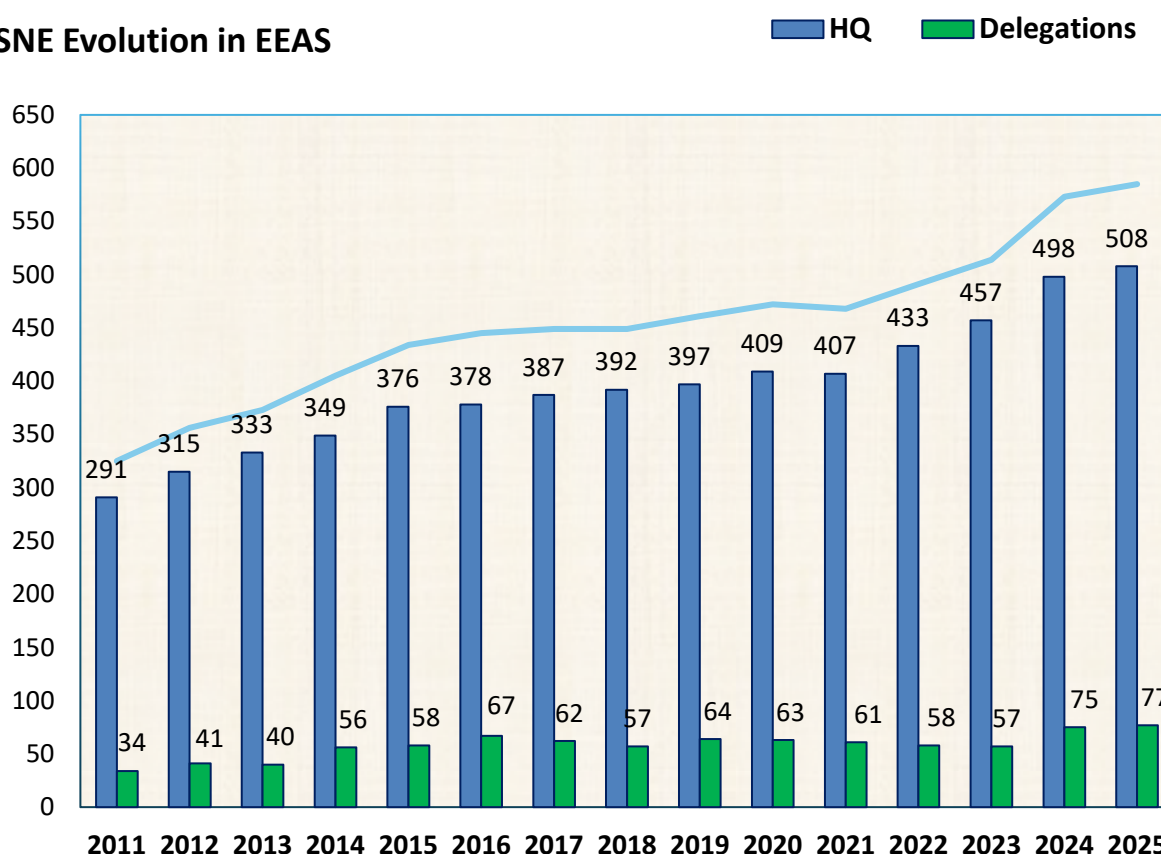


Seconded National Experts

By the end of 2025, the EEAS employed 585 Seconded National Experts (SNE) from all EU Member States, representing 13% of its workforce. This marked a slight, 2.1%, increase in the SNE population compared to the

previous year. Out of the total SNE population, 319 (54.5%) were non-military and 266 military staff (45.5%). A total of 400 (68.4%) were cost-shared⁶ SNEs, while 185 were cost-free (including military SNEs).

SNE Evolution in EEAS



Seconded National Experts remain an essential part of EEAS staff, bringing high levels of specialised expertise in areas where such expertise is not readily available, for instance in the areas of security and defence and sanctions. To implement its political mandate

and fulfil its duty of care responsibilities, the EEAS must operate in high-risk areas that necessitate extensive security measures to ensure the safety of its personnel. For this, the EEAS largely relies on external security providers. In 2024, with the creation of 30

⁶ "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.

"Cost-free": SNE entirely funded by their Member State, except for some specific expenses, such as mission expenses.

additional cost-shared Seconded National Expert positions, the EEAS expanded its toolbox with a new model of Close Protection Officers (CPOs) from Member States, where the use of previous security providers was no longer possible. The first group of these CPOs was deployed in Libya already in December 2024.

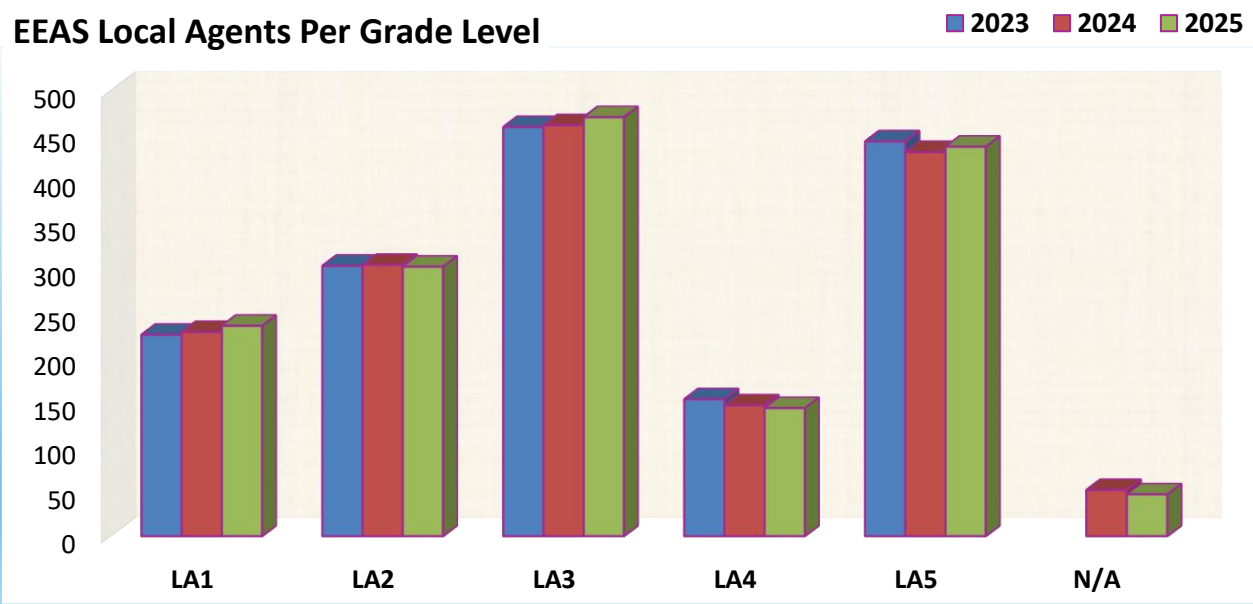
Local Agents

Local Agents provide support enabling the EU Delegations to achieve their objectives. They bring a deep understanding of the local socio-political landscape, languages, and cultural dynamics, and perform a wide range of essential operations and administrative functions. Many local agents contribute meaningfully to complex cooperation programmes or the production of nuanced analysis and messages that enable diplomatic engagement. They support the coherence and

continuity of the EU Delegations’ engagement with the host country.

In 2025, local agents assigned in EU Delegations constituted the largest staff category with 1,634 staff members (1,622 in 2024), representing 36% of EEAS Statutory staff.

Local Agents provide support enabling the EU Delegations to achieve its objectives. Their deep understanding of the local socio-political landscape, languages, and cultural dynamics contributes to a wide range of functions that goes beyond essential operations and administrative support. Many local agents contribute meaningfully to the management of complex cooperation programmes or the production of nuanced policy analysis that enable diplomatic engagement. They support the coherence and continuity of the EU Delegations’ activities across successive rotations of expatriate staff members.



2.2 Geographical Distribution of EEAS Staff

In 2025, every nationality was represented in AD, AST-AST/SC & SNE staff categories.

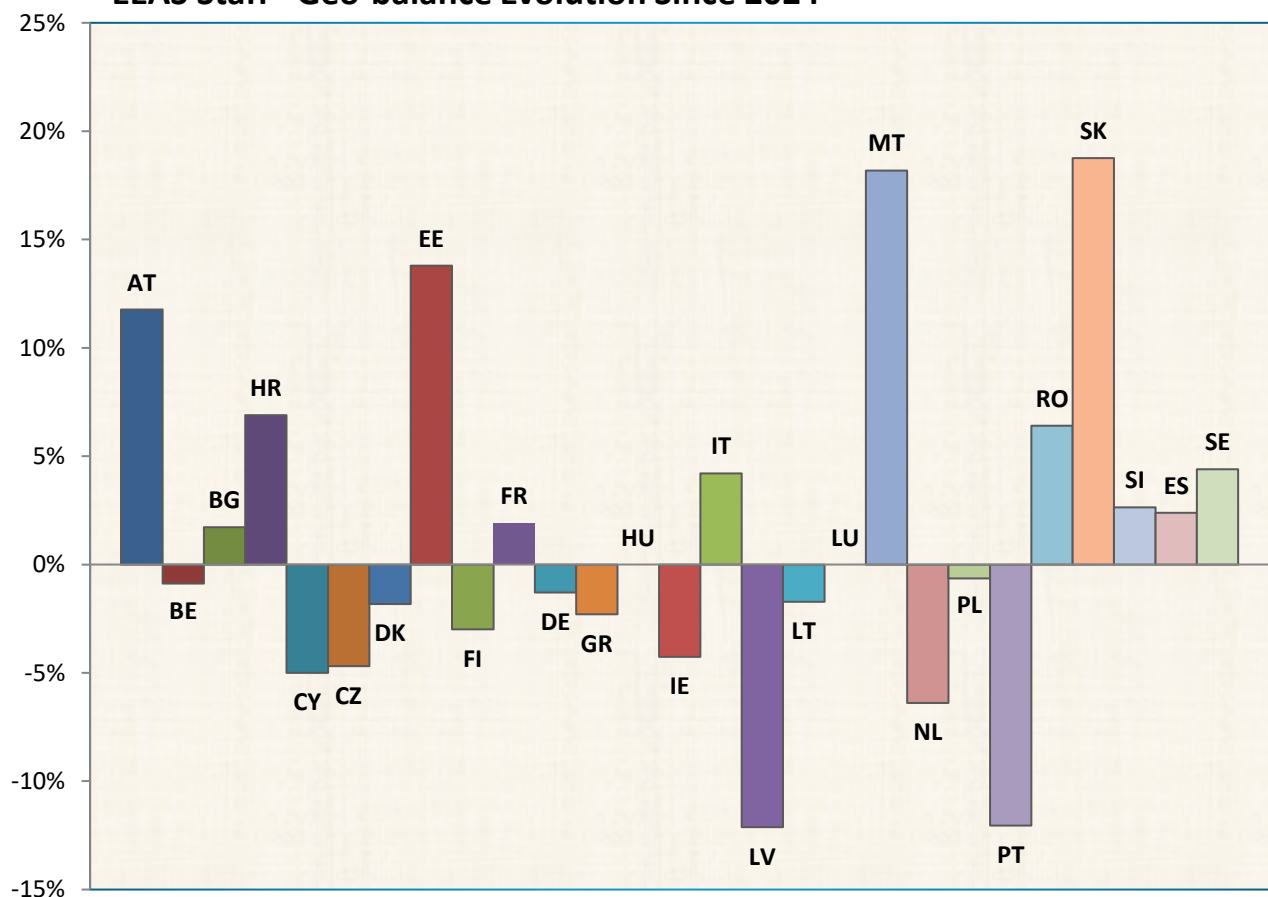
In 2025, the EEAS continued to ensure fair and merit-based recruitment processes while promoting geographical balance. To build a diverse and representative workforce while maintaining the highest standards of competence, the EEAS reached out to underrepresented EU Member States, worked to expand talent pools, regularly monitored geographical representation among staff, and exchanged information on best practices, challenges and solutions with other EU

institutions in relevant interinstitutional working groups.

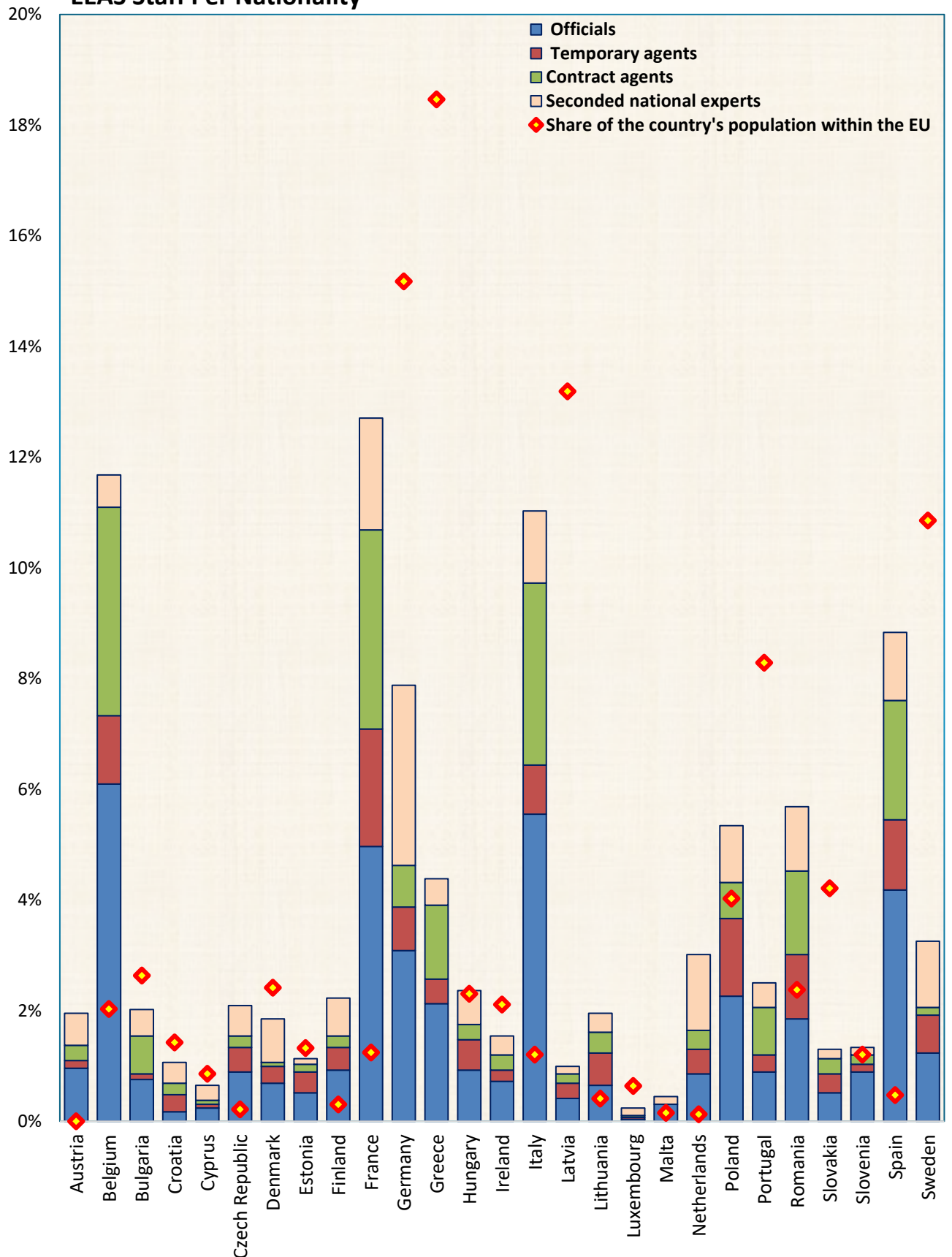
In 2025, the total EEAS staff population included nationals **from all EU Member States**. Every nationality was represented in the AD, AST/AST-SC and Seconded National Expert staff categories.

In addition to EU nationals, staff members with UK nationality continued to work in the EEAS as officials and contract agents. However, the presence of UK nationals in the EEAS decreased by 19% compared to the previous year.

EEAS Staff - Geo-balance Evolution Since 2024



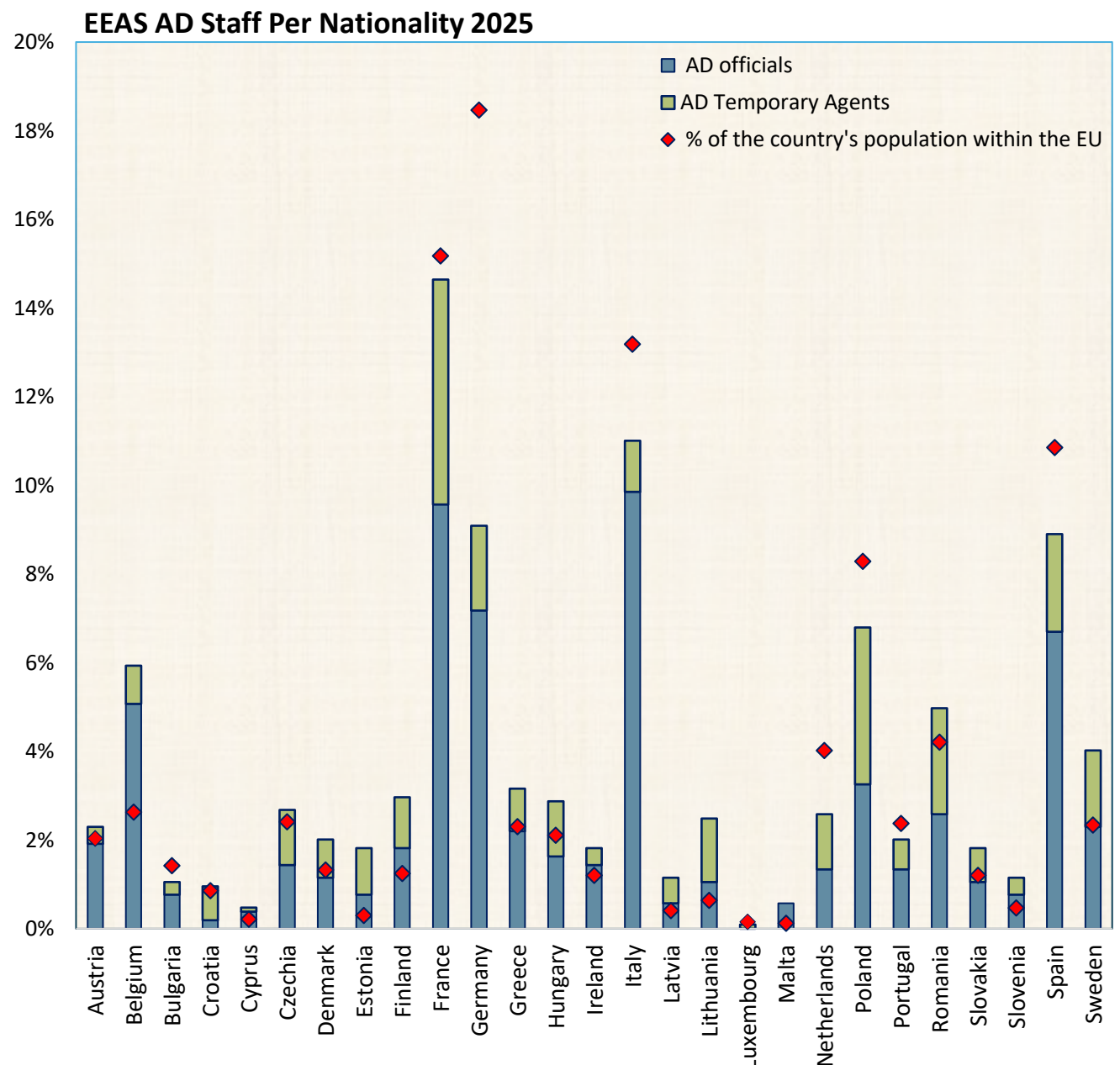
EEAS Staff Per Nationality



AD Officials and Temporary Agents - Nationality

At the end of 2025, the EEAS had a total of 1,045 Administrators (AD), who are recruited either as Officials or Temporary Agents⁷.

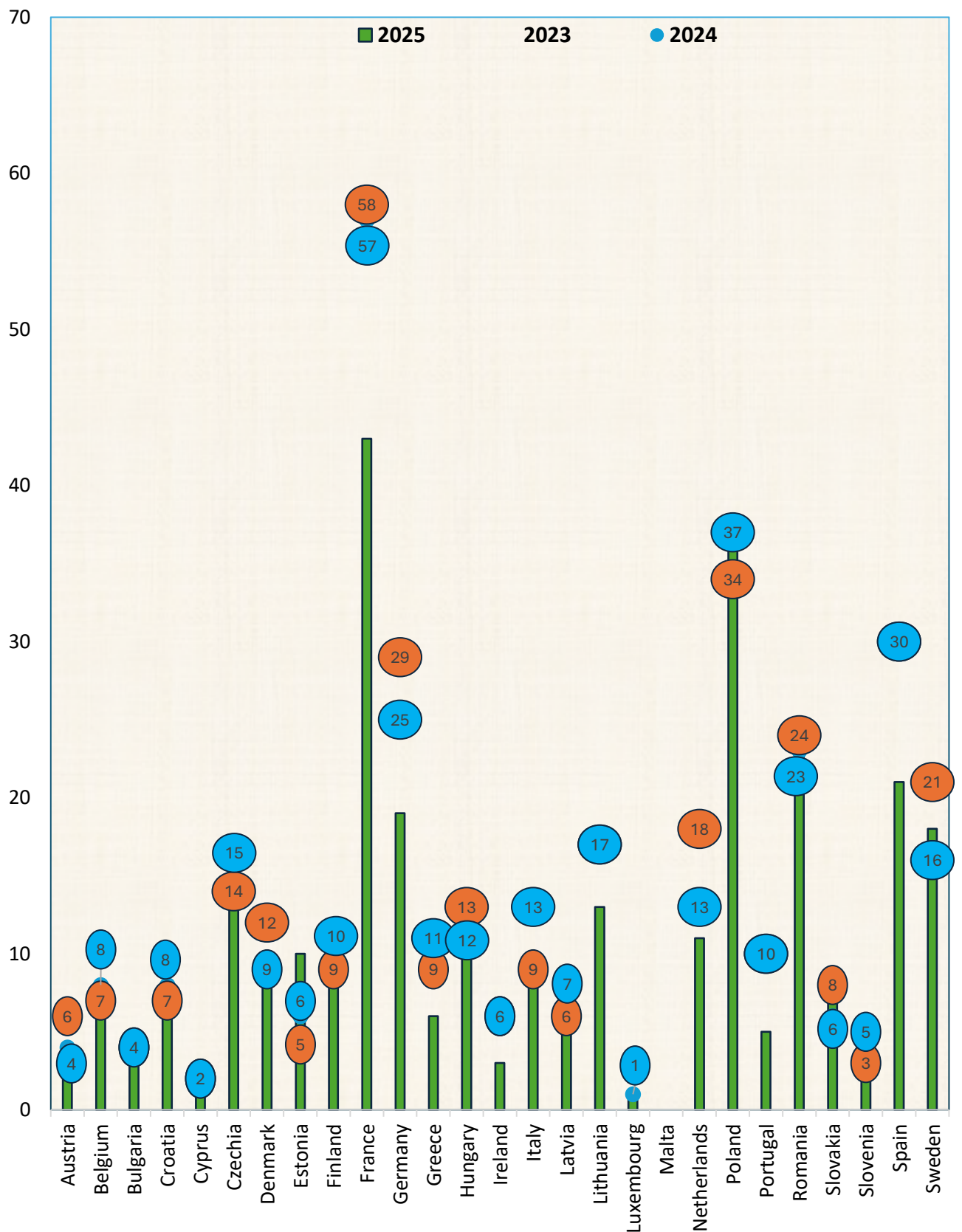
All Member States held at least one AD position in the EEAS (Official or Temporary Agent), while all Member States held at least one AD Temporary Agent from their Diplomatic Service (Member States' Diplomats), apart from Malta (same as last year).



⁷ Temporary agents are EU nationals from the Ministries of Foreign Affairs of Member States that

are recruited on a permanent post for a temporary period.

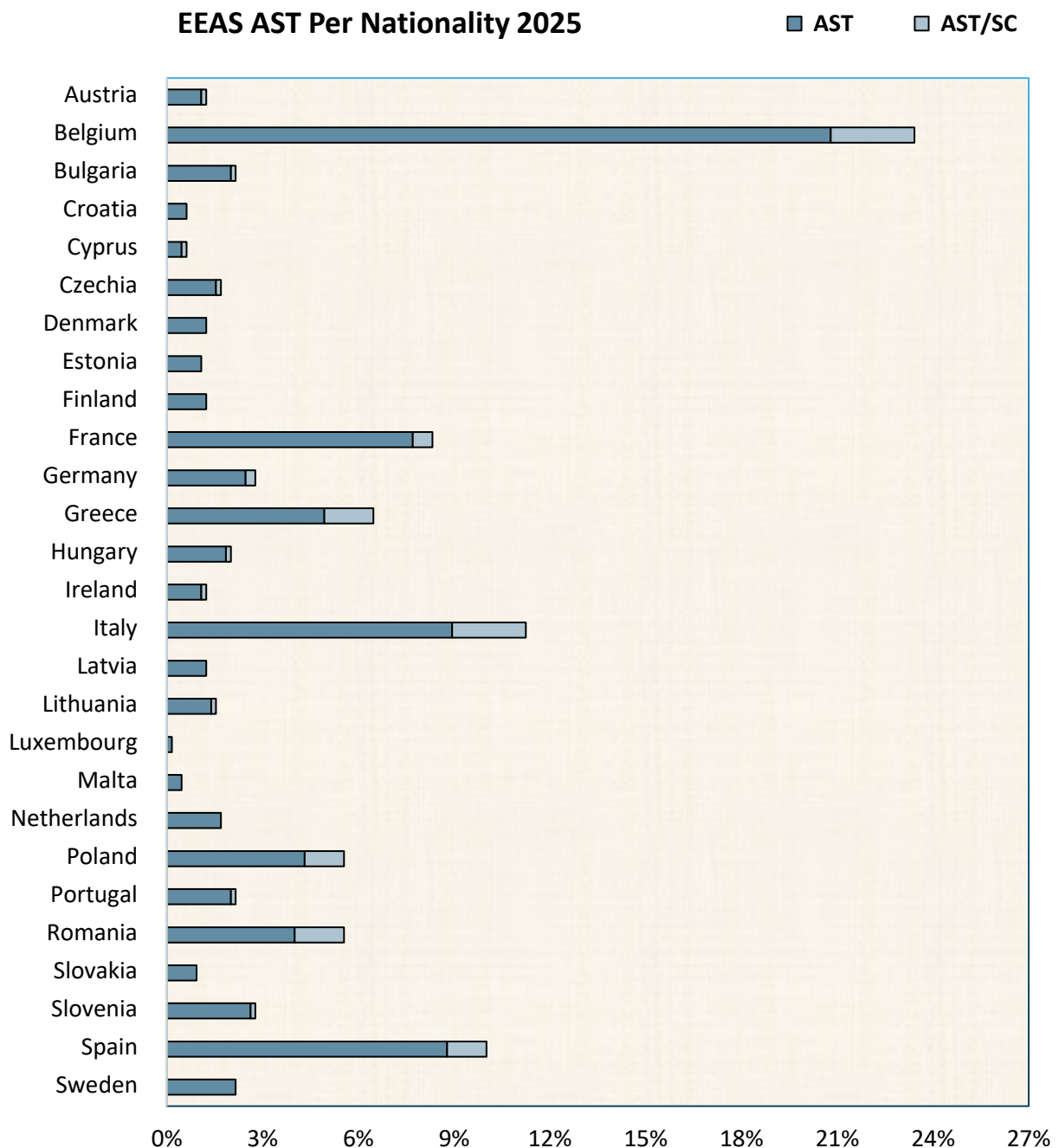
EEAS Member States' Diplomats - Evolution



AST and AST/SC – Nationality

In 2025, the balanced geographical representation remained in the AST-AST/SC category (650 in total) as all Member States were represented by at least one staff member. Belgium remained the largest national group, with 23.4% of all AST and AST/SC staff

members (23.2% in 2024), followed by 11.2% Italian (10.7% in 2024) and 10% Spanish (9.5% in 2024) nationals.

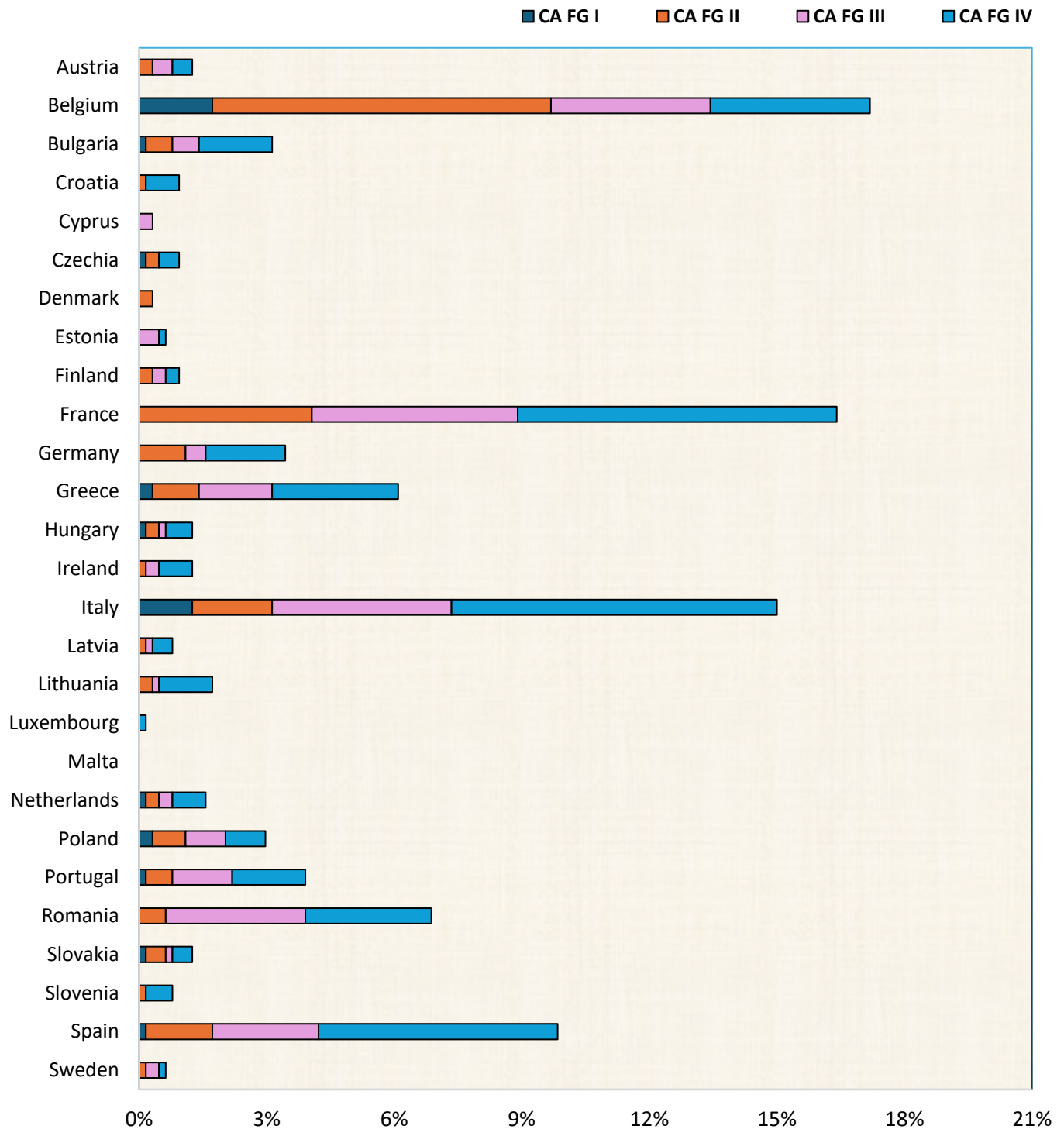


Contract Agents – Nationality

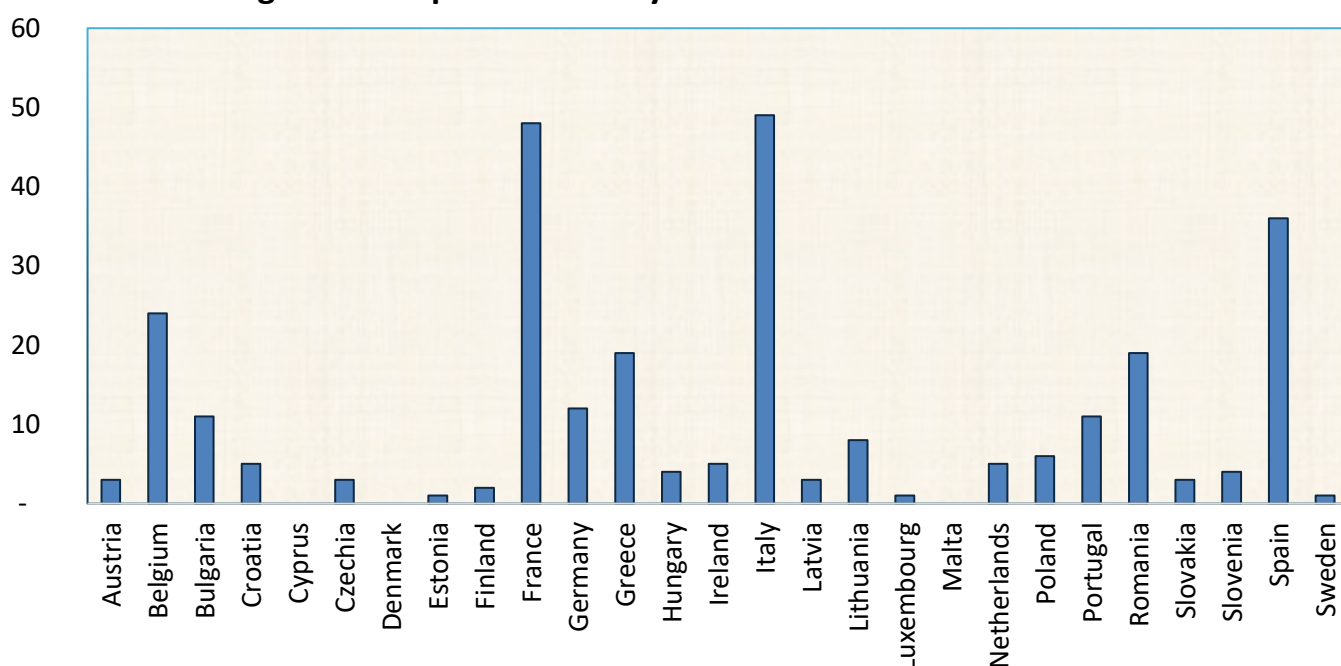
By the end of 2025, there was a total of 640 contract agents from all Member States except Malta working in the EEAS (same as in 2024).

17.2% of contract agents were Belgian (19.2% in 2024), followed by 16.4% French (15.5% in 2024) and 15% Italian nationals (13.7% in 2024).

EEAS Contract Agents Per Nationality 2025



EEAS Contract Agents FGIV per Nationality 2025

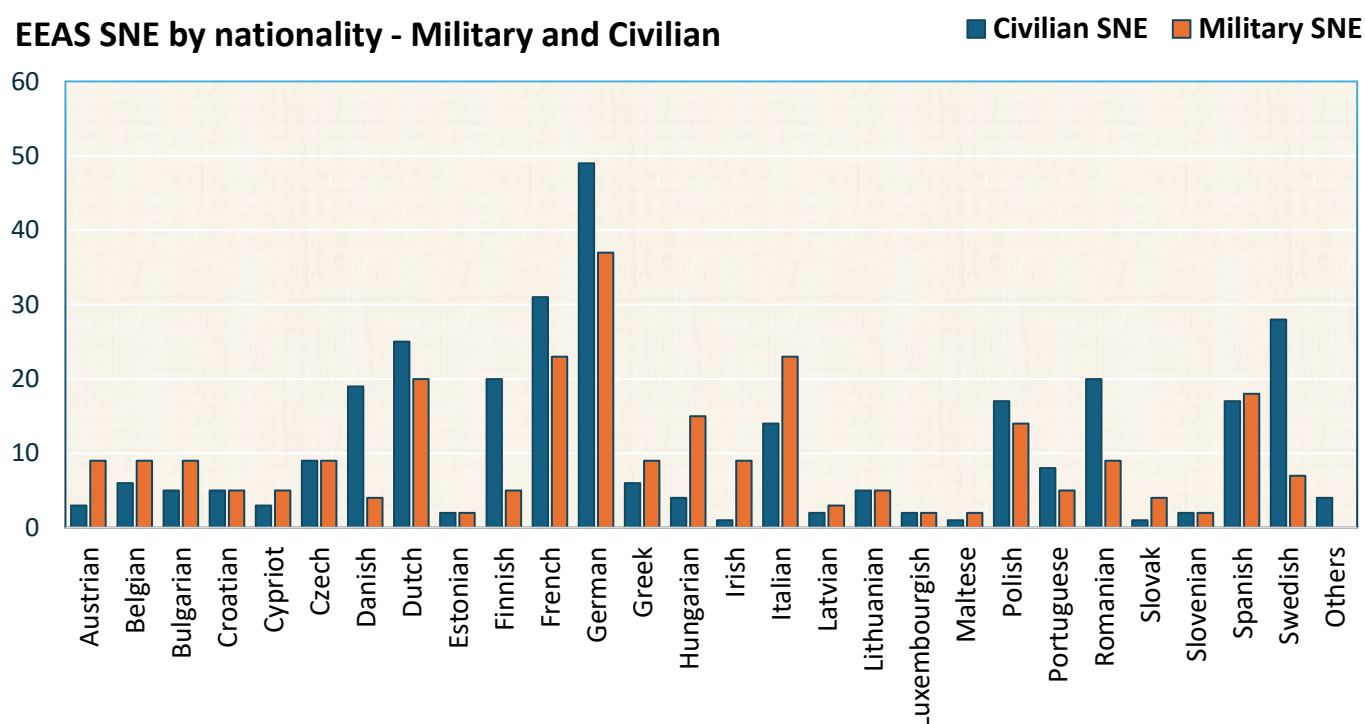


Seconded National Experts – Nationality

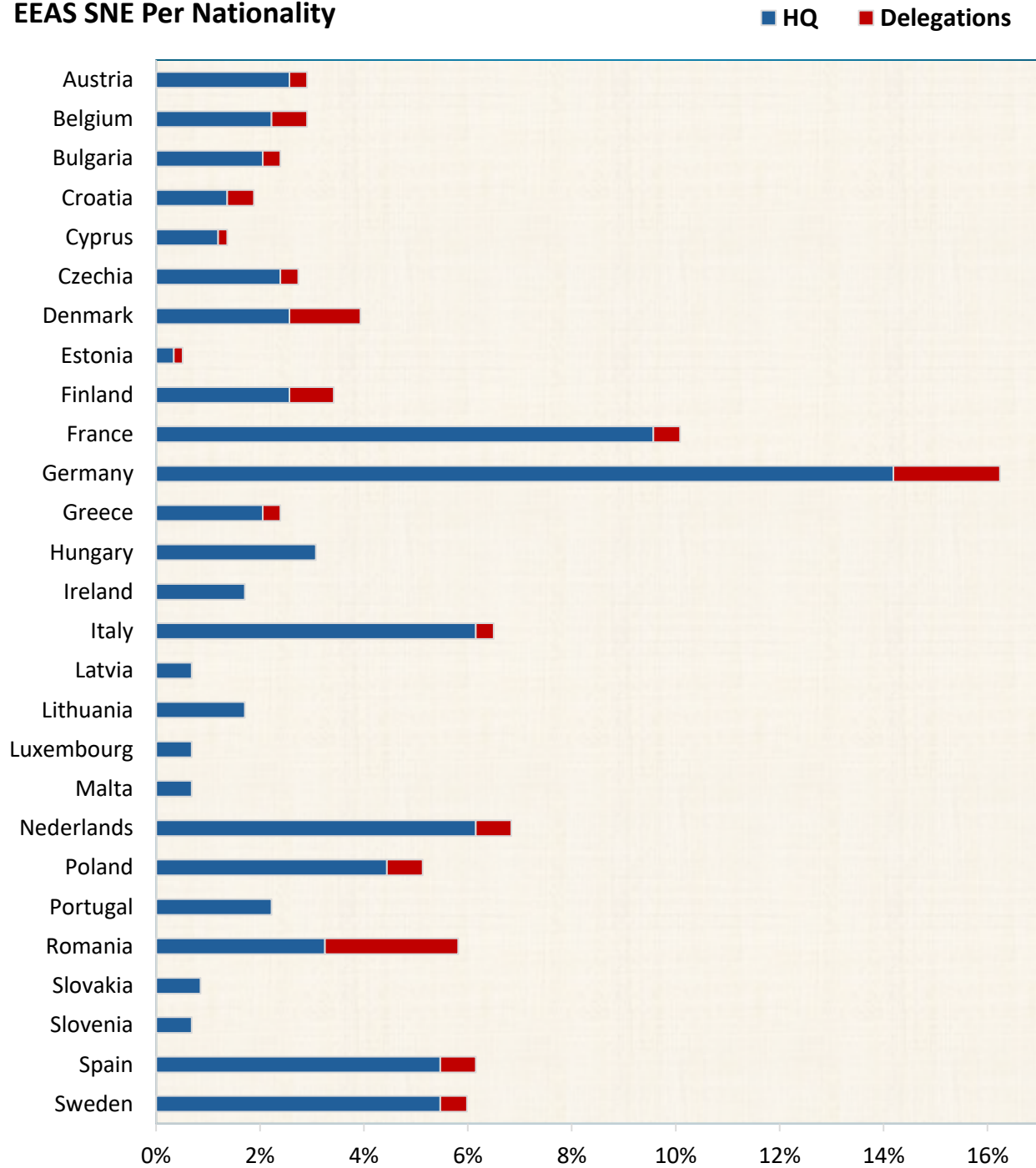
In 2025, among the 585 Seconded National Experts (SNE) all Member-States were represented, like as in 2024. In addition, three Norwegian and one Swiss experts - like in 2024

- were seconded to the EEAS (shown in the chart as *Other). In 2025, the EEAS engaged 319 civilian and 266 military SNEs.

EEAS SNE by nationality - Military and Civilian



EEAS SNE Per Nationality



Management Staff – Nationality

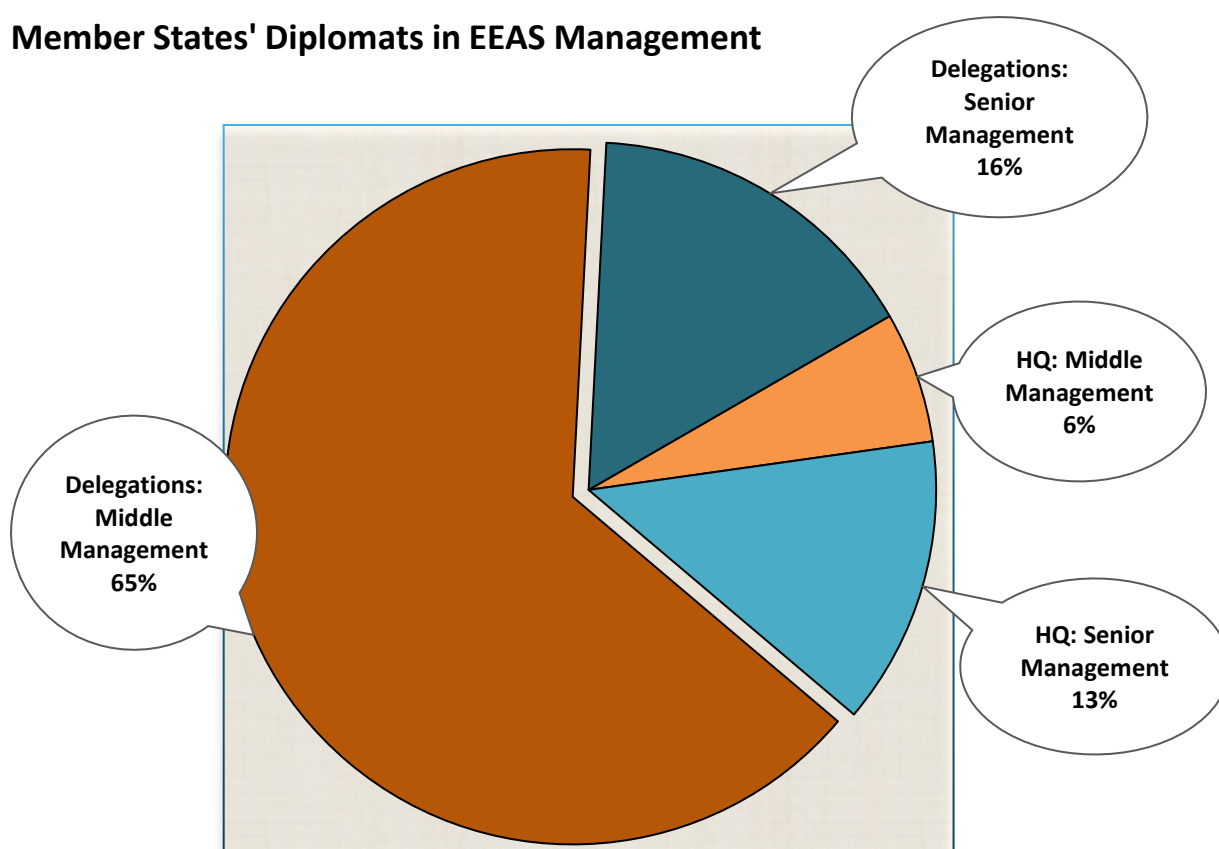
At the end of 2025, 287 staff members held management positions⁸ in the EEAS, out of which 28.6% were Member States' diplomats similar to 2024: 29.2% in 2023)⁹.

Bringing to fruition the efforts to strive for geographical balance, in 2025 **all Member States held a management position in the EEAS**. As in 2024, most managers were

assigned to EU Delegations (59.6%), either as Head of Delegation or Deputy Head of Delegation.

22.6% of management positions were at senior level (23.2% in 2024) and were occupied by nationals from 19 Member States (same as in 2024). No staff members from the United Kingdom occupied a management position in the EEAS.

Member States' Diplomats in EEAS Management

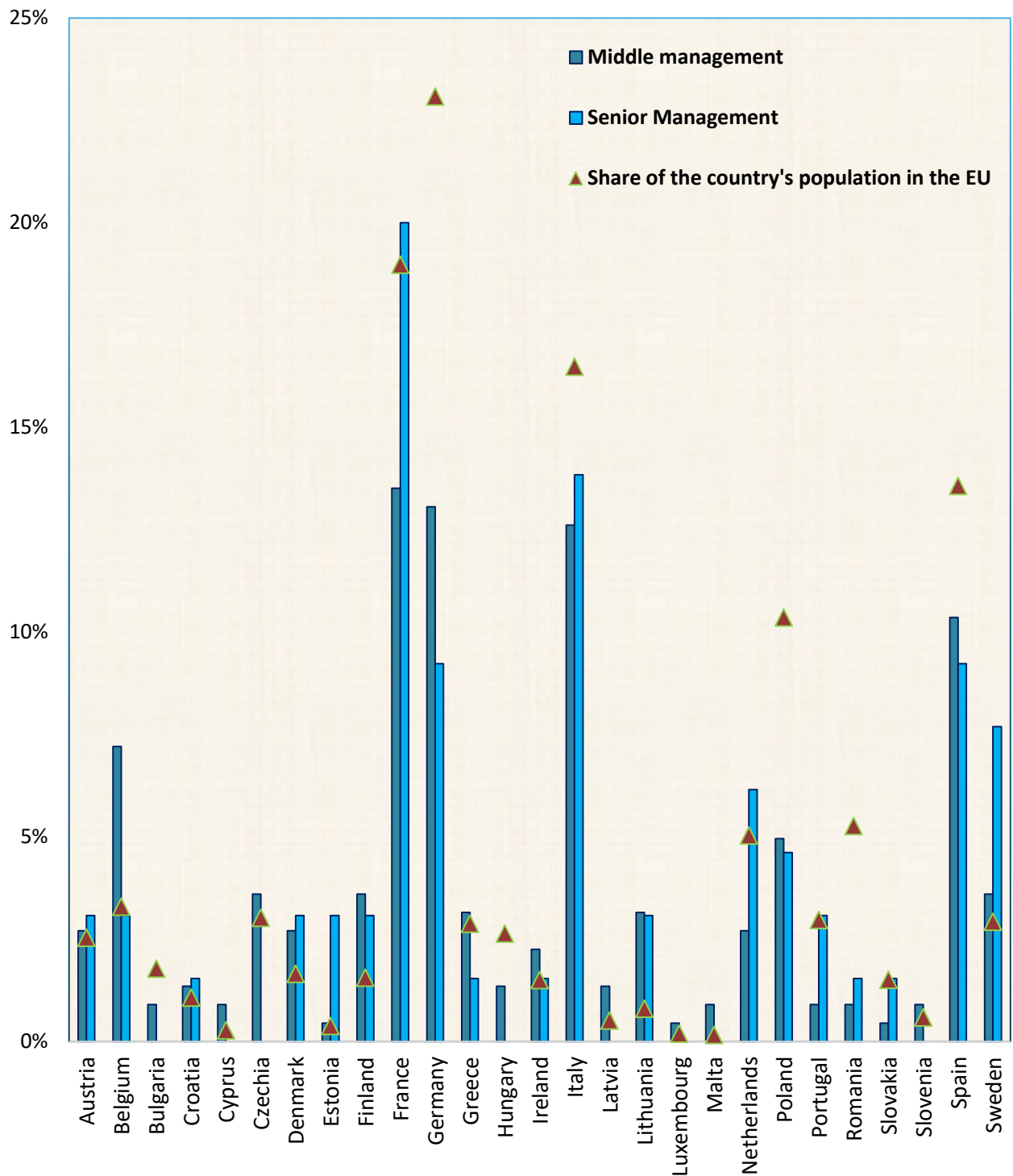


⁸ EEAS **Middle Management Definition**: Deputy Head of Delegation, Head of Delegation, Head of Division, Head of Task Force.

EEAS **Senior Management Definition**: Deputy Secretary-General, Director, Managing Director, Director-General, Head of Delegation, Hors Classe Adviser, Secretary-General.

⁹The methodology for management statistics changed in the 2024 EEAS Human Resources Report. As from that report, only those Principal Advisers who exercise management functions are counted in the EEAS internal management statistics; furthermore, all EUMS staff are excluded from the statistics.

EEAS Managers Per Nationality



In 2025, all Member States held a management position in the EEAS.

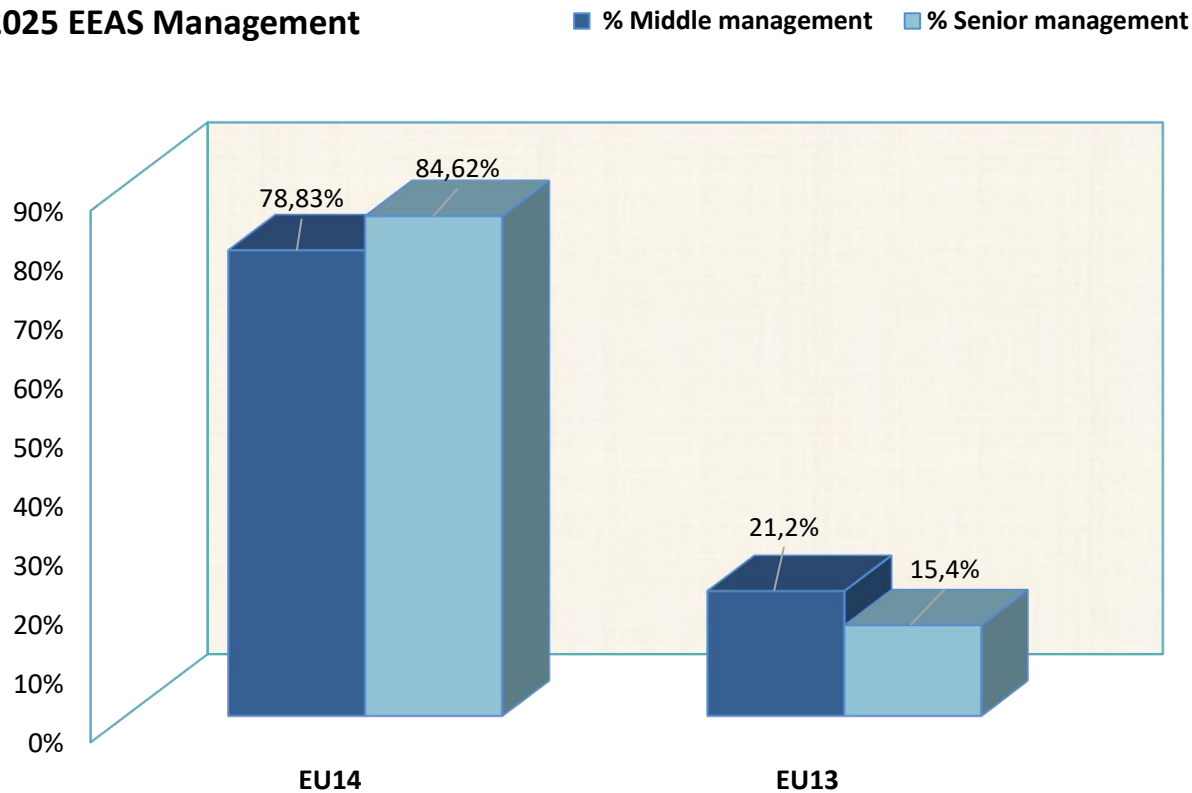
Compared to 2024, Member States in the EU13 group¹⁰ slightly but steadily increased their representation in the EEAS

¹⁰ The "EU13" group refers to EU Member States that joined the Union from 2004 onwards.

management to 19.9% of the total EEAS management (19.4% in 2024), close to reaching the proportion their total population represents within the EU population (22.7%).

Hungary saw the biggest increase (from 0.3% in 2024 to 1% 2025).

2025 EEAS Management

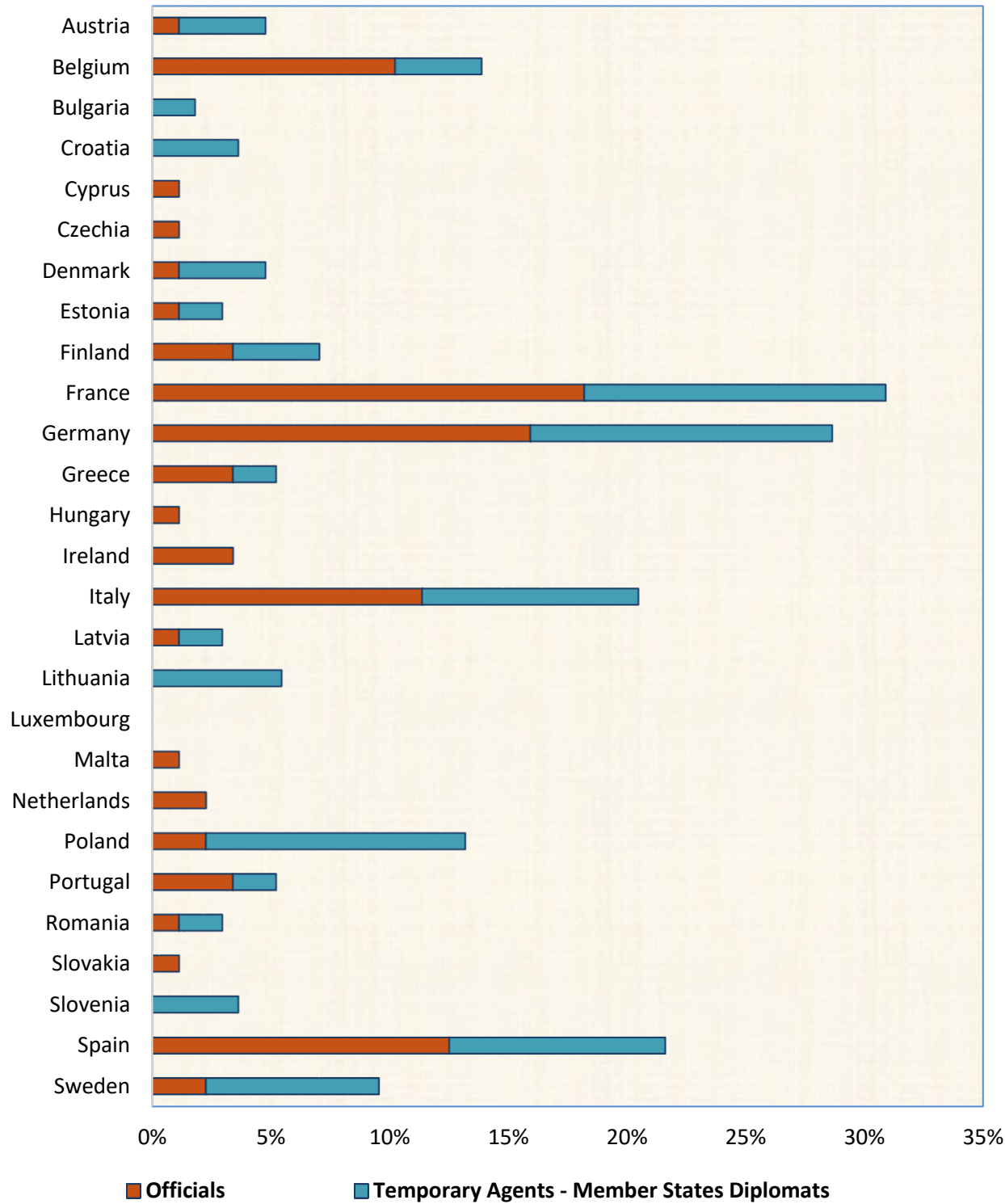


Heads of Delegation – Nationality

In 2025, EU13 Member States represented 18.9% of the Heads of Delegation (a slight decrease from 19.4% in 2024), while France, Germany, Italy and Spain provided half of the total number of Heads of Delegation (51.7%; compared with 49.6% in 2024). Luxembourg remained **the only Member State without a**

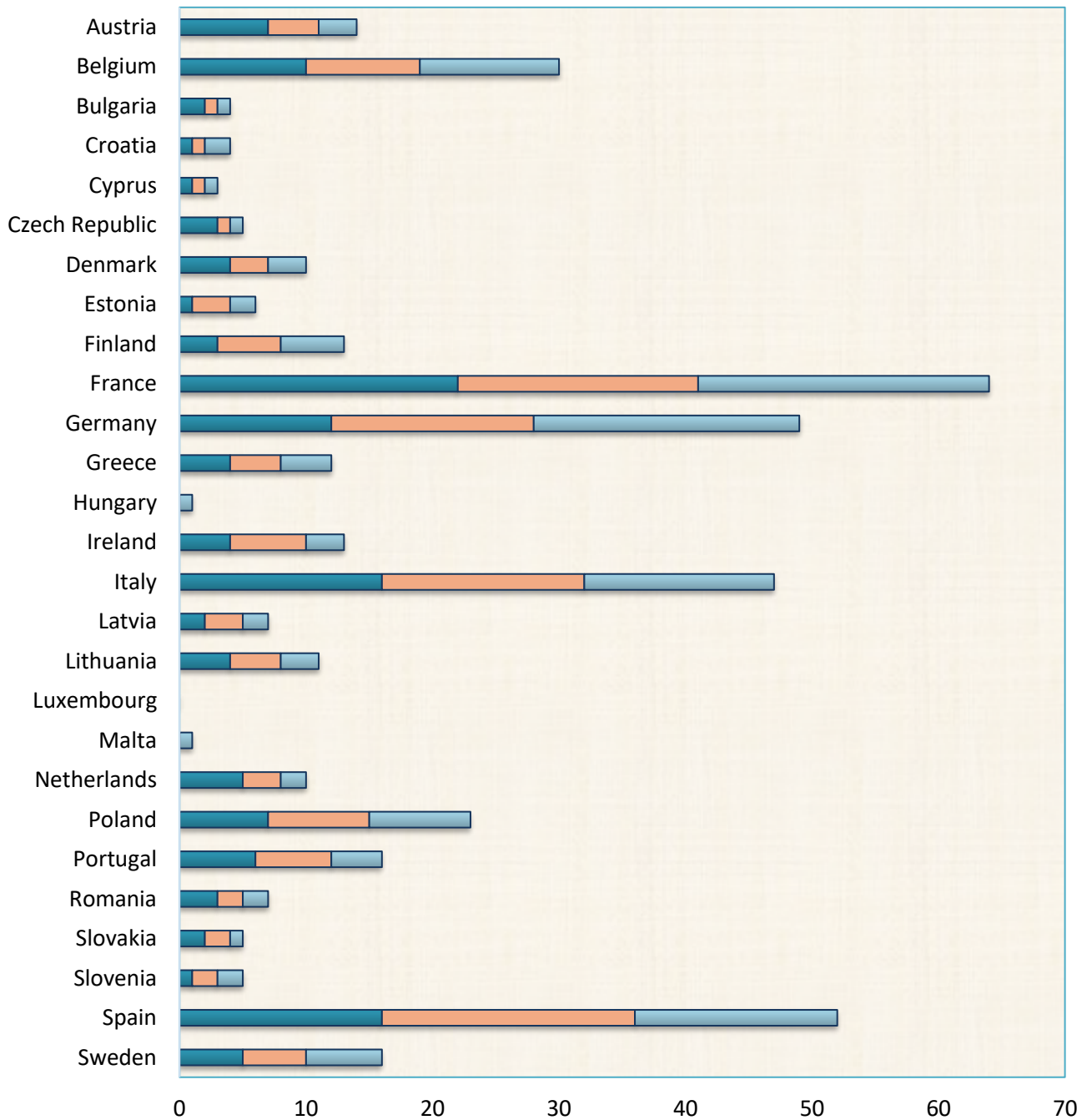
Head of Delegation position by the end of 2025, though it had a Deputy Head of Delegation position. The overall trend constituted a positive development since 2024 when there were three Member States without a Head of Delegation position (Hungary, Luxembourg and Malta).

Heads Of Delegations Per Nationality



Heads of Delegations Nationalities - Evolution

■ 2023 ■ 2024 ■ 2025



Trainees at Headquarters & Delegations

Trainees at Headquarters – Nationality

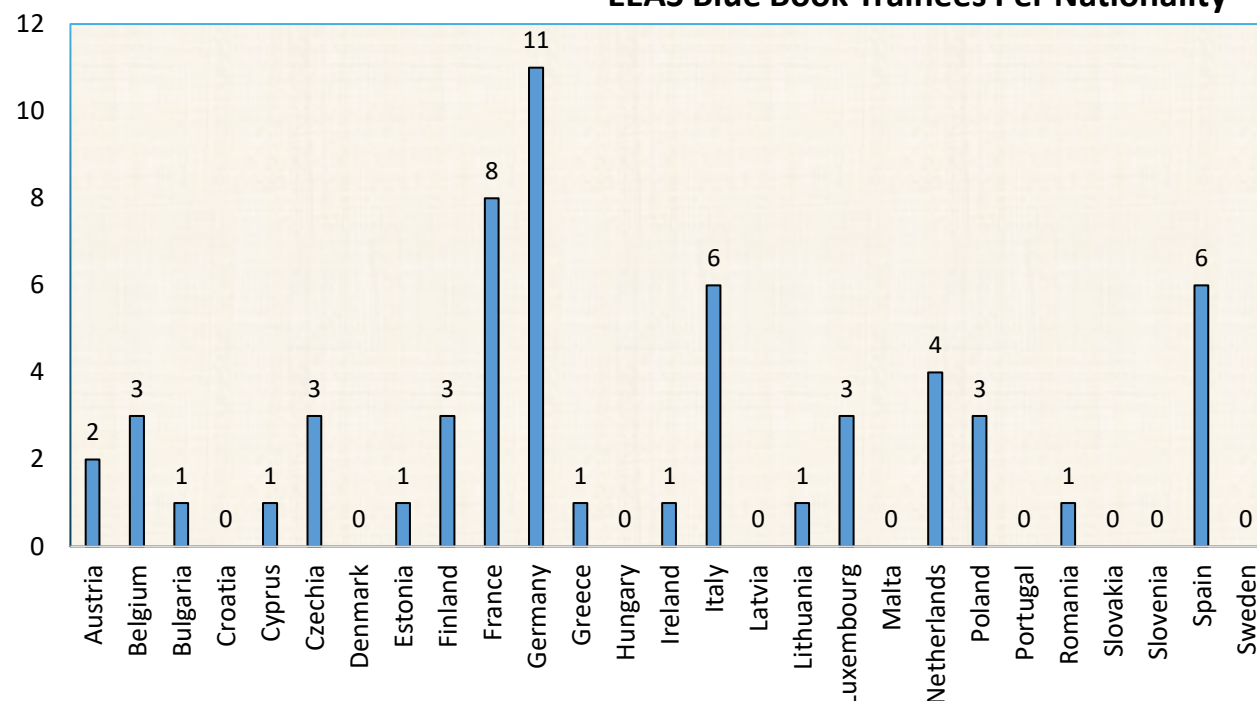
EEAS traineeship programmes at Headquarters and in Delegations attract young people to an EU career and engage with youth in countries

outside the EU. In 2025, the EEAS offered 60 Blue Book Trainees at Headquarters, in cooperation with the European Commission Traineeship Office. In 2025, Blue Book trainees came from 18 EU Member States. In addition, the EEAS offered compulsory traineeships for

master's students (typically 10) from the European University Institute in Florence and

awarded a traineeship to the student with the best final thesis from the College of Europe.

EEAS Blue Book Trainees Per Nationality

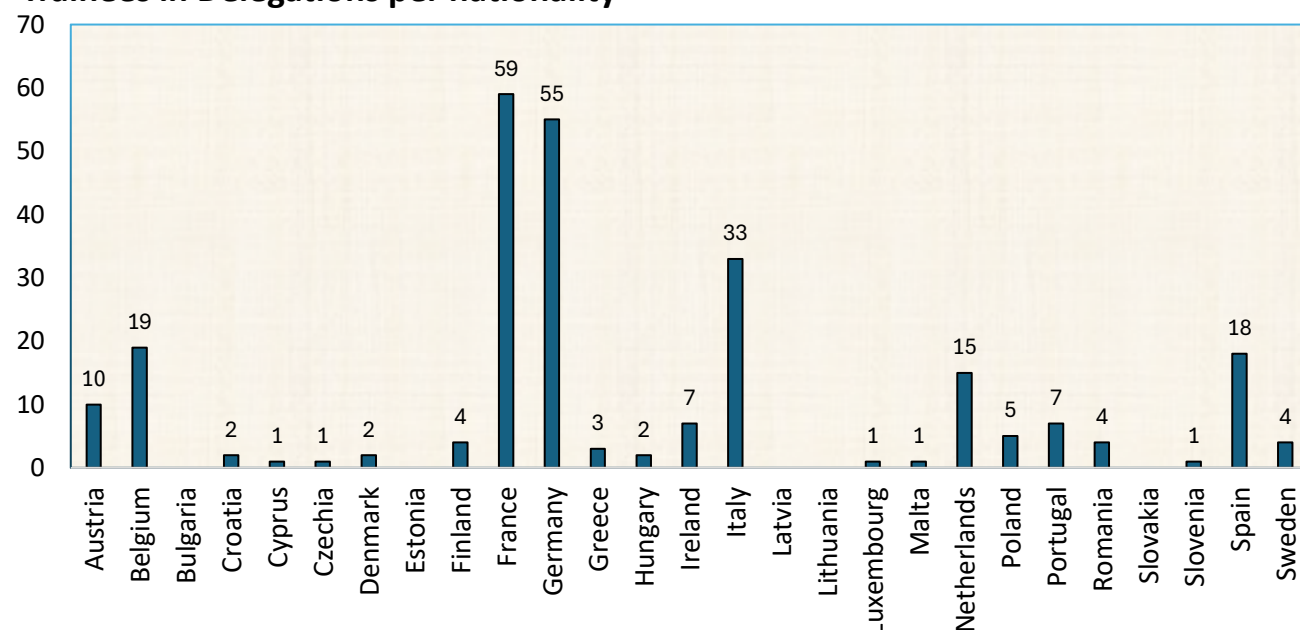


Trainees in Delegations – Nationality

In 2025, the EEAS hosted 439 trainees across 100 EU Delegations. Of these, 398 traineeships were funded by the EEAS, 17 by other EU institutions, and 24 were unpaid. Overall,

90.66% of traineeships were funded. The average duration of traineeships in 2025 was 163.4 days. A total of 254 traineeships were offered to EU citizens, representing 58% of all trainees in EU Delegations in 2025.

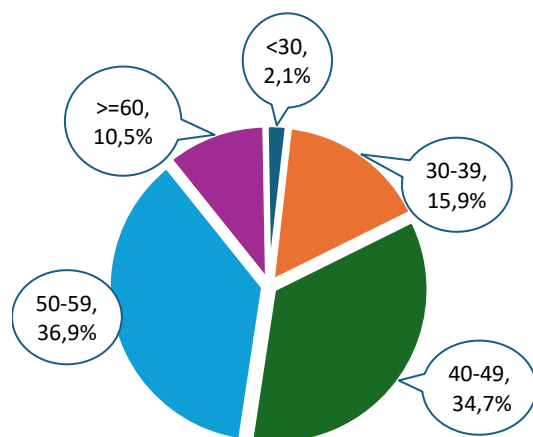
Trainees in Delegations per nationality



2.3 Staff by age group

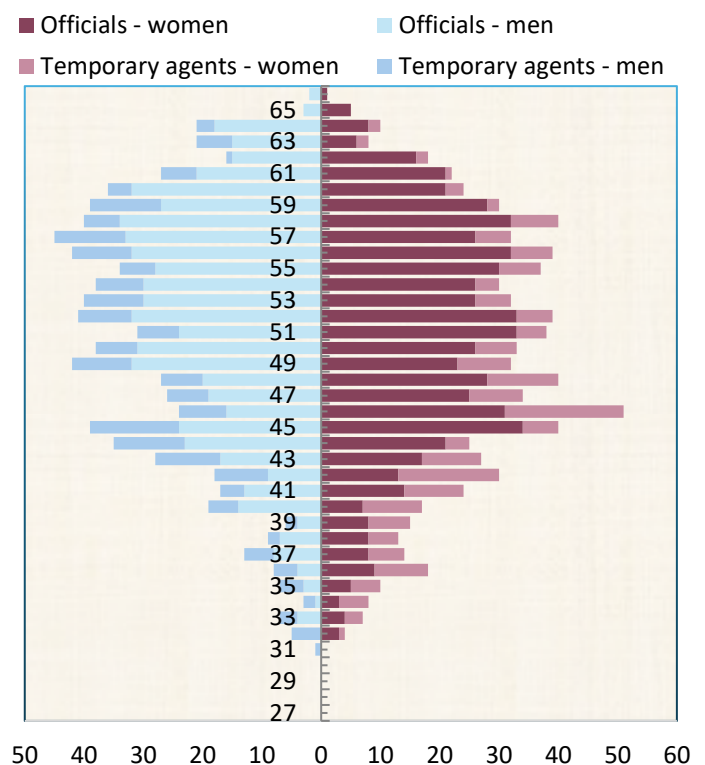
At the end of 2025, the average age of EEAS staff was 48.3 years old (48.7 years old in 2024). In Headquarters, 17.6% of staff were younger than 40 years (15.8% in 2024), and 46.6% were 50 years of age or older (47% in 2024). In Delegations, the percentages for the same age groups were 18.2% (15.8% in 2024) and 47.9% (47% in 2024) respectively.

EEAS Population by Age



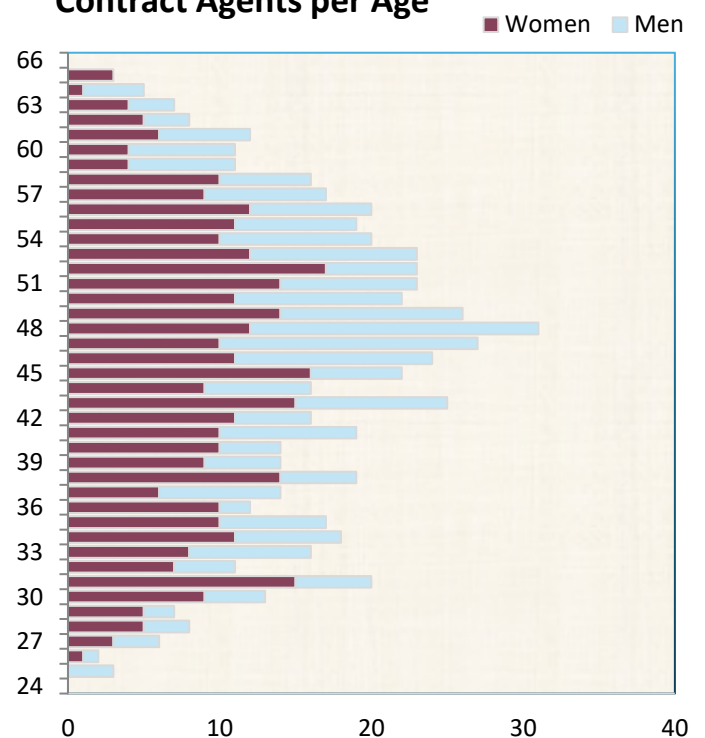
The average age of EEAS officials at the end of 2025, was 51.5 years old (51.2 years old in 2024). In 2025, there were no officials younger than 30 years old (same in 2024), while most officials were older than 50 years (61.9% compared to 59.9% in 2024). In the temporary agents' category, the average age at the end of 2025 rose to 47.7 years (47.4 years old in 2024). In 2025, there was still no temporary agent under 30, while most temporary agents were still younger than 50 years (60% compared to 62% in 2024).

Officials & Temporary Agents per Age

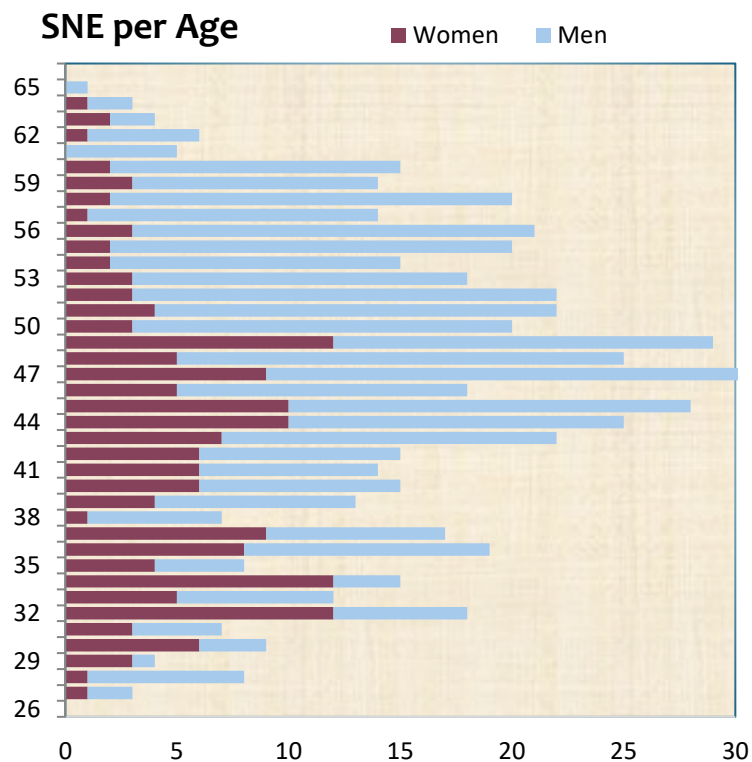


At the end of 2025, the average age of EEAS contract agents was 45 years old (46 years old in 2024). As a result, contract agents constituted still the youngest staff category.

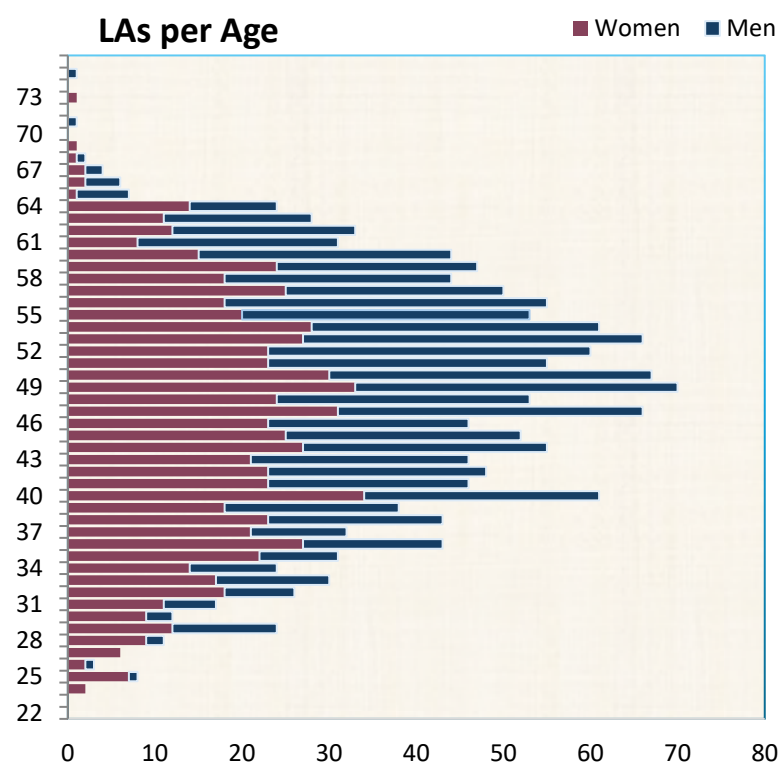
Contract Agents per Age



As regards EEAS SNEs, the average age in 2025, was 46.1 years (same as in 2024).



Finally, the average age of EEAS Local Agents for 2025, was 48 years.



2.4 Gender representation in EEAS workforce

Officials and Temporary Agents – Gender

EEAS gender parity figures show steady albeit moderate progress throughout the past years. At the end of 2025, women represented 41.2% of AD staff, a positive increase from 39.9% in 2024

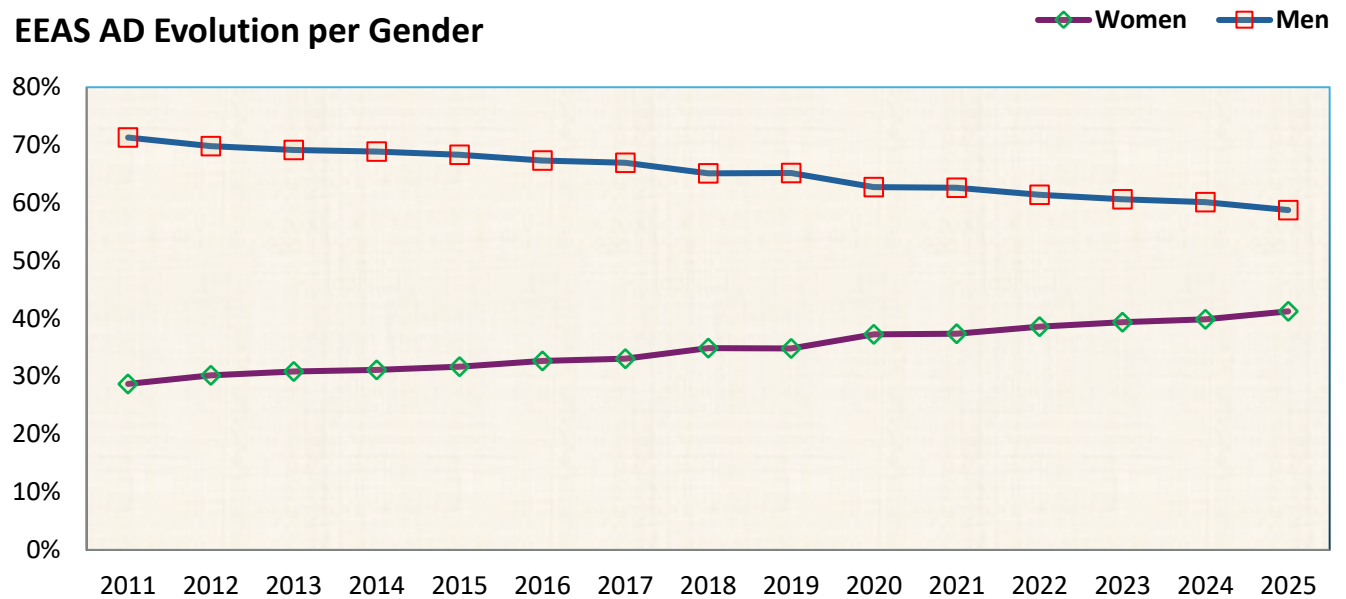
In detail, women occupied:

- 50.6% of AD5 to AD8 posts - similar to 2024 when they constituted 50.8%;
- 38.6% of AD9 to AD12 posts – a positive increase from 36.4% in 2024; and
- 34.1% of AD13 to AD16 posts – another positive increase from 32.6% in 2024.

EEAS Gender Evolution (AD- AST-AST/SC-CA-SNE-LA)



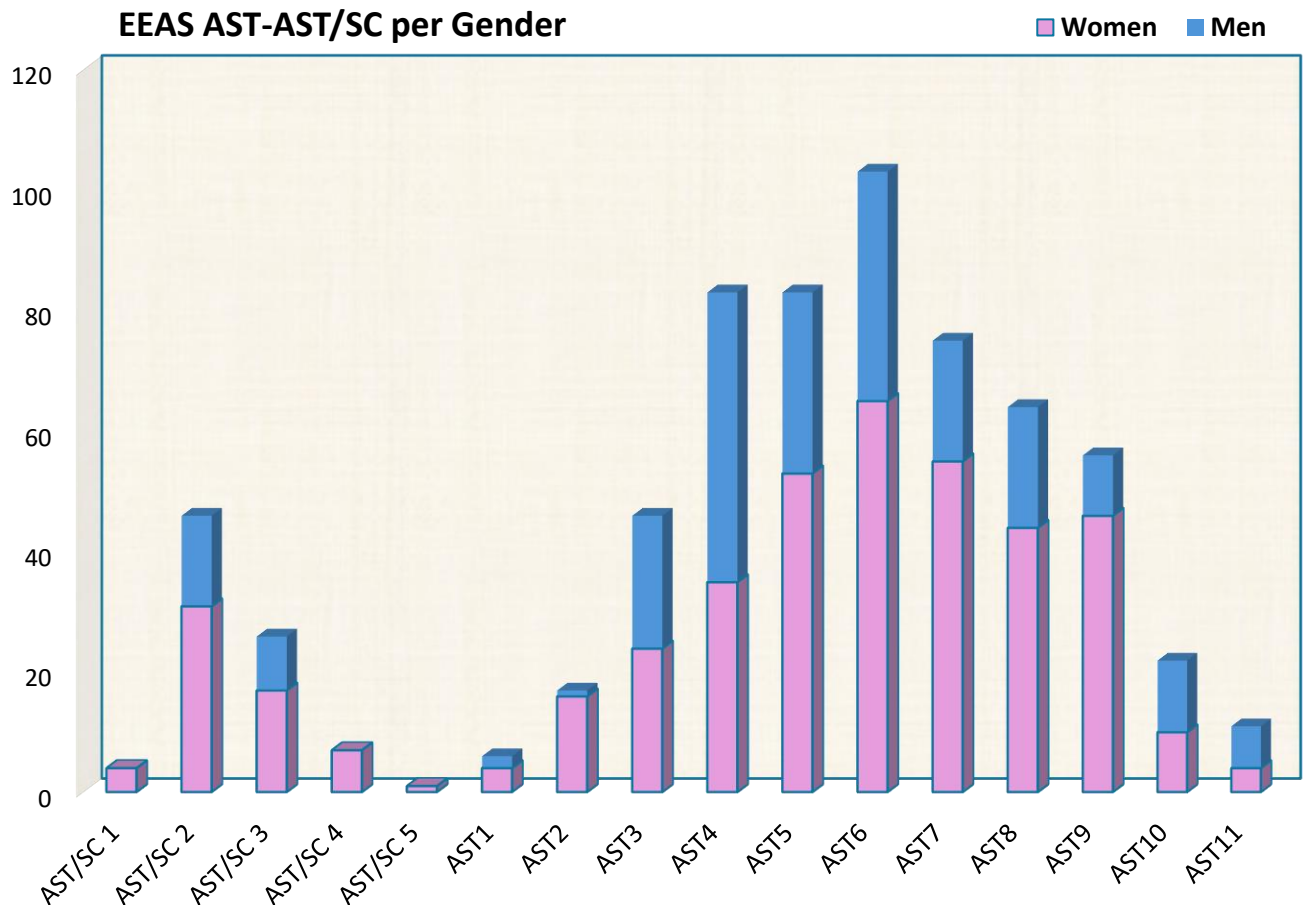
EEAS AD Evolution per Gender



In the AST and AST-SC category, women remained the majority in 2025, occupying 65% of the total population, a stable figure since

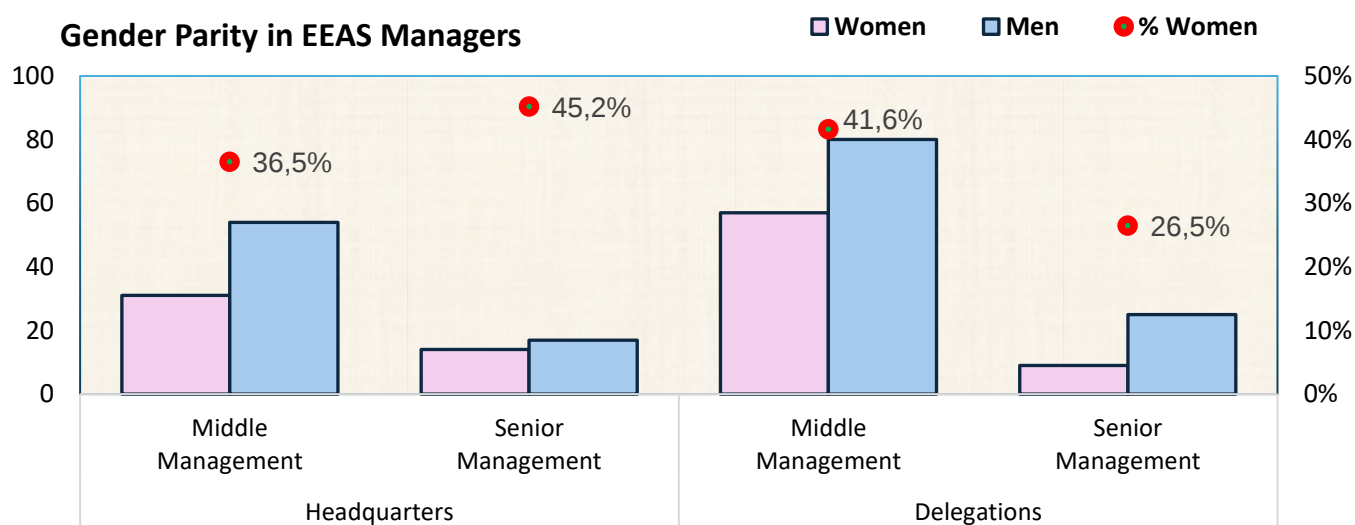
2023). In the AST-SC category, the share of women was 71.4% (a slight decrease from 73.3% in 2024).

EEAS AST-AST/SC per Gender

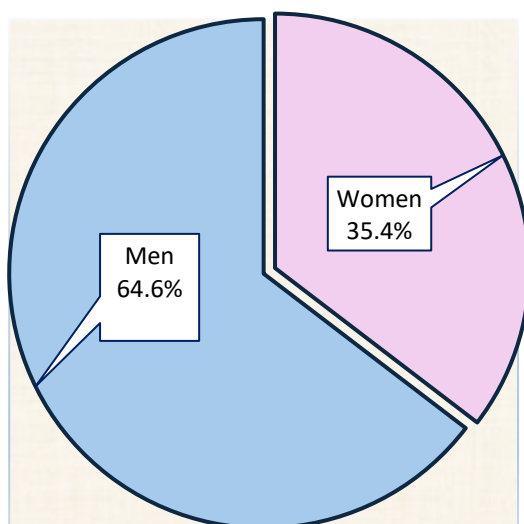


EEAS Management - Gender

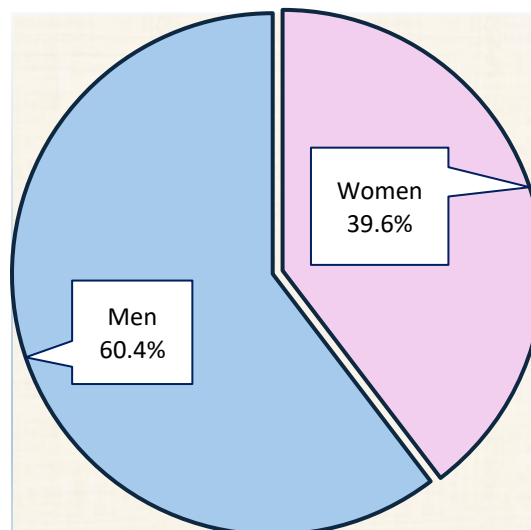
Gender Parity in EEAS Managers



EEAS Senior Management per Gender



EEAS Middle Management per Gender



In 2025, women representation amongst EEAS managers reached 38.7% of the total number of EEAS managers in Headquarters and Delegations: 39.6% of EEAS middle management posts, an increase compared to 38.7% in 2024, and 35.4% of EEAS senior

management posts, a significant decrease from 39.6% in 2024. Improving and maintaining a positive thread on gender balance will require continued commitment and effort across all levels of management.

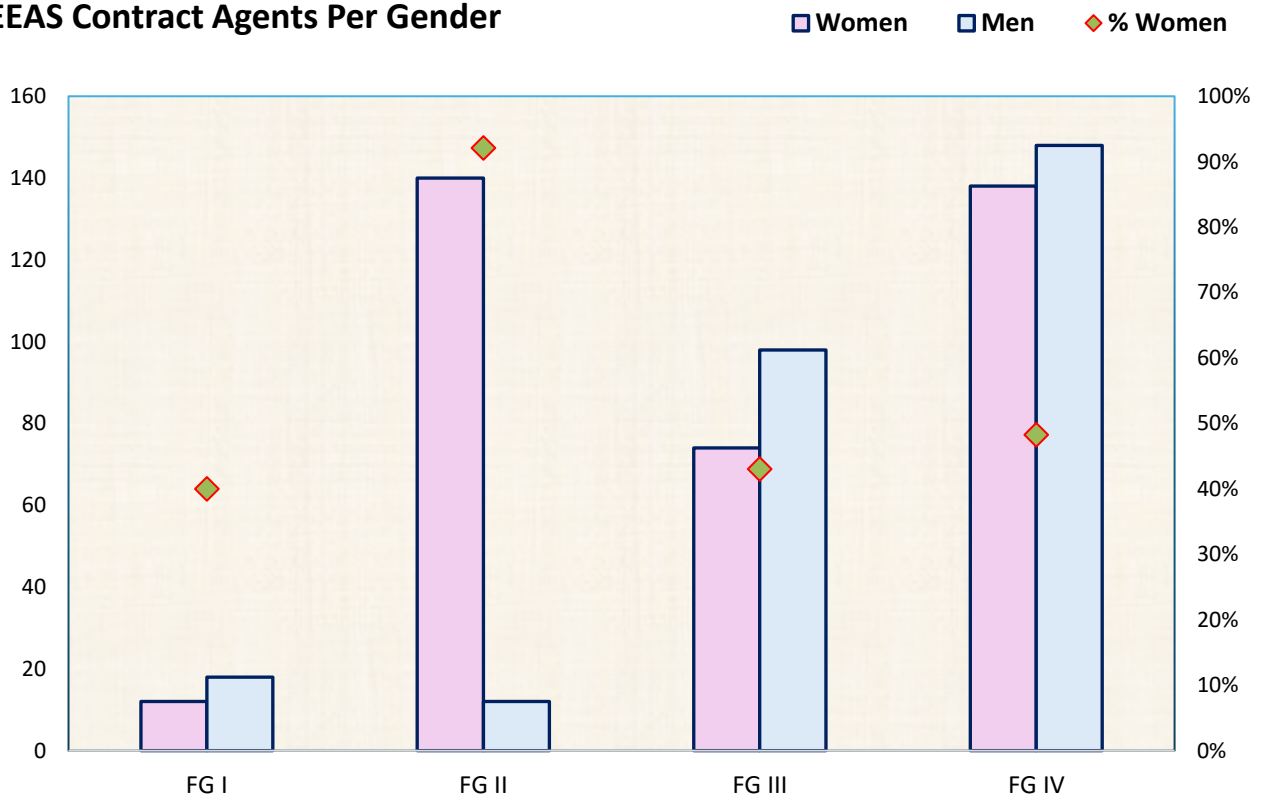
The share of women Heads of Delegation increased from 36.1% in 2024 to 37.8% in 2025.

In 2025, the proportion of women serving as Head of Delegation continued to rise, reaching 37.81% from 36.1%, in 2024. The overall number of women in middle management positions in Delegations equally showed further increase since 2024 (57 in 2025, 53 in 2024).

Contract Agents – Gender

In 2025, the share of women in EEAS contract agent positions remained stable with 56.9% (56.7% in 2024). In 2025, women are strongly over-represented in the FG II grade category (Secretary/Agent), like in 2024. Function groups I and III show a slight female under-representation, whereas the FG IV category shows an increase of 11% (48.3% in 2025 from 45.8% in 2024).

EEAS Contract Agents Per Gender



Seconded National Experts – Gender

In 2025, women accounted for 30.3% of all the Seconded National Experts, which represents an increase from 26.9% in 2024. A long-lasting gender imbalance persists in this category of staff. This is largely explained by our staff

reflecting the underlying gender imbalance in military and security structures.

Efforts to improve gender representation continued, in line with the EEAS policy on Diversity and Inclusion, by promoting inclusive

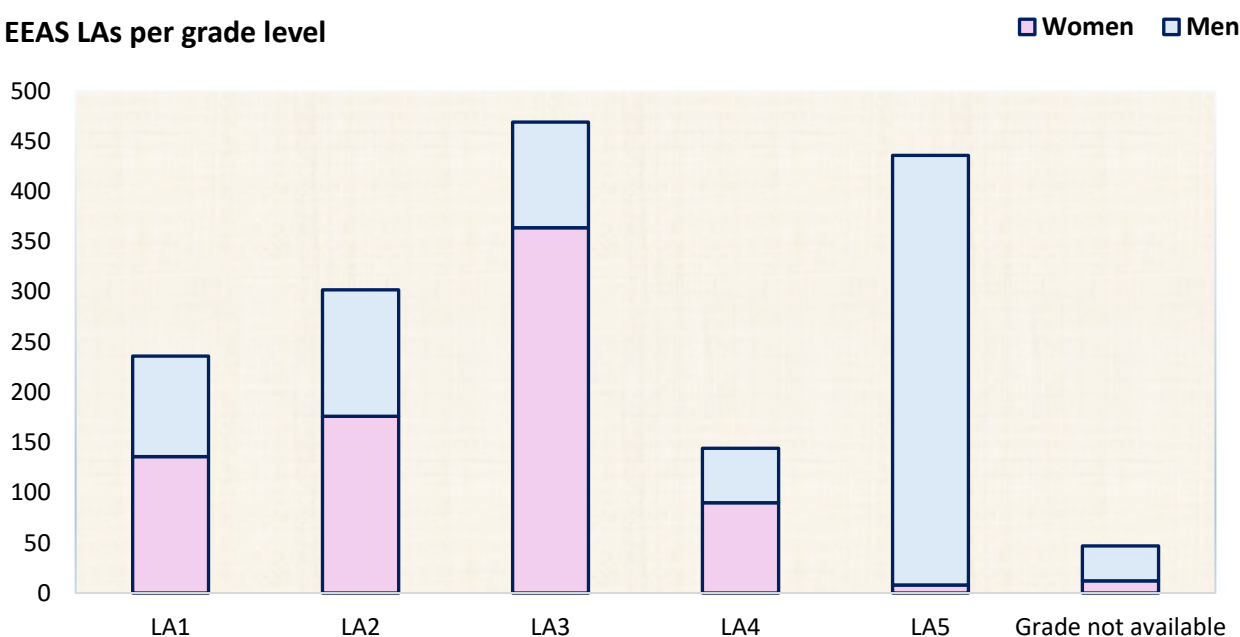
communication and setting a requirement for gender-balanced selection panels.

Local Agents – Gender

In 2025, overall women representation among local agents in Delegations, increased to

48.1%, compared to 47.7% in 2024. In levels LA1, LA2, LA3 and LA4 women account for the majority of the Local Agents’ workforce, while remaining traditionally under-represented in the LA5 – Driver category.

EEAS LAs per grade level



3. Selection & Recruitment

3.1 Officials and Temporary Agents

In 2025, the EEAS continued to ensure the timely selection and recruitment of highly qualified staff to meet the rapidly evolving needs of the Service. 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 hand, especially in the area of security and defence. As the diplomatic service of the Union, the EEAS has a high degree of staff mobility, much higher than that of other

EU institutions, including between Headquarters and the 145 EU Delegations and Offices, resulting in a significant number of selection procedures.

In 2025, recruitment remained merit-based and continued to contribute to balanced geographical representation and gender equality across the Service. Updated vacancy notices and Rotation Guidelines reflected recent legal and policy developments, supporting transparent and efficient recruitment in cooperation with EU Member States and partner institutions.

Competitions contribute to strengthening the permanent workforce of the EEAS. Following

the first round of internal competitions in 2023, a second round of internal competitions was launched in 2025 to enable the retention of experienced staff and expand the pool of permanent officials with diverse professional profiles. In parallel, sustained engagement with the European Personnel Selection Office (EPSO) enhanced the access of the EEAS to interinstitutional competitions and, thereby to external talent, reinforcing its overall recruitment capacity.

Mobility Exercise

Mobility is a cornerstone of the EEAS human resources framework. It fosters career-long personal and professional development and enriches the Service as a whole. Mobility ensures that staff can perform in different settings, policy areas and regions, which is essential for a modern diplomatic service. It provides for a greater overall awareness of the EEAS as a whole and tighter professional networks. Furthermore, mobility plays a crucial role in leveraging global expertise by supporting the seamless return of colleagues from Delegations and actively reinforcing institutional cohesion across all divisions.

For AD staff, mobility is a mandatory requirement, in principle, every four years, to ensure dynamic knowledge transfer and career diversification, while for AST staff, it remains a highly encouraged and voluntary pathway to expand professional competencies.

Launched on 17 February 2025 and concluded on 13 June 2025, the 2025 Mobility Exercise was overseen by a Preparatory Mobility Committee, in which all Managing Directorates were represented. The Committee ensured the best possible matching of candidates to posts, by carefully aligning their expressed career preferences with the needs of the Service.

In 2025, most colleagues were offered posts corresponding to their first or second choice, confirming the rigorous and fair nature of the exercise: in total, 103 EEAS AD colleagues were invited for the 2025 Mobility exercise, out of which 61 officials and 42 temporary agents, for 91 posts. Regarding AST Staff, 29 colleagues were invited for 34 posts.

Rotation Exercise

Most of the EEAS positions in EU Delegations are included in an annual Rotation Exercise¹¹ typically launched in July of each year. In 2025, 109 posts were published (61 AD non-

¹¹ The framework governing the rotation, and corresponding guidelines, were updated in 2024 Decision (ADMIN(2024) 20), notably to align with the European Commission on the duration and sequencing of postings and to strengthen the EEAS'

ability to fulfil its "duty of care" towards its staff, for instance through a better monitoring of medical aptitude, the handling of long-term absences and clearer references to mandatory security trainings prior to postings in difficult environments.

management and 48 AST), attracting 14% more applicants than in 2024 (568 applicants in 2025 against 498 in 2024) from a wide range of backgrounds (*for more details, please refer to the table below*).

The Rotation Committee, chaired by the Director for Budget and Human Resources and including representatives from all Managing Directorates, worked to ensure the best

possible matching between the preferences expressed by applicants and the needs of the Service. While slowly improving over time, the number of applications by gender remained unbalanced – with more male applicants for AD non-management posts and more female applicants for AST posts.

ROTATION 2025		AD non-management posts	Head of Administration posts	Assistant to Ambassadors posts
Number of posts		61	31	17
Number of applicants		378	119	71
Applicants by origin				
Member States		156	N/A	N/A
EEAS Officials		76	53	29
European Commission		104	37	28
EEAS TAs		31	N/A	N/A
Others		11	29	14
Applicants by gender (%)				
Women		36	66	51
Men		64	53	20

Individual publications

In 2025, 171 statutory posts were published outside mobility in Headquarters (AD management, AD non-management, AST and

AST-SC) and 30 non-management posts in Delegations outside rotation (AD non-management and AST).

Temporary agents - Member States' Diplomats

In its recruitment policy, the EEAS is bound to respect several other staffing criteria including its Establishment Plan, the principle of stable staffing and the requirement of recruiting at least 1/3 AD-level officials, and at most 40%, from EU Member States diplomatic services. Following a 2023 Court ruling in case “TJ vs EEAS” (T-365/21)¹², the EEAS has adapted its policy on recruitments of diplomats coming from the Member States, and updated relevant templates, in particular in terms of the certificates that these candidates need to provide in order to be eligible for vacant posts as Temporary Agents 2(e) at the EEAS.

Internal competitions

Internal competitions are key for the EEAS to retain the valuable expertise of colleagues on fixed-term contracts who have demonstrated a mix of skills, competencies and expertise fit for today's diplomacy, and to offer career development opportunities.

In 2025, the EEAS launched the second batch of internal competitions to establish reserve lists at grades AD6, AST2 and AST-SC2. These grades were chosen to ensure the broadest possible participation of contract and temporary agents. More than 400 applications were received. By the end of 2025, applicants

completed the online testing phase. The second phase of these competitions will take place in 2026.

3.2 Management

Rotation exercise

The 2025 Rotation for EEAS managers was conducted under an updated legal framework, the revised “EEAS Rotation Decision”. It included 41 Head of Delegation posts and 2 Deputy Heads of Delegation posts. An additional Head of Delegation post, which was published individually, was incorporated in Rotation, while at the end of the process, one Head of Delegation post was not filled, and the incumbent jobholder was extended. Also, the selection procedure for a Deputy Head of Delegation post was closed and the post was republished.

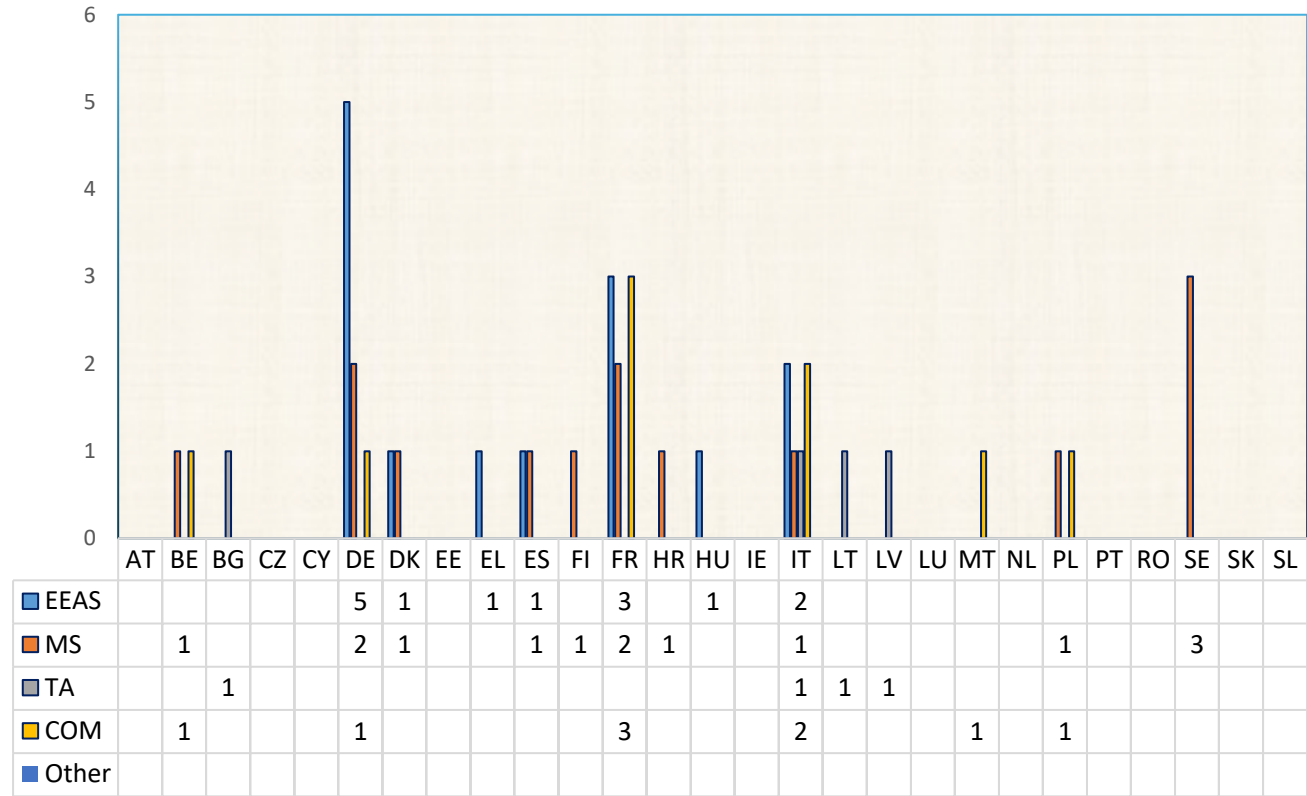
There was a total of 303 applicants, which resulted in 1,169 individual applications. At the end of the selection procedure, the High Representative appointed 27 men (66%) and 14 women (34%) as Head of Delegation/Ambassadors.

¹² **Case T-365/21 (TJ v EEAS)** was a European Union General Court ruling concerning EU civil service and staff recruitment.

Overview Rotation 2025 - Management		
Number of posts	42	
Number of applicants	303	
Applicants by origin		
Member States	144	47.5%
EEAS Officials	68	22.4%
EEAS TA	20	6.6%
European Commission	64	21.2%
Other Institutions	7	2.3%
Applicants by gender		
Men	223	73%
Women	87	27%

Head of Delegation posts included in Rotation per origin

■ EEAS
 ■ MS
 ■ TA
 ■ COM
 ■ Other



Individual Publications

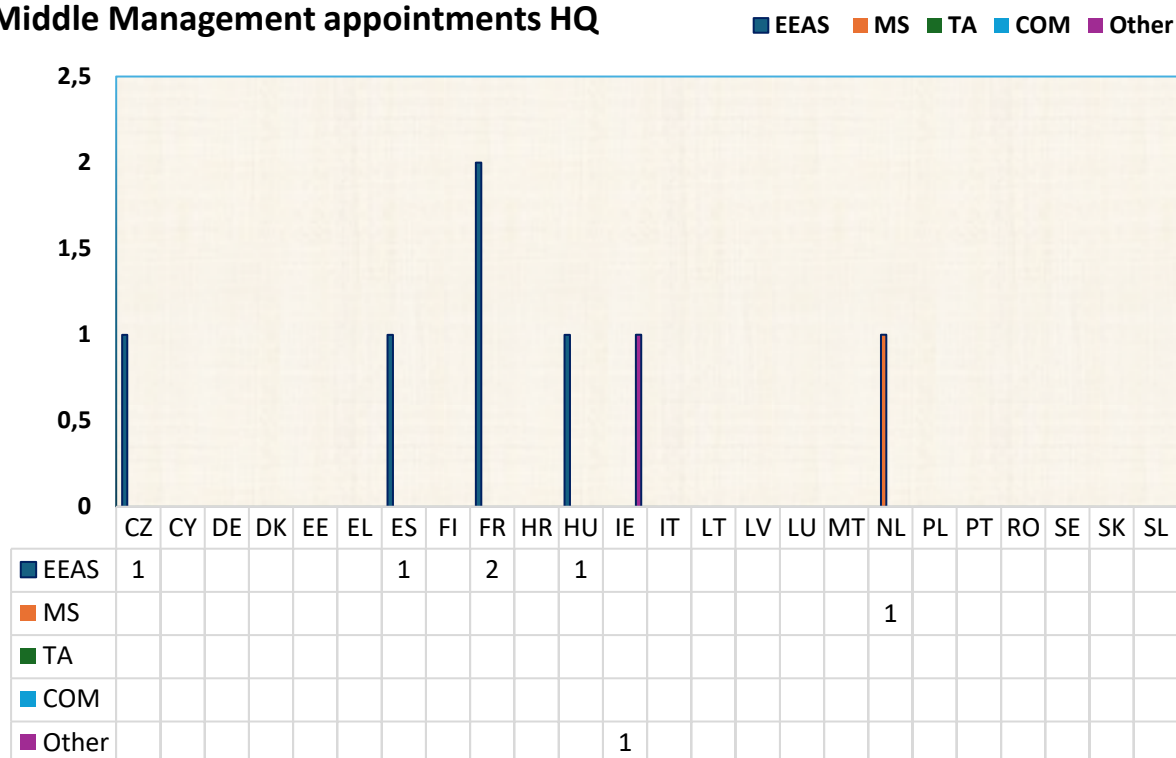
(a) Delegations

In 2025, four Heads of Delegation and one Deputy Head of Delegation posts were published outside the annual Rotation exercise

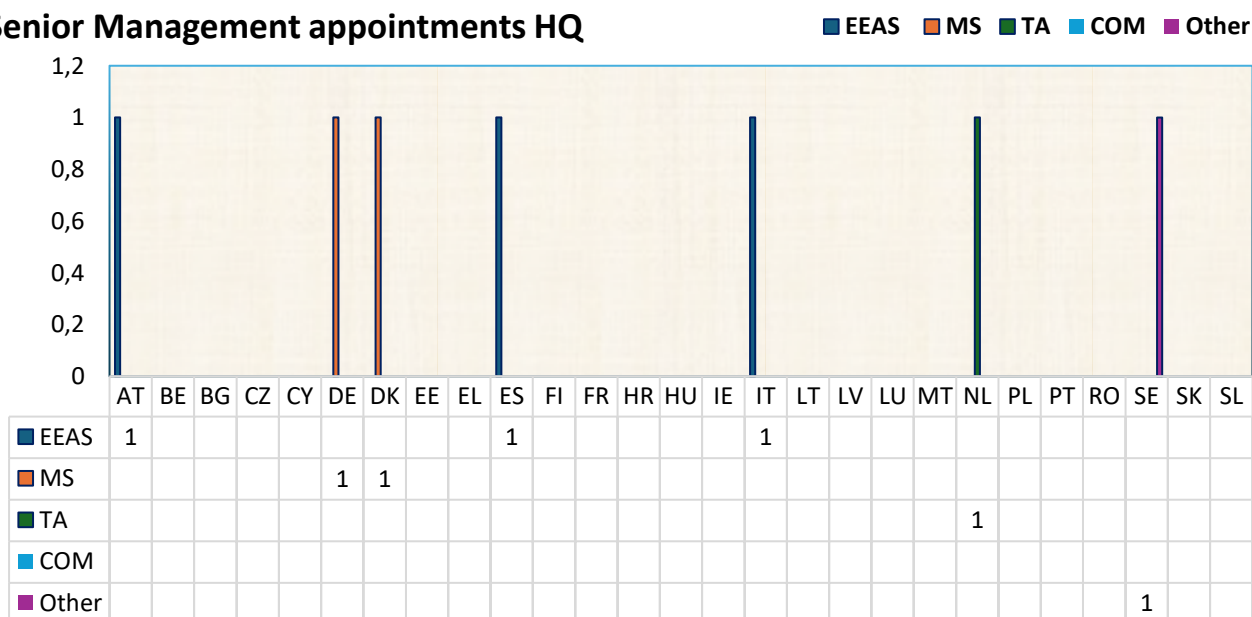
(b) Headquarters

In Headquarters, eight middle management (Head of Division or equivalent) posts and ten senior management (Director/ Director-General) posts were published.

Middle Management appointments HQ



Senior Management appointments HQ



Middle Management Mobility

The EEAS annual middle management mobility exercise included 21 managers (returning Heads of Delegation, Heads of Division, whose posts were in middle management mobility, as well as Advisers/ former managers in

Headquarters), who expressed interest for 16 available posts. At the end of the exercise, only two posts were not filled and were published individually.

3.3 Contract agents

In 2025, the EEAS published 136 Contract agent posts, 101 in Headquarters and 35 in EU Delegations. 17 CA posts were available in the context of the annual mobility exercise - 5 FG II and 12 FG IV. FG III mobility was cancelled due to lack of available posts. 13 posts were filled within the framework of the exercise, while the remaining 4 posts were published.

3.4 Seconded National Experts

In 2025, the rules governing the selection of Seconded National Experts (SNEs) within the EEAS continued to prioritise a merit-based approach, while seeking to ensure appropriate geographical representation and gender balance.

All vacant SNE positions— whether cost-free or cost-shared — are systematically advertised to all EU Member States. Any derogation from this policy remains an exception and is granted only in specific circumstances, such as agreements with third parties, including international organisations, specialised bodies, or certain third countries.

In 2025, the EEAS finalised the preparatory work for a comprehensive revision of the 2014 Decision establishing the rules applicable to National Experts seconded to the EEAS. A revised Decision is expected to be proposed in 2026.

Modernisation of the network of EU Delegations

As part of the exercise to modernise the Network of EU Delegations, ten Delegations will transition to a Diplomatic Presence Delegation model. This transition entails a more streamlined structure, aligned with the core activities, while preserving the essential diplomatic, representational, and administrative functions.

In addition, DG ENEST decided to centralise in Headquarters the Finance, Contracts and Audit functions for the six EU Delegations in the Western Balkans where subsequently, the EEAS made every effort to minimise redundancies of concerned local staff through internal redeployment, reskilling, and retraining. Nevertheless, this organisational change led to 27 redundancies.

3.5 Local Agents

By the end of 2025, 53% of local staff members in EU Delegations were employed on a post financed by the EEAS, while the remaining 47% were employed by the European Commission. The largest population of local agents is in Africa (34%), followed by Europe and Central Asia (22%), Asia and Pacific (17%), Americas (16%) and Middle East and North Africa (11%). Furthermore, 177 new local agents were recruited, while 195 local agents left the

Delegations after spending on average 12 years working for the European Union.

The following instruments continued to improve the working and living conditions of local agents in 2025:

- 342 local agents benefited from promotions in addition to the automatic salary step progression they enjoy each year, while 18 local agents were recruited into a higher function group, through competing successfully with external candidates for a vacant post;
- 153 salary grids were reviewed for 110 Delegations, resulting in an average increase of 7% and a weighted average increase of 7.3% in global salaries;
- EUR 2.1 million in medical expenditures was reimbursed to local agents through their dedicated insurance scheme (LA-Medical)¹³;
- EUR 6.4 million was disbursed under the LA-Provident Fund to local agents whose contracts ended. This instrument allows local agents to constitute savings in anticipation of the end of their employment through employer and employee contributions.

3.6 Junior professionals

For the seventh round of the programme (2023- 2025), 67 Junior professionals (JPD) were posted in 57 EU Delegations (30 in EEAS

sections and 37 in European Commission sections). 13 of these positions are funded bilaterally by Member States (Denmark, Finland, Ireland, and Luxembourg). The seventh round of the programme ended on 15 September 2025. The eighth round of the programme will start on 16 January 2026. 76 JPDs (36 in EEAS sections and 40 in European Commission sections) will take up their duty in EU Delegations as from end January 2026.

4. Working Environment & Equal Opportunities

4.1 Measures towards a geo-balanced EEAS

Working towards geographical balance in the EEAS remained a political priority.

The EEAS expanded its talent pools, continuously monitored geographic representation among its staff. It further engaged with Member States that were identified as underrepresented according to the so-called guiding rate, an indicator defined by comparing a given Member State's representation in EEAS staff to the proportion of their population within the EU-27.

Furthermore, the EEAS collaborated with the other EU institutions in targeted working groups to exchange effective practices, address common challenges, and develop innovative solutions. For example, the EEAS contributed to the European Commission's

¹³ Data as of 30/09/2025.

consultation in view of their adoption of General Implementing Provisions (GIPs) to Article 27 of the Staff Regulations as well as to a dedicated working group under the Preparatory Committee on Staff Regulations Questions (CPQS).

4.2 Diversity & Inclusion

The “Diversity and Inclusion Agenda in the EEAS 2023-2025”¹⁴ (the Agenda), adopted by the EEAS Secretary General on 6 March 2023, aims to promote equality, diversity and inclusion as a matter not only of human rights but also of peace, security, social justice and economic progress. The respective external actions in this area are coordinated by the “Equality Task Force” led by the Ambassador for Equality, a position created in 2025.

Further to the Agenda, the Directorate General for Resource Management (DG RM) developed an “Action Plan for Diversity and Inclusion in the Workplace” to ensure the implementation of the Agenda’s internal aspects.

Both policies are implemented under the joint leadership of the “Equality Task Force” and DG RM, in close coordination with all relevant EEAS services, the “Joint Committee on Diversity and Inclusion (CODI)” and staff associations.

Both the Agenda and Action Plan were extended until the end of 2027 to allow the EEAS to pursue key objectives around diversity, inclusion and non-discrimination, while ensuring the sustainability of the actions taken. In addition, both the “EU Human Rights and Democracy Action Plan 2020-2024” and the “EU Gender Action Plan III” were extended until 2027 to align with the 2021-2027 Multiannual Financial Framework.



¹⁴

<https://www.eeas.europa.eu/sites/default/files/documents/2023/Diversity%20and%20Inclusio>

[n%20Agenda%20in%20the%20EEAS%202023-2025_0.pdf](#)



EEAS Open Day, 10 May 2025

4.3 Cross-Sectional Initiatives

Evidence-based policymaking

The EEAS is committed to developing evidence-based policymaking. In this context, together with the European Commission it launched the second joint survey on “Respect, Diversity and Inclusion”. Local agents in EU Delegations were invited to participate for the first time and represented 21.5% of EEAS respondents. While full results will be published in early 2026, preliminary results show EEAS respondents report high levels of awareness of the Service’s respect, diversity and inclusion policies.

Regarding the 2024 joint EEAS-European Commission survey on “Departure to Delegations”, the analysis highlighted a high demand for general information regarding careers and living conditions in Delegations. While there are many tools available for staff, there is indeed a lack of centralised information available prior to making career decisions. It was, therefore, agreed that a

toolkit would be produced in 2026 covering a wide range of subjects from job types and recruitment procedures to schooling, spouse employment and teleworking.

Training and Outreach

In 2025, the EEAS continued to provide systematic Diversity and Inclusion (D&I) training for several internal audiences, including newcomers, participants to the Head of Administration college and pre-posting seminars, as well as compulsory training on unconscious bias. Furthermore, the EEAS took part in the development of the new European School of Administration training for unconscious bias in management. 75 managers (31 women and 44 men) completed the training in 2025. The EEAS continued to publish a yearly newsletter on all regular D&I trainings available, and to promote shared events and trainings organised by or with other institutions.

For the past two years, a successful stand was co-organised for Europe Day with the Equality Task Force, the “Joint Committee for Diversity & Inclusion” (CODI) and Staff Associations “Égalité and Diversité”. The initiative received positive feedback from staff and visitors alike, especially in light of the current global political context.

Gender Parity

The EEAS remains firmly committed to achieving gender equality across its entire

workforce. To this end, it publishes an annual internal Gender Parity Report, which assesses the distribution of posts throughout the organisation, with particular attention to access to managerial, team-leading, and advisory positions.

Furthermore, the report examines additional indicators, including access to promotions, career progression, geographical distribution, and participation in gender-specific and unconscious bias training by managers and members of recruitment panels. It offers detailed analysis disaggregated by age, grade groups, and place of work.

To proactively foster gender equality within the workforce, the Task Force has deployed a significant “Gender-responsive leadership (GRL)” training programme in collaboration with the Swedish Folke Bernadotte Academy. An additional 13 senior managers (4 women and 9 men) were trained in 2025. 78% of senior managers on rotation completed at least one module of the training course, and 50% fully completed it.

A four-month training programme was also launched in September 2025 for middle-managers, with the first 12 staff (6 women and 6 men) trained during the last quarter of the year. Other formats included training during the annual “Ambassadors’ conference” and the GRL e-learning course, launched already in 2024.

In terms of gender mainstreaming, while the network of focal points is already well-established within geographical and political divisions, as well as Delegations, it will be extended in 2026 to all administrative divisions of the Service.

In addition, the EEAS has two active women’s networks, the managers’ network “Women in the EEAS” and “Women in Diplomatic Networks (WEDIN)” – open to AD staff”.





Photos from EEAS WEDIN event by [Simon Pugh Photography](#).

Active Seniors

In 2025, the EEAS continued to encourage knowledge sharing and promotion of inter-generational understanding through activities such as “Career Talks”, aiming to share experience of senior colleagues and provide career advice for all staff.

Disability

In 2025, the EEAS followed up on the 2023 recommendation of the European Court of Auditors to improve the monitoring of disability inclusion within EU institutions. To strengthen its evidence-based policy, the EEAS launched its first anonymous Disability Census. The survey received 3,161 responses, including 200 staff members who self-declared a disability. Of these, 168 provided additional information, offering valuable insight into the composition and needs of the organisation.

The “EEAS Roadmap for Action on Disability” continued to guide the work in this area. The Administration adopted an Administrative

Decision, extending reasonable accommodation measures to Local Agents in EU Delegations, complementing the existing framework for statutory staff.

Awareness-raising activities were reinforced. A detailed report mapping EEAS staff with disabilities was published on the intranet. On the International Day of Persons with Disabilities (3 December), the EEAS released a “vox pop” video linking colleagues’ testimonies with findings from the Disability Census and recommendations from the Guide on Inclusive Communication. This reminded staff about the existing tools and policy through an interactive way.

To support mobility decisions for staff with disabilities, the EEAS maintained and expanded its accessibility factsheets, providing colleagues with disabilities with the necessary information to make an informed choice ahead of their application for a posting abroad. By the end of 2025, 139 Delegations and Offices were covered, and 104 Delegations updated their factsheets to reflect current conditions.

Lastly, the EEAS continued to assist staff whose children had disabilities or special needs. In 2025, twenty-four colleagues received full reimbursement of eligible non-medical expenses related to their child’s condition, in line with the guidelines on supplementary aid.

LGBTIQ+ staff

In 2025, the EEAS strengthened support to LGBTIQ+ staff, especially for staff and their families in Delegations. A specific session on privileges and immunities and living conditions was organised together with the Family Officer and in close collaboration with Égalité EU staff association.

As a result, LGBTIQ+ staff in Delegations set up a support network in December 2025. The EEAS took part in a best-practice exchange with the Canadian and UK Ministries of Foreign Affairs, as well as the International Lesbian, Gay, Bisexual, Trans and Intersex Association (ILGA) on working and living conditions for expatriate staff. A first meeting of the EEAS LGBTIQ+ diplomatic network was held in Brussels in November 2025.

Furthermore, the EEAS collected and shared all Pride month events, organised by all EU Institutions and agencies, and took part in the annual Coming Out event, organised by the European Parliament.

4.4 Other Thematic Initiatives

From the age perspective, the emphasis was put on youth. Work was undertaken throughout 2025 with the Blue Book Trainees' cohort to develop a dedicated D&I survey and propose a new initiative, the EEAS Youth Focus Group. It is envisioned as a participatory and inclusive platform for youth consultation and engagement within the EEAS around the topics of diversity, inclusion and equal opportunities

in the workplace. It will be coordinated by volunteers amongst each cohort of Blue Book Trainees and will organise twice a year a small event where collected data and perceptions will be shared with relevant services and the Office of the Secretary-General.

Non-discrimination on grounds of ethnic origin, as well as religion and belief, were of regular concern, and the EEAS is taking specific care in reinforcing the internal/external policy nexus on those topics.

Joint Committee for Diversity & Inclusion

The Joint Committee for Diversity & Inclusion (CODI) held six plenary meetings in 2025. The agenda of the meetings encompassed all aspects of the CODI mandate, including exchanges on ongoing or expected consultations, feedback from staff committee meetings and contributions from the working groups.

CODI was consulted on several Decisions and internal documents, including the Decision on reasonable accommodation for Local Agents, the Gender Parity report, the extension of the Agenda for D&I and Workplan to 2027, a new paragraph on Equal Opportunities for Vacancy Notices and a future toolkit on Inclusive Selection and Recruitment Guidelines for Traineeships. The CODI reached the end of its mandate in December 2025, and a new Committee will be nominated in 2026 with a two-year mandate.

4.5 Preventing and Addressing Harassment

The EEAS has a zero-tolerance policy against any form of harassment, as reaffirmed in its Diversity & Inclusion Agenda and Action Plan. In 2025, it continued raising awareness on this matter and enhanced efforts in promoting a safe and respectful working environment. The EEAS regularly reminds staff of the standards of conduct it expects from them to ensure respect and dignity in the workplace, as well as ethical and responsible behaviour.

The EEAS continued to deliver a mandatory management course to support managers in creating harassment-free work environment with 66% of its managers completing this training by the end of 2025. There were dedicated sessions during newcomers' induction trainings, as well as at pre-posting seminars for both EEAS and European Commission staff joining EU Delegations and for trainees and their supervisors.

By the end of 2025, the e-learning course "Respect and Dignity at Work: Recognising and Addressing Harassment", mandatory for all staff members at Headquarters and in Delegations, and available in English, French and Spanish, had been successfully completed by nearly 1,900 staff members from the EEAS and the European Commission.

Throughout the year, the EEAS promoted a respectful workplace, including actions linked

to the release of the Mediator's Annual Report — with its accompanying recommendations — and to World Mental Health Day (10 October). It also published the annual report of the "Investigation and Disciplinary Office of the European Commission (IDOC)" to highlight the importance of complying with the ethical standards set out in the Staff Regulations and the consequences of failing to do so.

In 2025, the EEAS received in total 16 requests for assistance for allegations of psychological harassment, which were submitted either by statutory staff member pursuant to Article 24 of the Staff Regulations, or by local agents pursuant to Article 9 of the Decision (2024) 9 on the prevention of and fight against psychological and sexual harassment for local staff in Union Delegations.

Out of the 16 requests for assistance in 2025, six led to the opening of administrative inquiries, four were still being processed, and six were closed by the end of the year.

In addition, 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.

4.6 Ethics

EEAS staff must abide by the highest ethical standards, as outlined in the Staff Regulations and Conditions of Employment of Other

Servants, the EEAS Ethics Policy Note, and the “Principles of Professional Behaviour”.

The EEAS actively promotes awareness of ethical principles and procedures, *inter alia* through various channels, including intranet, guidance from ethics correspondents, and targeted training sessions. On 27 November 2025, in her note regarding the report of irregularities and the disclosure of information by staff, especially when using AI, the Secretary-General recalled the importance of remaining vigilant and work collectively to uphold the highest standards of credibility, independence and integrity.

In 2025, in addition to existing online training modules during welcome sessions and pre-posting seminars, the ethics correspondent team kept on delivering a training specifically tailored for expatriate staff and local agents in EU Delegations.

The EEAS intranet ethics page was updated with the latest annual reports and information on the post-service occupational activities of senior officials. Reports from 2014 onward are publicly accessible via the EU Public Register.

Additionally, in line with transparency requirements, the EEAS publishes assessments conducted under Article 16.3 of the Staff Regulations, which addresses post-service lobbying or advocacy by senior staff within two years of leaving the service. This aims to prevent undue influence on EU policymaking.

In 2025, the EEAS reviewed 19 post-service occupational activity notifications, including six from four former senior staff members. Regarding conflict-of-interest declarations under Article 11a of the Staff Regulations, the Appointing Authority confirmed the non-existence of conflicts in two submitted cases.

4.7 Mediation service – network of confidential counsellors

The EEAS Mediation Service continued its work in an impartial, independent and informal manner to the benefit of all staff in Headquarters and in EU Delegations, regardless of status and of organisation of origin. It offered and required full confidentiality and remained totally voluntary.

The EEAS Mediation Service provided confidential assistance, listening and exchange on options, facilitating of dialogue between parties — including passing on messages from one party to another, with the objective of helping two or more parties to find an amicable solution to their disagreement. The Mediator oversaw the EEAS network of Confidential Counsellors. In 2025, following retirements, their number went down to three in Headquarters and four in Delegations. Together, the Mediation Service and the Confidential Counsellors constitute the EEAS informal procedures.

In 2025, the Mediation Service and the confidential counsellors handled a total of 268 contacts, against 259 contacts in 2024. The origin and type of the contacts remained stable with 67% coming from EU Delegations. Most of the requests concerned conflicts at work (49%), followed by rights and obligations (22%) and allegations of psychological harassment (16%).

The positive trend of the last couple of years regarding preventive work was confirmed: the number of colleagues, including managers, reaching out for independent advice and prevention kept rising. The Mediation Service increased prevention through outreach with presentations to Delegations upon request, in addition to the regular participation in presentations and trainings for staff, *inter alia* for managers, newcomers and colleagues in pre-posting, and for a future corps of European diplomats, by addressing the European Diplomatic Academy.

2025 saw a second workshop on workplace conflict and mediation in diplomatic services gathering representatives from Member States and other EU institutions. Discussions revolved around three themes during the day: “Mental health and workplace conflict”; “How to engage participants who are not genuinely motivated to improve their relationships”; and “Best practices for services with limited staff resources”. All Member States expressed a wish to continue these exchanges, which will

be developed during 2026 after a short survey among Member States.

Cooperation with counterparts in EU institutions continued, with regular Interinstitutional exchanges and a first-ever Interinstitutional training for the mediation services of the EEAS, the European Parliament and the European Commission. This training will continue in 2026. Moreover, the EEAS Mediation Service was present during a roundtable among mediators from international organisations, organised in the context of the Belgian Mediation month.

Finally, the Mediation Service continued to contribute to legal and policy developments in areas linked to the Mediator’s mandate, *inter alia* the ongoing preparations for a revision of the anti-harassment decision.

4.7 Work-life balance

Staff Well-Being, Health and Family Support

The EEAS continued to promote staff well-being through a broad range of work-life balance measures, including flexible working arrangements, medical and psychosocial support, well-being initiatives, and family policies. Flexitime is the default working time regime for staff in Headquarters and Delegations (except for managers), complemented by teleworking options: up to two days per week in Headquarters and one day per week in Delegations, with additional

telework possibilities for medical, family or crisis-related reasons. Staff may also telework up to 10 days per year outside their place of employment, with up to 20 extra days available for duly documented medical or family reasons.

Family-related leave entitlements include parental leave of up to 12 months per child (with additional provisions for single parents and parents of children with disabilities), 140 days of maternity leave, and special leave for child sickness. Reasonable accommodation measures, including telework, continue to support staff with disabilities or complex family situations.

The 2023 Flexible Working Arrangements Decision introduced the “right to disconnect,” establishing a protected disconnection period to help reduce digital overload and psychosocial risks, in line with European Parliament resolution of 21 January 2021 on the right to disconnect.

In addition, in 2025 the EEAS continued to foster a workplace culture that promotes staff engagement beyond core professional activities and values the diverse talents of its workforce. A Wellbeing Community platform was launched to promote wellbeing initiatives and enhance staff participation across the organisation.

The EEAS maintained its staff choir while physical wellbeing was supported through

access to classes in the two wellbeing rooms, such as yoga, stretching, Pilates and board games. The organisation also encouraged participation in initiatives promoting teamwork and sustainable mobility, including the Velomai cycling campaign and the EKIDEN Relay Marathon.

These activities and initiatives come in addition to the medical and psycho-social support provided by the EEAS Medical Service that plays a key role in contributing to EEAS staff wellbeing.

Medical assistance

In 2025, the EEAS Medical Service continued to provide essential support to staff, offering advice on travel medicine, ergonomics, reasonable accommodation for staff with disabilities, occupational health, infectious diseases, and various other fields of medicine. It continued to offer staff the opportunity to be vaccinated against Covid-19 and seasonal flu, in line with the recommendations of the Belgian authorities.

In addition, the service organised awareness-raising activities for the *Breast Cancer Awareness Month* and *Restart a Heart Day*, including the promotion of cardiopulmonary resuscitation (CPR) training sessions. Finally, 66 medical evacuations of staff took place in 2025 (including three by air ambulance).

Psychosocial support and mental health

The EEAS Medical Service continued to strengthen psychosocial support and mental health care through enhanced pre-deployment psychological evaluations, mental health training, and improved trauma management for staff deployed in crisis zones.

It organised seminars on resilience and burnout prevention to promote workplace well-being and promoted Mental Health First Aid (MHFA) training during welcome, and pre-posting sessions. In addition, the service participated in the second workshop of the Mediation Network, where it facilitated a dedicated session on mental health and mediation.

Furthermore, a mission to Kyiv, Ukraine, provided comprehensive psychological support to all staff in the Delegation. This included stress management training, resilience-building activities, and trauma-sensitive local services, including families of staff members in coping with ongoing psychological pressure.

The team continued to provide psychosocial support through individual interventions, return to work consultations, group sessions, and debriefings following critical incidents, including the return of staff from high-risk missions and postings. The service also advised staff on available local support resources.

To mark World Mental Health Day on 10 October 2025, the Secretary-General delivered a video message to all staff, emphasising the importance of mental well-being and raising awareness of the support services available.

Finally, the EEAS started the preparation for a comprehensive Mental Health Strategy and dedicated roadmap for action. This work is taken forward through the contributions of all services, with next steps aimed at ensuring a holistic approach. The service participated in the inter-institutional working group on psychosocial risks in the workplace and shared its outcomes to support follow-up actions addressing psychosocial risks.

Support to families in delegations

In 2025, the EEAS further strengthened its support to families in Delegations, in line with the EEAS — EU Member States Joint Action Plan to improve the conditions of spouses and partners of staff in Delegations. In this regard, it initiated ten (10) Bilateral Work arrangements with third countries to enable the spouses of EU diplomats to undertake gainful employment, while maintaining their diplomatic privileges and immunities.

Furthermore, the EEAS continued to implement the pilot project of Delegation Liaison Officers (DLO) started end of 2023, with the appointment of seven new DLOs, reaching a total of 18 active DLOs in 2025. DLOs are volunteer spouses of EU Delegation staff for whom this role represents an activity benefit

the local EU community. They act as a focal point of welcome, provide information and assistance to partners and families before and during their posting in EU Delegations.

Alongside continuous one-to-one advice and support to the spouses, the EEAS held a pre-posting seminar for spouses and a dedicated session to the spouses of EU Ambassadors.

2025 Staff Survey: Launch, updates & cooperation with the European Commission

On 13 October 2025, the European Commission and the EEAS launched the 2025 Staff Survey for colleagues at Headquarters and in EU Delegations. The EEAS response rate was 42%, representing an increase of 8% compared with 2023. The detailed findings of the Survey will be published in 2026.

4.8 IT and AI Strategy

Information and Records Management achievements in 2025

In 2025, the EEAS concentrated efforts on AI initiatives. The deployment of GPT@EC as a secure AI-based tool facilitated the everyday work of staff members, particularly by providing general assistance in research and document drafting. Furthermore, the EEAS worked on the development of specific solutions such as a briefing tool to provide specialised assistance to staff.

Comprehensive guidance was made available on the usage of AI tools provided by the European Commission. Regular contributions enriched the EEAS course “Diplomacy and Artificial Intelligence in the Digital Age”, addressing the security, legal, and ethical implications of AI on diplomatic practices, alongside exploring contemporary frameworks established for AI regulation.

The EEAS organised multiple training sessions aimed at diverse audiences, including staff members, Press and Information Officers in EU Delegations, and senior management personnel (in total with more than 1,300 participants).

The “European Media Monitor@EEAS (EMMA)” commenced operations, enabling streamlined access to open-source information, vital for monitoring geographical, regional, and political developments in real-time. The unveiling of EMMA was endorsed and supported by a “Lunch & Learn” session between SITROOM and the European Commission’s Joint Research Centre (JRC) and attended by 163 participants.

Aligned with the EEAS Information Management Strategy, 30 Divisions in Headquarters and 16 EU Delegations were onboarded to HIVE, the document-centric collaboration tool of the EEAS. This procedure was accompanied through a series of training sessions and supplemented by extensive support & coaching offers (250 sessions in

total, including Q&A sessions), ensuring rapid user engagement.

In the area of Records and Archives Management, effective support was rendered to colleagues managing information in diverse formats, including the management of paper-based archives in Delegations. Multiple meetings convened with the EEAS Records Management and Archives team provided guidance and assistance to the respective Delegation staff. In 2025, the team engaged in various activities, namely holding virtual consultations with 59 Delegations concerning archives management, participating in two pre-posting and six ex-post seminars alongside Heads of Administration, attending five regional seminars with Heads of Administration, conducting two workshops for Personal Assistants in Delegations, and offering 20 online training sessions on records and archives management, and sessions during two missions across EU Delegations.

Furthermore, the e-learning module for EEAS Records Management and Archives policy (ERMA), initially released in English in 2024, was followed by 354 persons in 2025 and was translated into French and Spanish to reach a broader audience, preferring languages other than English.

Digital solutions

The Human Resources Transformation (HRT) programme, led by the European Commission's Directorate General for Human

Resources and Security, is a digital transformation initiative, which aims to replace the old HR ecosystem of applications across more than 70 EU Institutions and bodies with a modern and state-of-the-art Human Resources platform.

As a key partner of the HRT programme, the Budget & Human Resources directorate played an active role in its implementation and governance, and collaborated in several project modules, such as the EU Job Market Place, Institution Branding, Selection and Recruitment, Talent and Skills Taxonomy Management and Business Processes Optimisation. All preparatory works were taken to initiate the Rotation project, aiming to deliver a new fully digital mobility solution by early 2027.

5. Talent Management

5.1 Developing and retaining talent

Career Development

In 2025, the EEAS continued to implement the 2022 decisions on the **appraisal, promotion, and reclassification** of statutory staff (officials, temporary agents, and contract agents).

It further improved performance management by updating guidelines and offering enhanced guidance to reporting officers and all staff. Additionally, trainings were regularly

organised for newly appointed managers at both Headquarters and Delegations.

The **Certification procedure** enables AST officials in grade 5 and upwards to become AD officials. It involves an internal selection procedure by the institutions, followed by a compulsory interinstitutional training programme run by the European School of Administration, focussed on the skills and competencies needed by an AD official.

In 2025, the EEAS launched its tenth certification exercise, opening up to six places for the participation in the programme in 2026. All six candidates selected in the previous exercise successfully completed the programme.

The EEAS continued to cooperate with the European School of Administration and other EU institutions on the restructuring of the training programme. The European School of Administration and EPSO announced a new model and final exams that would be put in place in 2026, further simplifying the current certification model.

5.2 Training and development

European Diplomatic Academy

In 2025, the EEAS pursued a coherent set of initiatives to reinforce a common European diplomatic culture, strengthen professional skills and prepare the EU Diplomatic Service for 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 customised according to their seniority and background. This includes mandatory training sessions on topics such as performance management, anti-harassment, unconscious bias, coaching, and more.

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) started in September 2025 and will train 46 participants in two editions. The EUDA runs two five-month semesters 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. The College of Europe implements the programme for the two academic years. An independent evaluation, foreseen in the Council Decision, was launched to support continuous improvement of this flagship diplomatic training initiative. In December 2025, an extraordinary Steering Committee meeting took place following the resignation of the Director of the EUDA and agreed on a joint way forward for the

continued successful implementation of the programme.

Cooperation with the Ministries of Foreign Affairs of Member States (MFAs) was further strengthened through joint learning initiatives. The EEAS concluded the **25th anniversary edition of the European Diplomatic Programme (EDP)** with 75 EU officials and diplomats and launched the 26th edition. Regular exchanges among EU MFAs Training Directors promoted alignment of learning priorities and synergies in diplomatic training. Peer learning and job-shadowing were further supported through the **Exchange Diplomatic Training Programme** with Member States and the **Erasmus for Public Administration** programme, **pre-posting seminars** for staff deploying to EU Delegations, and dedicated support for accompanying spouses.

In addition, to support a **skilled and adaptable EU Diplomatic Service**, the EEAS delivered a broad range of diplomatic, thematic and skills-based training, including political analysis and reporting, geopolitics, human rights, etc. A tailored diplomatic protocol and etiquette training programme was fully rolled out across Headquarters and Delegations. Furthermore, the EEAS launched the first edition of its **Advanced EU Diplomatic Training Programme**, a new learning forum for strategic debate and peer exchange among EU officials and Member State diplomats on current and emerging foreign policy and geopolitical

trends, organised immediately after the Munich Security Conference.

AI@EEAS

To address rapid technological developments, the EEAS significantly advanced its AI readiness by rolling out a structured learning programme of **Artificial Intelligence Awareness and Literacy** to support the responsible integration of Artificial Intelligence into diplomatic, operational and administrative work of the EEAS. Aligned with the EEAS AI Strategy, EEAS AI Roadmap and the internal AI Guidelines on the Use of Third-Party Generative AI, these learning initiatives attracted nearly 2,250 participants in various leaning initiatives. The programme focused on building foundational AI literacy, encouraging safe and ethical use, and familiarising staff with key legal and technological aspects, towards a more effective and fast-responding service.

SUMMA Rollout

In 2025, the EEAS prepared for fully rolling out SUMMA. In this context, it designed an extensive training programme for financial actors in Headquarters and Delegations, including online sessions in English, French and Spanish, complemented by regional in-person trainings for Delegations. It addressed the main financial roles, including Financial Initiating Agents, Financial Verification Agents and Authorising Officers, notably Heads of Delegation and Heads of Division.

To support a smooth rollout and mitigate implementation risks, a dedicated SUMMA team was set up, bringing together relevant expertise, including experience gained in the European Commission. In addition, the SUMMA team contributed to user support, knowledge-based development, testing and requirements follow-up, thereby strengthening organisational readiness for the transition to the new financial management environment.

5.3 Exchange Programmes

Short-Term Secondment Programme with the European Parliament

The EEAS continued to organise the Short-Term Secondment Programme with the European Parliament. These generally lasted 2-4 weeks and provided an opportunity for staff to gain a better insight into priorities and working methods of the other institution and develop closer professional ties. In 2025, seven EEAS staff and 12 EP staff participated in the staff exchange programme.

Diplomatic Exchange Programmes with Third Countries and International Organisations

In 2025, the EEAS continued to welcome diplomatic staff from non-EU countries and international organisations under diplomatic exchange programmes, in order to improve mutual understanding and share expertise in

sectors of common interest.

So far, the EEAS has such arrangements with the following countries/organisations: Argentina; Australia; Canada; Switzerland, the United States (Transatlantic Diplomatic Fellowship); the Gulf Cooperation Council and the League of Arab States. In addition, it welcomed one trainee from the College of Europe, based on 2014 Administrative Arrangement between the EEAS and the College of Europe, establishing an EEAS Award for the best thesis on EU external relations with the possibility of a short-term traineeship.

Traineeship Programmes with Public Administration Schools

The EEAS hosted 10 master's students from the "European University Institute (EUI)" in Florence for compulsory traineeships of three months.

ANNEXES

ORGANISATION CHART

LIST OF EU DELEGATIONS & OFFICES

