



# HUMAN RESOURCES REPORT 2018

**EUROPEAN EXTERNAL ACTION SERVICE**





European External Action Service

Directorate-General for Budget and Administration

Brussels, Belgium

July 2019



# CONTENTS

<b>FOREWORD</b>	<b>6</b>
<b>SUMMARY</b>	<b>7</b>
<b>ORGANISATIONAL DEVELOPMENT</b>	<b>8</b>
Organisation and Structure	8
Cooperation and Synergies	10
<b>TALENT MANAGEMENT</b>	<b>11</b>
Attracting and sourcing talent	11
Developing and retaining talent	18
Training and Development	20
Career Development	23
<b>WORKING ENVIRONMENT, RIGHTS AND OBLIGATIONS</b>	<b>25</b>
Anti-harassment campaign	25
Mediation	26
Ethics	26
EU Network of Delegations	27
<b>INFRASTRUCTURE, SECURITY AND INFORMATION SYSTEMS</b>	<b>35</b>
Infrastructure	35
HQ Security and EEAS Security Policy	36
Field Security	37
Information Systems	38
<b>EEAS POPULATION</b>	<b>39</b>
Distribution of staff by category	39
Distribution of staff by gender	43
Distribution of staff by nationality	47
Distribution of staff by age	56
Management staff	60
<b>ANNEXES</b>	<b>68</b>

# FOREWORD

2018 has been an important year for the European External Action Service (EEAS), with many achievements that I am proud to share with you in this report. Our focus remained on recruiting, motivating and retaining a high performing service in the service of the European Union.

In 2018, we worked on new initiatives focussing on responding to political priorities, as well as on improving our organisational design and ensuring effective people management.

Equal opportunities for all staff and gender balance remained high on the agenda of the Directorate-General for Budget and Administration and we further invested in standardising and developing our services to create more efficient structures.

Building on this objective, in our efforts to enable and empower qualified men and women to reach the positions they deserve, we took action to support staff members aspiring to become managers and expanded career possibilities. We introduced new policies for different categories of staff, made career possibilities in Delegations possible for more colleagues, enhanced selection procedures and strengthened our infrastructure and security processes both at Headquarters and in Delegations.

In our efforts to improve the working environment, we worked on different initiatives focusing on ensuring every member is, and feels, respected. In this context, we launched an anti-harassment awareness exercise, and we developed training sessions on unconscious bias to further improve our selection processes.

In 2018, we also faced new challenges, as the EEAS was called upon to address the impact of UK's decision to leave the EU. In this respect, we have launched preparations to ensure the EU will be diplomatically represented in the UK, and we have aligned ourselves to the European Commission decision as regards to staffing.

Much was achieved in 2018 thanks to the effective collaboration with our partners in other EU institutions, and to the significant support from Member States. Let me take this opportunity to thank them for another year of successful cooperation. Finally, but as importantly, I would like to thank our staff for their commitment and hard work.



Gianmarco Di Vita

Director-General for Budget and Administration

# SUMMARY

At the end of 2018, the EEAS was comprised of 4,169 staff members of whom 2,048 (49.12%) were working at Headquarters (HQ) and 2,121 (50.88%) in EU Delegations and Offices around the world.

In 2018 the EEAS continued to pursue its efforts for more parity in management positions as regards to gender, which resulted in an increase in representation of women and brought the total of women in management positions to 71, five of which were appointed managers for the first time. As a diplomatic service that values and welcomes the expertise of the EU Member States, the EEAS had also invited Member States to put forward more female candidates, especially in the context of the Rotation exercise.

As regards the network of EU Delegations, and in light of the general objective of the EEAS to strengthen its global presence and ensure a more effective role of the Delegations, the network underwent a series of improvements. In 2018, the EEAS strengthened the EU presence in the Central America region, with the opening of the EU Delegation to Panama, while the EU Delegation to the Solomon Islands was closed. In addition, it was decided to provide further support to Delegations as regards their staffing, with the reallocation and redeployment of 16 posts.

Talent management remained high in the EEAS human resources (HR) agenda, and in 2018 the implementation of the roadmap on equal opportunities and career development started in earnest after having been endorsed by senior management in November 2017. An interim report on the roadmap implementation was issued in December 2018 and a series of practical actions and initiatives were implemented in view of supporting career development and equal opportunities and fostering staff development.

Finally, with a view to further promote the EEAS anti-harassment policy, the Secretary General launched an anti-harassment initiative in September 2018. This awareness raising exercise was part of the preventive measures foreseen by the EEAS anti-harassment policy and aimed at reiterating that the EEAS does not tolerate any form of workplace harassment and that information and instruments are available to staff to prevent and address it.

Further information on the implementation of HR policies, resource allocation, and the EEAS efforts in improving its capacity and attractiveness as an employer can be found in the next chapters of the Human Resources Report 2018.

# ORGANISATIONAL DEVELOPMENT

*Since its establishment in 2011, the EEAS has continuously adjusted its structure both at headquarters (HQ) and at the level of the EU Network of Delegations. During 2018, the EEAS underwent a series of structural changes with a view to enhancing its efficiency and internal coordination, ensuring better allocation of human resources (HR) and alignment with political priorities and evolving realities.*

## ORGANISATION AND STRUCTURE

In February 2018, the Directorate-General for Budget and Administration completed a reorganisation process launched in the summer of 2017 with the creation of the Horizontal Coordination Division. In order to rationalise and improve the structure of the Directorate-General, the Directorate responsible for security, infrastructure and budget was split in two different Directorates, the Directorate for Budget and Support and the Directorate for Infrastructure and Security. The reorganisation resulted in a more coherent attribution of responsibilities between the entities attached to the Directorate General for Budget and Administration, as well as a better balance with regards to the number of divisions and staff.

In March 2018, the EEAS Secretary General decided to reorganise the services under her responsibility and thus, the EEAS Mediation Service was moved from the Directorate for General Affairs directly under the Secretariat-General. The aim of this reorganisation was to further underline the independence of the function of the Mediator and facilitate a broader horizontal overview of the work of the organisation.

In July 2018, a new sector called Mission Support Platform was created within the Civilian Planning and Conduct Capability Directorate, in order to improve the financial management and transparency of the mission support platform budget. The mandate of the newly created sector is to provide mission support functions (in the areas of logistics, communication and information systems and IT development) to all the civilian Common Security and Defence Policy missions.

In October 2018, the Directorate for General Affairs was renamed Directorate for Inter-institutional Relations, Policy Coordination and Public Diplomacy and the Policy Coordination Division was moved from the Secretariat-General to this Directorate. Its Director reports directly to the Secretary General and ensures that policy issues of a cross-sectoral nature are properly addressed, and the link between policy making and public diplomacy and strategic communications activities is maintained. The reorganisation is intended to promote a more joined-up approach to all outreach and interinstitutional activities, a more coherent implementation of all top management's policy decisions, and a further improved follow-up to institutional meetings.

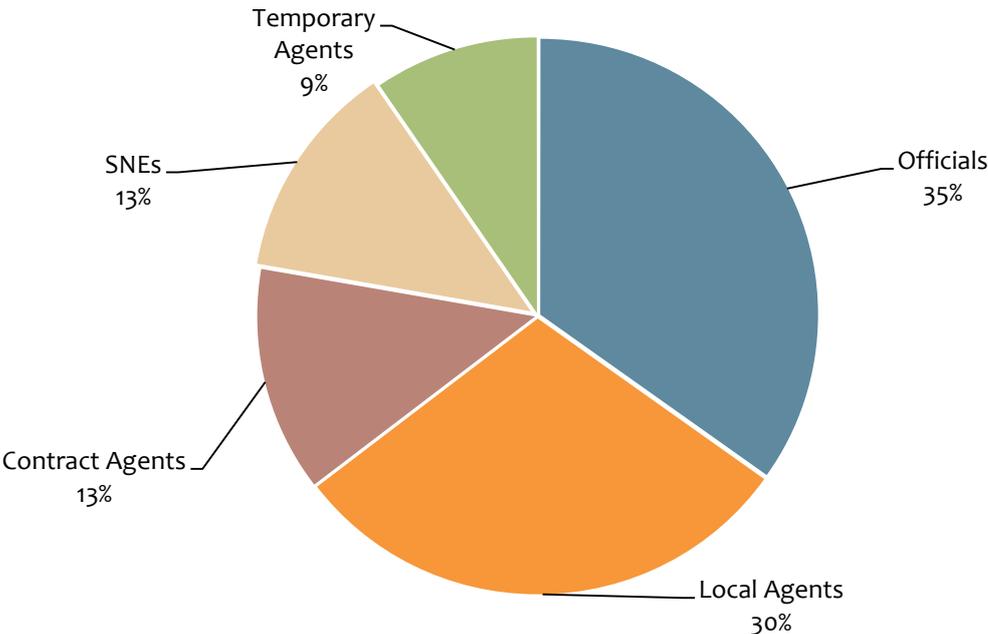
## Resource Allocation

In 2018, the EEAS implemented different measures as regards resource allocation, in view of improving the functioning of the organisation and aligning with political priorities, while seeking the best solutions for its staff. More particularly, in order to address the impact of the United Kingdom's (UK) decision to leave the EU, the EEAS decided on a number of measures throughout 2018 to prepare for the UK withdrawal from the EU and address its consequences, on the organisation and its staffing. It also aligned itself to the European Commission Decision of 28 March 2018, regarding the application of provisions of Article 49 of the Staff Regulations, and Articles 47 and 119 of the Conditions of Employment of Other Servants (CEOS).

The EEAS also continued the strengthening of EU Delegations and the rebalancing of resources between HR and Delegations. In a context of budget constraints and enhanced focus on prioritisation, the Permanent Annual Review Mechanism was established in 2017 with the view to ensuring a strategic approach to allocation of posts in Delegations and to address the need for opening and closures of Delegations. The mechanism, constituted of representatives from the Directorate General for Budget and Administration and the Policy Coordination Division as well as geographical services, resulted in a series of recommendations to the Secretary General for implementation in 2018.

Based on the recommendations resulting from the mechanism, the Secretary General decided on the adjustments to the allocation of posts to be implemented, including on sources and final destinations of posts. The implementation, which was launched in two phases, is foreseen to be concluded during 2019. Throughout 2018, eight posts were transferred between Delegations, constituted by a mix of Administrators (AD), contract agents (CA) and local agents (LA) posts, and eight AD posts were redeployed from HQ to Delegations with a view to rebalancing the resources between HQ and Delegations.

At the end of 2018, EEAS population constituted 1,575 officials and temporary agents, 1,053 local agents, 467 contract agents, 449 seconded national experts as well as other external and support staff. In addition 3,717 staff members from the European Commission were employed in Delegations. Demographics and more information on the evolution of the different staff categories and can be found in the chapter "EEAS Population" (p. 39).



## Network of EU Delegations

In 2018, the EU Delegation to the Solomon Islands was closed, following a decision of the European Commission Directorate-General for Development and Cooperation to transfer all development cooperation tasks to the EU Delegation to Fiji. Since those tasks constituted a considerable part of the Delegation's work, the Delegation was closed for efficiency reasons.

At the end of the same year, the EU presence in Panama was upgraded to a fully-fledged Delegation. The decision was taken based on the country's geo-political role, including the relations to the Caribbean, the country's role in Central America and the regional integration processes, as well as its enhancing importance as a reliable partner of the EU on global issues.

## COOPERATION AND SYNERGIES

### Cooperation with the European Commission – EUDEL

The EEAS and the European Commission Services continued their cooperation to ensure the proper functioning of Delegations, notably in relation to the management of resources, through the EUDEL Steering Committee.

In 2018, five EUDEL Steering Committee meetings were held at Director and Head of Unit level. The agenda of the meetings covered areas such as the progress made by the EEAS Working Group on the EU Network of Delegations, the harmonisation of contract agents' policy, the reform of the employment conditions of local agents in Delegations, and the security of Delegations and their staff.

The meetings also focused on improving the working environment of the staff in Delegations, in particular their rights and obligations and on the new campaign on the EEAS anti-harassment policy.

### Cooperation with Member States – Human Resources Network

In 2018, the HR Network, composed of representatives from HR departments of Member States' Ministries of Foreign Affairs, held two meetings chaired by the EEAS HR Director, on 12 June and 26 October.

The June 2018 agenda included the results of the 2018 Rotation exercise and the preparation for the 2019 exercise. The new concept of interviews for management positions in Delegations was also discussed and based on the positive feedback received from Member States, it was agreed that the new system introduced in 2018 is effective (more information can be found in page 10). The HR Network members also discussed the new policy on reimbursement costs for participation in interviews for management and non-management positions and the importance of the personal security clearance (PSC) for all selected candidates taking up a position in a Delegation.

The agenda of the October meeting focused on the 2019 Rotation exercise and on the role of the panel members in the selection process. In the framework of the 2019 Rotation, for the first time, the majority of panel members for management posts received targeted training on interview techniques. The agenda also included an exchange on new ways of working (flexitime and teleworking) as well as a presentation by the Paymaster Office about pension rights for temporary agents.

# TALENT MANAGEMENT

*Selecting, developing and retaining talent is one of the core objectives of the EEAS HR Directorate. The effective and efficient deployment of staff is key to carrying out EEAS work agenda, in the best interest of the organisation and its staff.*

## ATTRACTING AND SOURCING TALENT

The year 2018 was both challenging and positive as regards recruitment and selection. In addition to regular recruitment done via publication of posts (internally or externally), the EEAS carried out the annual Mobility and Rotation exercises. These exercises offer a wide range of career development possibilities to EEAS staff members while also enabling the EEAS to attract suitable candidates from EU Member States' diplomatic services.

### Publication of posts

In HQ, 138 posts were published, 14 of which were management posts. For these posts, published either internally or externally (allowing applications from other EU institutions and EU Member States), the EEAS received 1173 applications. Overall, the number of female applicants was 50% for non-management posts and 31.3% for management posts. Out of the candidates selected for these posts, 58.9% were women, with six of them being appointed on management posts.

Regarding the origin of the applicants, 27.6% were staff already employed by the EEAS (officials and temporary agents), 21.9% were temporary agents (Member States' diplomats), 39.2% from other EU Institutions and 11.3% laureates. Out of the candidates selected, 45.5% were from the EEAS, 28.4% from Member States, 5.6% from other EU Institutions and 20.5% laureates.

In Delegations, 37 posts were published outside the Rotation exercise, three of which were management posts. For these posts, that were published either internally or externally, the EEAS received 416 applications. Overall, the number of female applicants was 41.1% for non-management posts and 7.7% for management posts. Regarding the origin of the candidates, 30.7% were staff already employed by the EEAS (officials and temporary agents), 26.7% temporary agents (Member States' diplomats), 40.1% from other EU Institutions and 2.5% laureates. 46.7% of the selected applicants were from the EEAS, 36.7% from Member States, 6.6% from other EU Institutions and 10% laureates. As regards to gender, 38.7% of them were female, with one of them being appointed on a management post.

### Mobility Exercise

The Mobility exercise allows for staff members to change post in HQ as well as for the reintegration of staff members who return from Delegations. In the framework of this exercise, AD staff are in principle required to change job after four years in the same post, while Assistants (AST) can participate in the Mobility exercise on a voluntary basis. Furthermore, EEAS staff members returning from Delegations participate automatically.

In the 2018 Mobility exercise, 52 AD posts and 35 AST posts were available for which 75 candidates applied: 52 AD (45 officials and 7 temporary agents Member States' diplomats) and 23 AST. As a result, 43 ADs (83%) and 20 ASTs (87%) were recruited on a post included in their six priorities.

The EEAS also undertook a management Mobility exercise in 2018. 14 returning Heads and Deputy Heads of Delegation participated, as well as 10 managers in HQ who had been on their posts for four or more years (with the exception of specialised posts). Four returning managers and seven Heads of Division were appointed as Heads of (another) Division and 13 were appointed to different advisor posts or equivalent.

## Rotation exercise

The Rotation exercise is guided by similar principles as the Mobility exercise, namely to allow EEAS staff to develop a mix of competences through posts in various fields and geographic areas, in both HQ and in Delegations. In the context of the 2018 Rotation exercise, 102 candidates were appointed: 25 for management positions of Head and Deputy Head of Delegation (40% female), 40 for AD non-management positions (40% female), 21 for Head of Admin (38% female) and 16 for the post of Assistant to Head of Delegation (100% female). For the 2018 Rotation exercise, the number of female candidates for management positions remained low (18%). For the first time, based on an agreement between the EEAS and the European Commission, three officials were seconded from the European Commission to occupy a Head of Delegation post.

As for the 2019 Rotation exercise, a total of 894 candidates applied for 181 posts, including 54 management posts, 75 AD non-management posts, 33 posts of Heads of Administration and 19 as Assistant to Head of Delegation. 22.6% female applications were received for the management posts, 33.8% for AD non-management positions, 48.6% for Heads of Administration and 81.8% for Assistant to Head of Delegation.

Regarding the origin of the candidates for the AD posts in Delegations, 49.9 % of the applications for management and 50% for non-management positions came from Member States (applications from temporary agents from Member States already serving in the EEAS included). As regards to the rest of the applicants for management and non-management posts respectively, 35.5% and 30% came from the EEAS (not counting the temporary agents Member States' diplomats), 11.8% and 16.1% from the European Commission and 2.8% and 3.9% from other EU institutions.

## *Selection for management posts in Delegations*

Starting with the 2018 Rotation exercise, the EEAS introduced a new interview concept for posts of Head and Deputy Head of Delegation. During the first part of the interview, the candidates undergo an individual simulation exercise that allows the selection panel to assess several behavioural competencies which are important for a particular position. Interviewees are given a file with different pieces of information on a complex situation in a fictitious context, which is similar to a real-life situation a manager is likely to face in a Delegation. Candidates are expected to present the case and to propose an action plan. The simulation exercise is followed by an interview on the candidate's professional expertise and motivation.

## Contract agents

Contract agents constitute an important part of the EEAS population and in 2018 the contract agents population grew reaching 13.17% of the total staff. In 2018, the EEAS received additional budget for the creation of 40 contract agents posts in the areas of security, cyber-security, secure communications and infrastructure, as well as two contract agents for strategic communications. Throughout the year, the EEAS recruited 120 new contract agents, 97 in HQ and 23 in Delegations.

Following the adoption of the new General Implementing Provisions (GIPs) in 2017 by the European Commission, the EEAS decided to apply similar rules, notably in order to stimulate movements of contract agents between both institutions. The new GIPs, with simplified rules for contract agents, entered into force on 16 March 2018, with the aim of providing greater flexibility in the employment conditions, notably concerning the selection procedure, classification in the function group and grade or the duration and renewal of contracts. The new GIPs also included new provisions for contract agents recruited at EEAS HQ, related to annual appraisals and the possibility of the revision of their grade after three years.

The compulsory Mobility scheme for EEAS contract agents in Delegations was aligned to the European Commission policy and allowed for a more predictable and transparent system of their transfers between Delegations (and exceptionally between Delegations and HQ). The normal duration of a contact agent's assignment in Delegations is fixed at six years, however, flexibility is foreseen for reasons linked to the interest of the service, the hardship of the post or personal reasons. In total, 22 contract agents participated in the first compulsory Mobility exercise and were reassigned to new posts.

As regards contract agents in Delegations, the policy on the renewal of their contracts was harmonised, establishing a more standardised procedure applicable to all contract agents. More particularly, the proposed methodology requires contract agents in Delegations to work for six years under a definite contract (two contracts of a duration of three years), before their third contract renewal of an indefinite duration. This harmonisation allows for a better and more objective evaluation of the performance of contract agents by at least two different Heads of Delegation.

*The year was marked by several policy developments concerning contract agents, notably the implementation of the first compulsory Mobility exercise for EEAS contract agents in Delegations as well as the entry into force of the new General Implementing Provisions, the rules governing the conditions of employment of contract staff.*

Recruitments/movements of contract agents						
		2014	2015	2016	2017	2018
Newly recruited contract agents	HQ	41	44	51	57	97
	Delegations	15	22	27	22	23
Contract agents transferred between Delegations		41	22	43	14	49

## Temporary agents

In 2018, the contracts of 55 temporary agents (Member States' diplomats) came to an end, of which, 15 were offered a second contract. Through external publications and the 2018 Rotation exercise the EEAS recruited 57 new temporary agents coming from the Member States' diplomatic services, including 13 on management posts.

At the end of 2018, there were 320 temporary agents (Member States' diplomats) in the EEAS, maintaining their proportion of one third, in the total EEAS AD population (33.76%). However, the number of applications between Member States who joined the EU before 2004 (EU15<sup>1</sup>) and Member States who joined the EU in 2004 or later (EU13<sup>2</sup>) remained unequal. In the 2018 Rotation exercise, there were 197 applications for management positions, out of which 108 came from Member States. Only 32 of those came from the EU13. For the management posts published outside the Rotation exercise (18), there were in total 102 applications from Member States, including only 23 from the EU13.

## Local agents

At the end of 2018, 3,103 local agents were working in Delegations (employed by EEAS and the European Commission), as technical and support staff, in all areas of the Delegations: from driving to administration, from cooperation to economic or political matters.

In 2018, 233 local agents joined the Delegations, mainly in function groups 1 and 3<sup>3</sup>, and at the same time, 208<sup>4</sup> local agents left the Delegations after spending on average 11 years working for the EU. 349 local agents were promoted (110 from the EEAS and 239 from the European Commission) out of 2264 eligible and 32 local agents were able to move to a higher function group by applying to a vacant position.

## Other categories of staff

### Seconded National Experts

At the end of 2018, there were 449 seconded national experts in the EEAS. The majority of the 392 Brussels-based seconded national experts worked in the crisis management structures, and 165 of them (42%) were seconded 'cost-free'<sup>5</sup>. In Delegations, the majority (81%) of the 57 seconded national experts were 'cost-free'. In order to address the concern of the European Parliament regarding the equilibrium between Statutory Staff and Seconded National Experts, the EEAS in 2018 converted 8 co-financed posts of civilian national experts into contract agents (function group IV).

---

1 EU15 Member States: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden and the United Kingdom.

2 EU13 Member States: Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovakia and Slovenia.

3 Local Agents' duties and responsibilities are based on the different function groups as follows: Group 1 - administrative, advisory and supervisory duties, Group 2 - executive duties, Group 3 - senior clerical duties, Group 4 - clerical posts, Group 5 - skilled manual posts, Group 6 - manual posts.

4 15 of those local agents were dismissed: ten following an economic dismissal procedure (five in Afghanistan and five in Solomon Islands), four for disciplinary reasons, and one for long-term incapacity for work.

5 Seconded National Experts are seconded from Member States' administration either 'cost-free' (salary paid by their Member State except for mission expenses and security costs) or 'cost-shared' (paid also by the EEAS).

In 2018, the EEAS continued to implement the four recommendations on the strategy regarding seconded national experts issued following the internal audit in 2014 (conclusions covered conflict of interests and security, recruitment and monitoring of performance and payments to seconded national experts).

At the same time, the EEAS made further progress towards the development of a comprehensive HR policy for seconded national experts, in partnership with Member States. Thus, for transparency and fairness reasons, since early 2018, all vacant seconded national experts posts are advertised to all Member States. This new approach aims at avoiding as much as possible that any position is limited to a particular Member State.

### **Junior professionals in Delegations**

For the fourth round 2017-2019, there were 78 junior professionals in delegations in 64 Delegations, 17 of which were funded bilaterally by Member States. 41 junior professionals were appointed in sections led by EEAS staff and 37 in sections led by European Commission staff. In September 2018, 38 junior professionals in delegations signed their second traineeship agreement for one additional year and 3 left the programme and were replaced. At the end of 2018, the majority of the EEAS junior professionals were female (73%).

### **Trainees in Delegations**

Following the EU Ombudsman's recommendation in 2017 to pay all the trainees an appropriate allowance so as to avoid any discrimination, and upon the EEAS request, the Budgetary Authority provided in 2018 €1,2 million for traineeships in Delegations. The EEAS restructured the training programme and a new decision on the rules related to traineeships in Delegations entered into force on 22 December 2017 ([Decision ADMIN \(2017\)28](#)). The new programme was officially launched in February 2018, when the budget was allocated to the Delegations selected by the Managing Directors of the geographical Directorates.

#### *Under a new training scheme, the EEAS offers four types of traineeships in Delegations as of 2018:*

1. Paid traineeship for young graduates with less than one year of professional experience. The monthly grant corresponds to 25% of the basic monthly salary of a local agents group 1 with a ceiling of €1,200 per month.
2. Compulsory traineeship for students already residing and studying in the host country.
3. Traineeship for students of national administration schools of Member States or of a candidate country after signing the accession treaty.
4. Traineeship for trainee civil servants of an administration in a Member State as part of their professional compulsory training.

## Blue Book Trainees

As in previous years, the EEAS recruited 60 remunerated Blue Book Trainees in 2018, in cooperation with the European Commission Traineeship Office. The trainees, coming from EU Member States (with the exception of one coming from Mauritius) benefited from a five month traineeship in the EEAS HQ. Their daily work consisted of researching and compiling documentation, drafting reports and analysis, preparing briefings and answering queries as well as attending and organising meetings, working groups and public hearings.



## National Experts in Professional Training

In cooperation with the European Commission, the EEAS hosted 14 National Experts in Professional Training from public administrations of the EU Member States for a period of 3-5 months. Four national experts from the UK, two from Germany, two from Romania and one from the Netherlands, Poland, Ireland, Greece, Lithuania and Norway were assigned to different EEAS HQ services and learned about the EEAS working methods and policies.

## Active Seniors

In 2018, the EEAS launched a new initiative to enable the EEAS to draw on the experience and expertise of former officials. Under the 'Active Senior' scheme, retired officials will be able to contribute, on a voluntary basis, to a range of activities within the EEAS. Clear guidelines and a standardised agreement set the legal and insurance framework. By the end of 2018, one agreement was signed between a former official and the EEAS.

## Exchange Programmes

### Diplomatic Training Secondment Programme

In 2018, the EEAS hosted eight junior diplomats in the context of this training programme with a duration of maximum 12 months, addressed to diplomats from the Ministries of Foreign Affairs of the EU Member States with up to three years of professional experience in the foreign affairs service. Three junior diplomats came from Germany, three from the Netherlands, one from Austria and one from the UK. All participants were assigned to HQ, while one of them combined this with an assignment to the EU Delegation in Washington.

### Short-term Secondment Programme with the European Parliament

Four EEAS colleagues were seconded to different units of the European Parliament, as part of a short-term secondment programme. At the same time, 12 European Parliament colleagues were in similar manner assigned to different Divisions in the EEAS HQ and Delegations. Five of them combined assignments in geographical or horizontal Divisions in HQ and postings to the corresponding Delegation (Japan, Tunisia, Bolivia, Norway and Geneva-WTO). The programme gave the opportunity to colleagues to get an insight into the EEAS working methods and to develop closer professional links, thus strengthening the ties between the two institutions.

### Diplomatic Exchange programmes with third countries and international organisations

The EEAS has concluded several administrative arrangements with a view to improve mutual knowledge and share expertise in sectors of common interest. In May 2018 a new administrative arrangement was signed with the Ministry of Foreign Affairs of Tunisia, in addition to the already signed administrative arrangements with Switzerland, USA, Australia, Argentina, New Zealand, the League of Arab States, the Gulf Cooperation Council and the African Union Commission.

Through these Administrative Arrangements and by hosting diplomats from non-EU countries, the EEAS works on strengthening mutual understanding and developing a common diplomatic culture not only in Europe but also beyond its borders. In 2018, the EEAS hosted one diplomat from the US State Department, one diplomat from Australia, two diplomats from the Gulf Cooperation Council and two diplomats from Switzerland.

### Traineeship Programmes with Public Administration Schools

The EEAS regularly welcomes students and officials for short-term traineeships based on Memoranda of Understanding with two National Schools of Administration: the French École Nationale d'Administration (ENA) and Krajowa Szkoła Administracji Publicznej (KSAP, Polish National School of Public Administration). In 2018, the EEAS HQ hosted one student from ENA and two from KSAP.

## DEVELOPING AND RETAINING TALENT

### Task forces 'Gender and Equal Opportunities' and 'Career Development'

The work to implement the recommendations of the task forces, as reported in the endorsed roadmap, was coordinated by an Advisor directly attached to the Secretary General. The implementation remained, however, a task for the EEAS as such. Weekly meetings were held with a core team of representatives from the Directorate-General for Budget and Administration. A network of volunteers within the EEAS was also set up to support the implementation, through acting as two-way vectors of communication and information and as sounding board for new initiatives. In addition to written interaction and consultations, the network met twice in 2018.

EEAS also took the initiative to create an informal inter-institutional network of diversity advisors from the different EU institutions in March 2018. The network met regularly to exchange best practices and to coordinate events. Among the results were that for the first time, all EU institutions in Brussels marked the International Day against Homo-, Bi- and Transphobia on and around 17 May. In addition, a joint inter-institutional project on disability led to the issuance of a practical guide for newcomers with a disability (or concerned by a disability in their family) as well as discussions with the Brussels authorities on the accessibility of the European quarter for colleagues with a disability.

Finally, the EEAS took the initiative to form a network of focal points on diversity in the different ministries of foreign affairs in the EU Member States. Its main objective is to exchange information and prepare the discussions on equal opportunities and diversity for the regular meetings among secretaries-general which have 'equality in management' as a standing point on their meeting agendas.

In 2018, a series of practical actions and initiatives (next page) were undertaken in implementing the roadmap (more information can be found in the mentioned pages).

## *The Implementation of the Roadmap in Practice*

- › An awareness campaign on zero-tolerance against harassment was launched in September 2018 (p. 23).
- › The “College for Future Heads of Administration” was launched for AST staff who have an aspiration to become Heads of Administration in an EU Delegation (p. 18).
- › The Secretary/Clerk (AST/SC) category of staff, that could previously only be employed in HQ, was included for the first time in the 2019 Rotation exercise, allowing an AST/SC staff member to pursue new job opportunities in a Delegation.
- › Support to contract agents whose contracts are about to reach the maximum length (6 years) was increased through cooperation with the European Commission for the identification of possible job opportunities.
- › A mentoring scheme has been introduced to ensure that all newcomers at EEAS HQ as well as those who take up new assignments were offered a mentor. In Delegations, mentoring is offered to Heads of Delegation, Heads of Administration and Assistants to Heads of Delegation (p. 18).
- › A Competency Framework for EEAS managers was launched in April 2018 (p. 19).
- › A career advisory service was created providing EEAS colleagues with guidance and support in managing their career.
- › Transparency on staff issues was increased through more detailed statistics and trends on selection processes, including Rotation, Mobility and publications.
- › Selection processes were improved through training on interview techniques, including on unconscious bias (p. 19).
- › The policy on renewal of contract agents' contracts in Delegations was harmonised, establishing more standardised guidelines on the renewal procedure (p. 11).
- › Dedicated training and mentoring to enhance gender balance continued and fifteen mentees benefitted from the first round of the Women Managers Mentoring Programme completed in the first half of 2018 (p. 19).
- › Delegation post reports were improved to include information on legal, social and cultural situation for all lesbian, gay, bisexual, transgender and intersex (LGBTI) staff and their family members.
- › Job descriptions for all staff were improved to ensure more clarity and transparency (p. 22).
- › An active participation in the preparation of an inter-institutional competition on security between the EEAS, European Commission and the European Parliament, was achieved. Together with women working in security, the competition notice was reviewed to ensure that the formulation and content would not focus on a specific gender.

## TRAINING AND DEVELOPMENT

*In 2018, the EEAS refreshed its training offer with new courses, with a view to stimulating the political and strategic thinking of staff, as well as developing their skills and competencies. In addition to the various activities stemming from the Learning and Development Framework (LEAD) launched in 2017 and reflecting political priorities, the EEAS launched new initiatives on learning and development in line with the Implementation Roadmap of the recommendations of the Task Forces "Career Development" and "Gender and Equal Opportunities", set-up by the Secretary General.*

### Increased Focus on Delegations

During 2018, the EEAS launched several new training formats allowing delegation colleagues to benefit from the HQ training offers remotely: "People Management" and "Political Analysis and Reporting" were the first topics for a new series of training by video-conference (VTC). Management training was offered to Heads of Delegation and their Deputies to mirror the management training offer available in HQ. Taking into account the crucial role of Heads of Political and Heads of Administration sections, a tailor-made "Management Matters" training was launched for them. In addition, a specific training was developed to support political officers in Delegations with hands-on training and best practices in this area. Feedback on these 16 VTC-training sessions was overwhelmingly positive and the experience is therefore expected to be repeated and expanded.

As in the previous year, the EEAS organised in 2018, two general pre-posting seminars for staff taking up duties in Delegations, one pre-posting seminar for Heads of Administration and one pre-posting seminar for Heads of Delegation. The EEAS also organised the annual Ambassadors' Conference, a Heads of Administration seminar, a Deputy Heads of Delegation seminar and a local agents' seminar. New elements were introduced in these programmes, focusing on management issues and including peer-to-peer sessions.

### Increased Peer-to-Peer Learning

The roadmap for the implementation of the recommendations of the Task Forces "Career Development" and "Gender and Equal Opportunities" clearly sets out that peer learning formats (from colleague to colleague), are key enablers for learning, knowledge management, and foster an esprit de corps in the service. In 2018, three new mentoring programmes were launched: for newcomers to the EEAS HQ as well as for colleagues joining another Department, for Assistants to Heads of Delegation and for newly appointed Heads of Delegation. Together with the existing mentoring programmes for Heads of Administration and for women aspiring to become managers, five mentoring schemes are now in place. Peer coaching for managers was also increased and peer-to-peer sessions have become a new standard for the delegation seminars and pre-postings.

### College for future Heads of Administration

At the end of 2018, the EEAS launched the "College for future Heads of Administration", for AST staff who have an aspiration to become Head of Administration in an EU Delegation. The College will provide training with the aim of ensuring that necessary skills have been acquired by the participants before applying for the post. The cycle of trainings will span three semesters. The first call for applications was open for AST officials from the EEAS and the European Commission.

## Strategise – Execute – Develop – Invest: The EEAS Leadership Code

The Secretary General attaches particular importance to further development of a common management culture in the EEAS. She called on managers at all levels to implement the EEAS Competency Framework for Managers (right), circulated a Reference Guide outlining effective and ineffective management behaviour and launched preparations of an EEAS Management Handbook to which over 70 EEAS managers contributed.

Through more than 40 sessions, the EEAS training focused on various people management elements of this Framework such as emotional intelligence, evolutionary leadership, culture change, encouraging collaboration or handling difficult conversations. Some training sessions, such as "Performance Management" and "Manager as a Coach – Develop your Deputy" are now considered obligatory for managers.



In order to keep up efforts to increase the representation of women in management positions, a Culture Change Leadership Programme for women managers was organised in 2018. Moreover, a support group for women Deputy Heads of Delegation was initiated and the successful mentoring programme for women aspiring to become managers continued.

Coaching was made available for Deputy Heads of Delegation to support them in their specific role and develop the skills of the next generation of managers.

### New Training Approaches and Themes

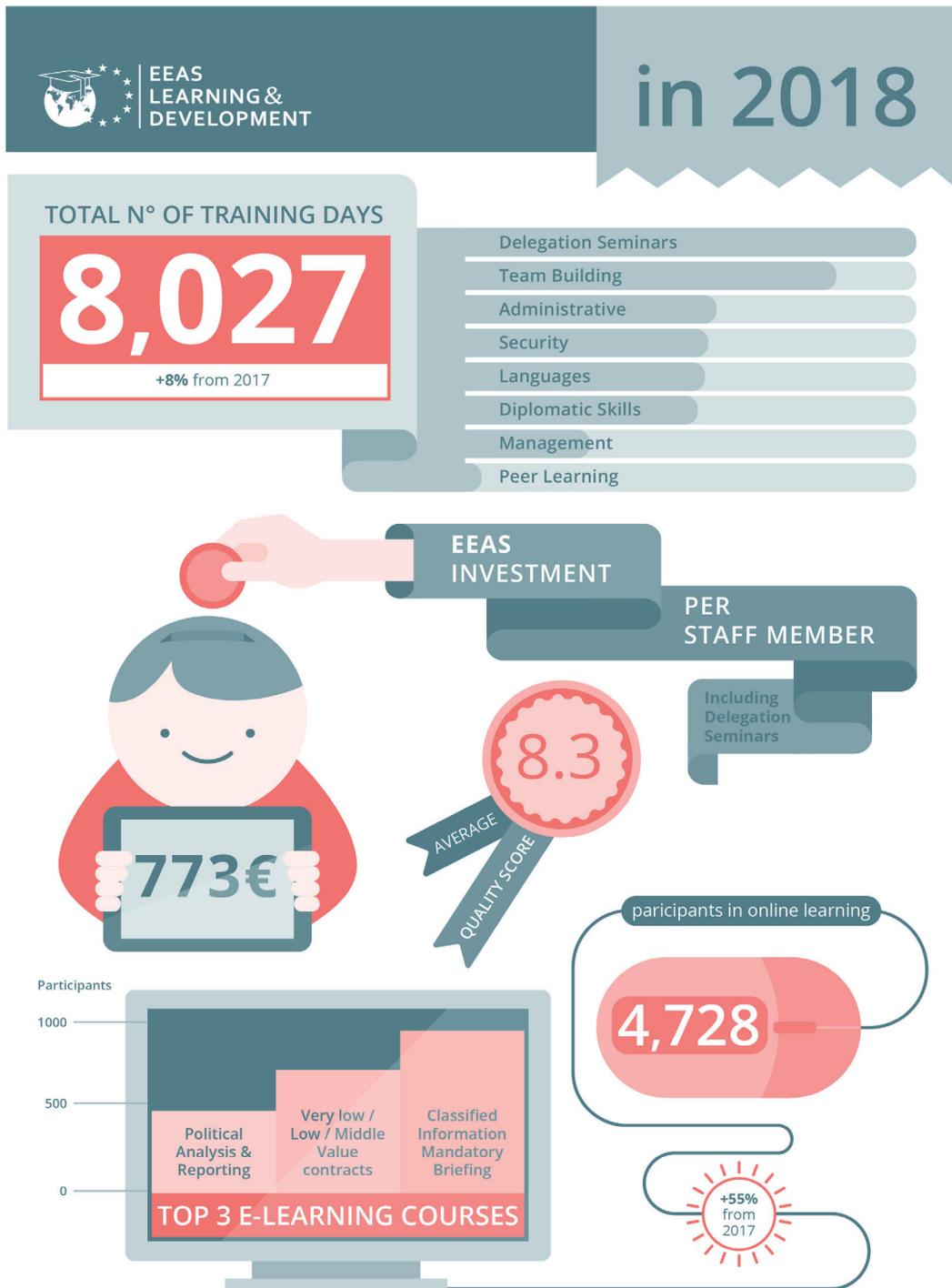
Reflecting the priorities set in the Global Strategy, new courses were organised on Resilience, Understanding Middle East politics, and on Political Speechwriting.

The EEAS continued to widen its e-learning offer through developing courses on "Consular Crisis Management", "Procurement of very low, low and middle-value contracts" and video tutorials of the new EEAS Intranet. A number of e-learning modules were translated to French to increase the linguistic diversity of the offer. Following a successful pilot period, the EEAS has significantly expanded the availability of language e-learning with 24 new languages including Russian, Arabic and Japanese.

By way of a pilot programme for strengthening all personnel selection panels, the EEAS organised trainings on unconscious bias and on interview techniques for members of the Rotation exercise panels in 2018.

## Learning from and with Member States

The gradual opening of EEAS courses to participants from Member States' ministries of foreign affairs, and vice-versa, continued in 2018. The EEAS opened 17 courses to Member States, of which 5 were online, with more than 200 participants taking part. Topics included political analysis and reporting, history of CFSP, demarches and others. In 2018, Member States opened 18 courses to the EEAS, attracting 42 participants from the EEAS, notably on safety and security for women; risk, stress and trauma in crisis posts; and on protocol training.



## CAREER DEVELOPMENT

### Appraisal and Promotion/Reclassification

With the aim of increasing coherence of staff appraisal reports, the EEAS requested senior managers to coordinate the appraisal process in their departments, to provide guidance to line management and ensure consistency and quality control of reports. As regards management staff, the Competency Framework for managers was used as reference to ensure a more consistent evaluation.

Specific training courses were offered on how to draft self-assessments, while managers were requested to participate in performance management courses, with the aim to make appraisals more meaningful. Special attention was paid to making this training available to Heads of Delegation, including those newly appointed within the 2018 Rotation exercise.

Following the adoption of the new General Implementing Provisions for contract agents and in line with the recommendations of the EEAS Task Force on "Career Development", the EEAS carried out the first ever annual appraisal exercise for contract agents with limited duration contracts, during which contract agents in their third year of engagement and onwards were evaluated.

For the first time, the three promotion and reclassification<sup>6</sup> exercises for officials, temporary agents and contract agents with an indefinite contract were carried out in parallel.

### Certification

The certification<sup>7</sup> procedure continues to be an important talent management tool, encouraging and contributing to the career development of officials in the assistant's career path (AST).

The sixth EEAS Certification exercise was completed at the end of March 2018. It was the first exercise conducted under the revised EEAS Certification Decision, which strengthened the role of the Joint Certification Committee and introduced a validity period for the list of certified colleagues (five years). The new rules also allow for a Staff Committee observer to take part in the pre-selection and interview panels and foresee the possibility to organise the exercise every two years instead of every year.

In 2018 the EEAS offered four training possibilities, followed by an exam, which can lead to certification for the successful candidates. Over the course of 2018, five certified AST officials from previous certification exercises were appointed to AD posts in HQ: two as Heads of Sector, one as Political Officer and two as Human Resources Officers.

<sup>6</sup> The annual reclassification exercise aims to reclassify eligible temporary agents and contract agents (in separate exercises) to the next higher grade in the same function group, following a comparison of their merits.

<sup>7</sup> The certification procedure enables AST officials (grade 5 and above) who have acquired the skills, training and experience required, to apply for being selected to a training programme organised by the European School of Administration (EUSA) that qualifies to become eligible for posts in the Administrators (AD) function group.

*The EEAS continued strengthening its policies with regard to the appraisal of its staff as well as the promotion and reclassification exercises with a view to increasing transparency, consistency and effectiveness.*

## Harmonisation of Job Titles

Based on a Decision by the HR/VP on the Types of Posts in the EEAS of 9 February 2018, and for the first time since the creation of EEAS, the Guidelines on Job Descriptions were published, as well as a new library of Standardised Job Titles, Job Families and Job Titles. The new library should ensure coherence in the designation of job titles of all categories of staff.

The library is in use since 1 June 2018 and was shared, along with guidelines, with all EEAS managers. Since 1 July 2018, all new or modified job descriptions are systematically validated by the HR Directorate. This procedure was set up to control the quality of the data entered and to increase the reliability and coherence of the job descriptions in use across the EEAS.

## Non-active Status

The last staff cuts exercise in 2017 resulted in the reduction of 16 posts, which led to an imbalance between available posts and staff members. In 2018, the EEAS launched for the first time a call for expression of interests limited to AD staff at grade 13 and applied the Article 41 of the Staff Regulations 'Non-Active Status'. Five AD staff with more than 30 years of seniority applied and were selected with the consequence that they no longer perform their duties, but receive an allowance in conformity with the Annex IV of the Staff Regulations. This procedure, presented to the Trade Unions and agreed within the Joint Committee, allowed a fair balance between the interests of the service and the interests of officials who have best served the institutions for more than 30 years.

# WORKING ENVIRONMENT, RIGHTS AND OBLIGATIONS

## ANTI-HARASSMENT CAMPAIGN

Upon its establishment in 2011, the EEAS adopted the European Commission decision [C\(2006\)1624/3](#) on protecting the dignity of the person and preventing psychological and sexual harassment. As part of its zero tolerance policy against workplace harassment, the EEAS is committed to developing an organisational culture in which every member of staff feels personally bound to respect and protect the dignity of their colleagues and to ensuring that appropriate actions are taken against any occurrence of harassment within the service.

The EEAS anti-harassment campaign launched by the Secretary General in September 2018, was specifically addressed to managers as they play a fundamental role in promoting and applying the EEAS anti-harassment policy and they are often the first people who may be contacted in case of harassment. All EEAS managers were therefore invited to give a presentation to staff on the EEAS anti-harassment policy, to distribute relevant information and awareness material as well as to collect and report comments or questions raised during and after the respective presentations. Such feedback is indispensable in identifying areas for improvement and future awareness raising.

The EEAS anti-harassment information package for managers included a brochure and a presentation on preventing and addressing harassment in the workplace as well as a factsheet for distribution to the staff. The factsheet contained definitions and examples of psychological and sexual harassment, information on the different support structures in place as well as contact information, both for EEAS and Commission colleagues working in Delegations. As additional preventive measures, the HR Policy division delivered presentations on the topic, especially to colleagues posted in Delegations, during different seminars, for example for Deputy Heads of Delegation, Heads of Political Section, and local agents.

*The EEAS aims to be a place of work in which every member of staff feels safe and respected. The 2018 awareness campaign underlined that the EEAS considers workplace harassment an extremely serious issue and that further measures are expected to prevent and tackle any harassment.*

## MEDIATION

The Mediation Service has seen a substantial increase in cases, from 64 in 2014 to 134 in 2018. At the end of 2018, 21 cases remained open.

The increased number of cases seems to reflect an increased willingness to speak out and not necessarily increased conflict at work, judging from the declarations of the concerned staff members which indicate that they speak to the Mediation Service about a pre-existing conflict. It also reflects the fact that the Mediation Service is now more visible and better known to EEAS staff, and the fact that 10 new confidential counsellors joined the confidential counsellors network may also have a contributing factor.

The Mediation Service has noticed an increased willingness from staff to seek support, following the awareness-raising campaign on anti-harassment which contributed to better communication of support structures in place and perhaps also increased the staff's confidence in them. In 2018, more cases of alleged lateral harassment (among colleagues at the same level) were reported. Out of the total number of cases reported in 2018, seven of them concerned alleged sexual harassment.

## ETHICS

To protect the independence and integrity of the EEAS, the Rights and Obligations Division oversees the individual statutory obligations concerning ethical behaviour of EEAS staff members enshrined in the EU Staff Regulations (excluding local staff in Delegations). It concerns requests related to outside activities (paid or unpaid), publications of articles or speeches, and acceptance of gifts. Many EEAS staff members also take up outside assignments to teach EU related courses in various educational institutions.

On 1 September 2018, the EEAS applied, by reference, the new European Commission Decision on outside activities and assignments [C\(2018\)4048](#). This decision provides a more practical and user friendly regime, building on the experience of the last five years, and includes the following novelties:

- › There is no obligation to seek prior permission from the Appointing Authority for certain activities (e.g. charitable and humanitarian activities, sport, wellbeing, cultural or artistic activities which are unpaid).
- › Some paid activities cannot be permitted by the Appointing Authority (e.g. those in conflict with the legitimate interest of the EEAS, activities performed during working hours, activities for which the remuneration exceeds the authorised annual ceiling).
- › Some commercial and professional activities may be authorised e.g. running a family business but delegating the day-to-day managerial roles to somebody else, activities to maintain professional skills and/or upgrade qualifications in the interest of the service.
- › The maximum net remuneration from external sources cannot exceed the annual limit of €10,000.
- › There is no obligation to annually renew the authorisation previously granted. A new notification is nevertheless necessary if there is a substantial change in the circumstances (e.g. the activity became remunerated).
- › There is no need to declare the taking up of a position in another EU Institution, agency or body, after leaving the service. All EU Institutions work towards the same general objectives so there can be no conflict of interest between them.

## Simplifying Clearance Procedures

The EEAS started to implement the testing environment for a new software application through which EEAS staff members can simply, easily and paperless declare their individual obligations concerning ethical behaviour at the workplace. Requests might include declarations of a conflict of interest or permission to accept a gift. The software calculates the deadlines and sets the roles of the relevant hierarchical superiors automatically, in accordance with the type of request and the position of the applicant in the EEAS organisational chart. The six available types of request are the following:

- › Declaration of a conflict of interest
- › Gainful employment of spouse
- › Declaration of an outside activity or assignment
- › Request for prior authorisation to accept a gift, payment, honour or decoration
- › Notification of intention to publish a work or to give a speech
- › Declaration of acknowledgment of obligations after leaving the service.

## EU NETWORK OF DELEGATIONS

### Administrative Support to Delegations

#### Regional Centre Europe

In 2018, the Regional Centre Europe, responsible for providing administrative support to a number of Delegations, was incorporated into the Directorate-General for Budget and Support.

In July 2018, the Regional Centre Europe presented an internal evaluation report assessing the original mandate, lessons learned and highlighting proposals for a way forward, which include a list of actions that would simplify and modernise the administrative support to Delegations. The report included an updated estimation of tasks that could be efficiently performed centrally for the entire network of Delegations. In a decision on the way forward for the Regional Centre Europe, the Directorate-General for Budget and Administration requested in 2019 the establishment of working groups to assess the feasibility of proposals and to propose roadmaps for potential implementation.

During 2018, the Regional Centre Europe engaged in a mission tour of all the regionalised Delegations in order to achieve a maximum release of tasks and to enhance collaboration with its network of 27 Delegations. In addition, it provided a tailored support to a number of Delegations and responded to exceptional circumstances. As an example, screening of CVs for local agents positions in Delegations has been performed and trainings for delegation staff on low and middle value procurement have been provided. In the context of support missions, the relocation of EU Delegation from Libya to Tunisia represents a particular achievement, since the proposal to merge the administrative sections of two EU Delegations (of which the one relocated) could be replicated in the future.

As part of the overall results, in 2018 the Regional Centre Europe processed 5250 medical claims reimbursements, completed the screening of 7500 CVs for 50 posts, processed 30 end of contract calculations and establishment of right for newly recruited local agents, completed the review of 20 housing norms, managed 52 salary reviews, and optimised the functioning of the payroll for 24 Delegations.

## Support to Heads of Administration in Delegations

In 2018, the EEAS increased the support offered to Heads of Administration facing particular challenges in the administration of the Delegation that could arise from various situations, such as the long-term absence of a colleague, new staff members lacking experience in a particular area or complex security situations. More tailored solutions to specific challenges have been provided, targeting, when possible, more Delegations at the same time. Examples of support measures put in place include:

- › Administrative early warning system

The EEAS has focussed on preventive measures by spotting difficulties as early as possible through contacts with Delegations. 'Close protection' to colleagues needing extra support has also been provided. An assessment of needs is done by monitoring information and decisions impacting on the administrative workload. A close and regular follow-up is then conducted by an experienced Head of Administration in HQ with the Head of Administration in the Delegation.

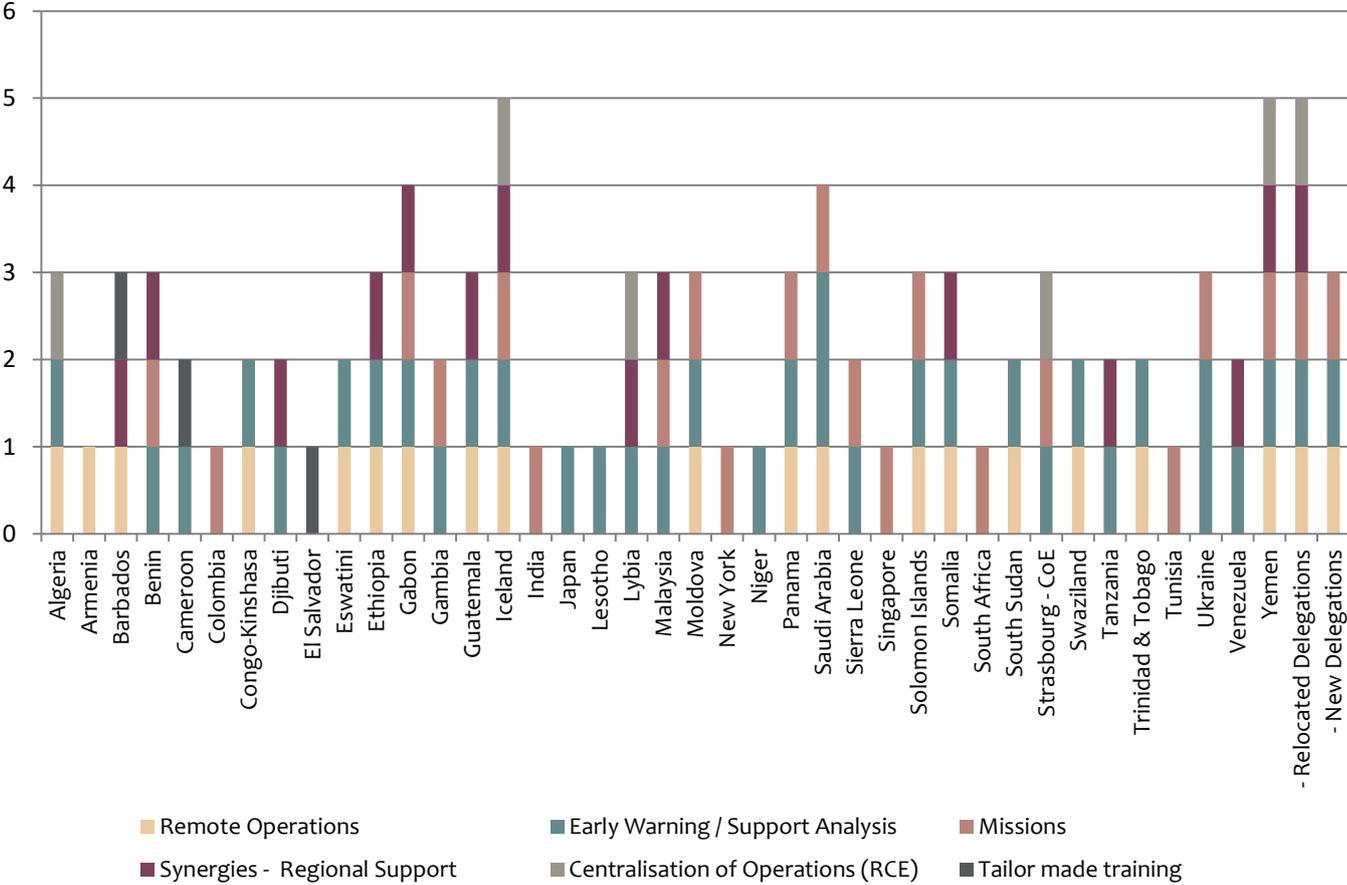
- › 'Remote operations control' and support in specific fields

During long absences of key staff or periods of heavy workload in the administration sections, the EEAS has been able to provide support remotely using the IT tools available and advising colleagues via video conferences and webinars. The Head of Administration based in HQ supported the Delegations by temporarily taking over the administrative responsibility for specific files and maintaining regular contacts with the Delegation to ensure follow-up.

- › Tailor-made regional support

The EEAS has fostered synergies through tailored-made regional support as the administrative procedures are common to all Delegations and the professional competence of handling specific files is frequently available in a neighbouring Delegation. The neighbouring Delegation offered its support in the most efficient way either through video conference or when necessary, with short term missions. At the same time, the EEAS ensured that the support provided by a Delegation had not impacted its business continuity.

The different administrative support actions that were provided to Delegations can be found below:



### Working Conditions for local agents

In 2018, the EEAS continued to work on reforming and improving the employment conditions of local agents, particularly in the social security field, a process that was launched in 2017. The EEAS aims to conclude this exercise in 2019, marking the first reform concerning the working conditions of local agents in Delegations in 28 years.

In addition, several instruments in place for local agents, continued to improve their working and living conditions.

- Following the Salary Method that provides the detailed rules to review and if necessary adjust the salaries of the local agents, the salary grids for 102 places of employment were revised with a 4.3% average increase.
- The complementary health insurance scheme for local agents, which covers periods of incapacity for work exceeding 30 days as well as medical expenses, reimbursed €1.6 million to local agents while the reserve stood at €27.9 million at the end of 2018.
- The Provident Fund, an instrument which allows local agents to constitute savings for the end of their employment through employer and employee contributions, paid out a total of €5 million to 179 local agents. At the end of the year, the total funds held on behalf of local staff amounted to €77.3 million.

## Time management

### 'Work-life Balance' Arrangements

In 2018, the EEAS started to implement some of the specific proposals on 'work-life balance' arrangements for staff in Delegations, following the commitment taken in April 2017 by the Steering Committee through which the EEAS and European Commission cooperate on the management of resources in EU Delegations (EUDEL).

As a result, the numbers of days of leaves for removal were doubled (from 2 to 4 days) and for the first time, two days of leave for removal were granted to staff at the end of their career (end of contract or retirement). In addition, in the context of the duty of care towards the staff serving in hardship postings, delegation staff and their families (except for non-family postings) in 57 countries benefitted from at least one rest leave (in comparison to 50 countries in 2015, 54 countries in 2016 and 56 in 2017). Furthermore, 10 Delegations were granted one additional rest leave period for exceptional circumstances (in comparison to 11 Delegations in 2017). The EU Delegation in Burundi kept in 2018 the two additional rest leave periods granted in 2017 for exceptional circumstances (evacuation).

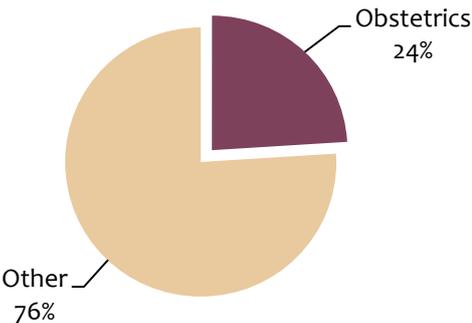
As regards work patterns, in 2018, the EEAS authorised the requests from a few additional Delegations for derogations to the standard work pattern of 5x8 hours to better adapt to local conditions. This brings the total to 57 Delegations which have been authorised to apply a specific working pattern.

### Teleworking Possibilities

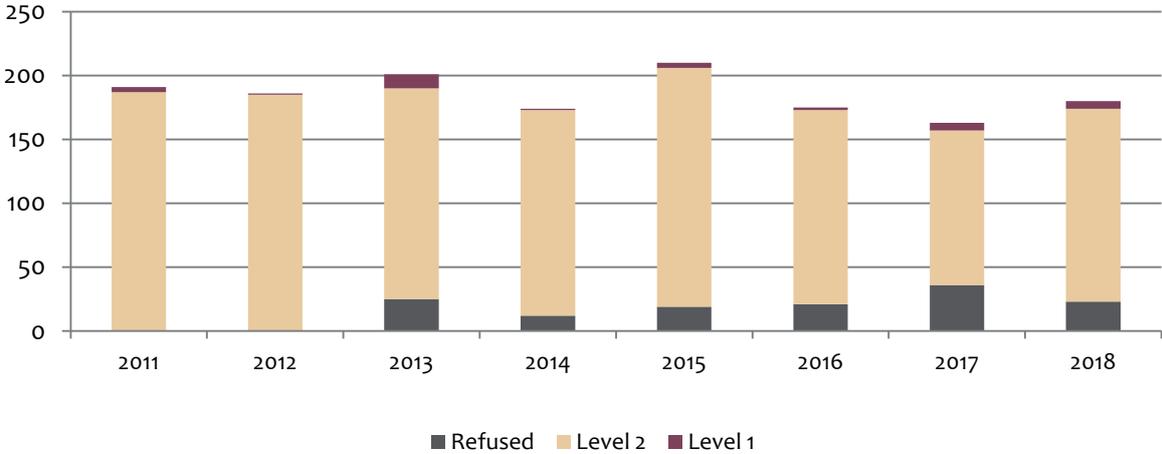
The EEAS launched at the beginning of 2018 a pilot project of teleworking in four Delegations around the world, namely Washington DC, Botswana, Cambodia and FYROM. Later on, the Delegations in Thailand, Colombia, Brazil, the Democratic Republic of Congo and Albania expressed their interest in the pilot project and have taken the necessary steps to implement the teleworking. This pilot phase was concluded at the end of 2018 and feedback from it will be taken into account when preparing for the implementation of teleworking more widely across the network, including the preparation of the necessary legal basis. In addition, a basis was established for allowing limited teleworking in Delegations in cases where staff are instructed or advised not to come to the office, such as security considerations, strikes, extreme weather events, etc.

## Medical Assistance

In 2018 the EEAS Medical Cell was solely responsible for medical repatriations, a setup that allowed a better communication between the staff members and the medical staff. There were 180 requests in 2018, 23 of which were refused because they did not fulfil the required criteria (seriousness, emergency, no appropriate care locally). Most medical repatriations (151) were executed with a commercial flight (level 2) and 6 required the intervention of an air ambulance (level 1). As shown in the chart (right), a significant number of medical repatriations were linked to normal returns for deliveries (obstetrics).



The chart below shows the evolution in the number of medical repatriations per year:



### Internal Communication

At the beginning of 2018, the EEAS Directorate-General for Budget and Administration started developing a new approach towards internal communication, intended to give more visibility to the Directorate's initiatives, daily activities and staff. The main objective of the new approach is to have a streamlined communication process and better forward planning, leading to a more effective communication of the Directorate's activities to all staff. In this effort, the Directorate's internal communication team works closely with the EEAS Division responsible for Strategic Communications.

Through optimal use of an elaborate media mix, including a solid presence on the EEAS intranet, promotional materials, conferences and a monthly e-newsletter, the Directorate-General for Budget and Administration ensures diverse and customer-oriented content.

Distributed to all staff, the newsletter contains news articles, links to key administrative news and other types of content including videos, infographics or other multimedia, specifically designed and produced in house.

The internal communication team also advises and assists the Divisions attached to the Directorate in the management of their administrative pages on the EEAS Intranet (69 in total) and coordinates their work. A round of bilateral meetings with individual services in the Directorate-General were held (14 in total) in order to identify their priorities and needs and the most appropriate means to communicate them. The EEAS Intranet also contains a section for administrative news where the services of the Directorate-General for Budget and Administration and EU Delegations publish their developments, covering various administrative areas (HR, security and ICT, EU Delegations, EEAS staff, well-being, events and visits). In 2018, a total of 252 administrative news items were published.

*Throughout 2018, the Directorate-General for Budget and Administration took stock of the existing internal communication practices on administrative matters and in an attempt to improve them, set clear and concrete internal communication objectives, towards an effective communication from and to EEAS staff.*

## Staff survey

The objective of the Staff Opinion Survey, first introduced in 2015, is to collect information from staff members about their perceptions of the EEAS as a workplace in order to identify trends, monitor evolutions and address possible challenges.

The 2018 Staff Opinion Survey was launched in November 2018 and it consisted of two separate surveys run in parallel: one for EEAS staff at HQ and for the first time one joint EEAS-Commission staff survey for staff in Delegations, which allowed EEAS to receive a global feedback from all staff.

Concerning the EEAS staff only, the response rate was 45% (49% at HQ and 41% in Delegations), which represents a slight decrease of 2 percentage points compared to 2017. The overall score from the questions focusing on staff engagement increased by 1 percentage point, reaching 78%. The scores measuring 'Identity and Structure' and 'Professional Future' had the highest increase compared to 2017 (11 percentage points higher), whereas on 'Current Job' and 'Middle Management' there was a decrease of 2 percentage points. Overall, 97% of EEAS staff showed willingness to give extra effort when required and 91% had good working relations with their colleagues and team members.

Compared to 2017, EEAS staff expressed that:

- › The EU had become a better employer which they were proud to work for (82% compared to 68%)
- › Their job was more challenging (78% compared to 68%), but that they had the skills required (88% compared to 86%).
- › Senior management provided better guidance and made better decisions (64%, compared to 57%), whereas middle management engaged less in important activities such as asking for input and listening to staff (71% compared to 81%).
- › Staff had more control over their career path and found the rotation and mobility exercises beneficial for their career development (64% compared to 45%).
- › Security was taken more seriously and the EEAS cared more about the well-being of staff (71% compared to 61%).

However, only 39% of the participants considered that their manager dealt effectively with poor performance in the team. Staff members also expressed their dissatisfaction with the action taken on the results of the 2017 Staff Survey as only 36% believed that effective action was taken, but they were confident that effective action will be taken on the results of the 2018 Survey (47%).

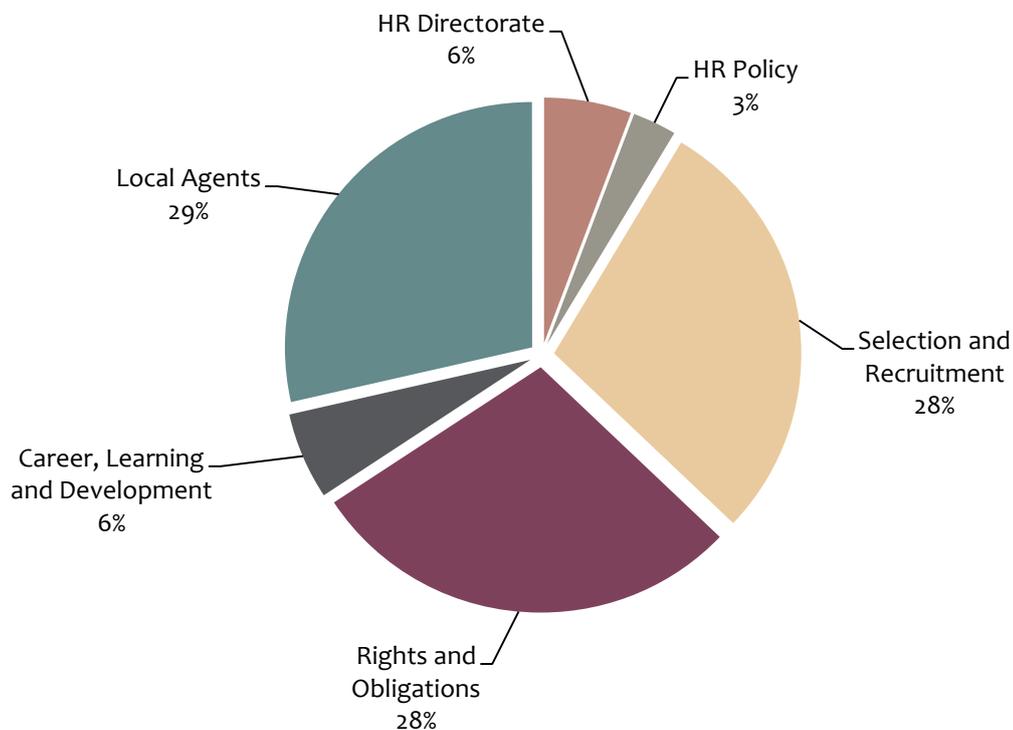
*The findings of the four staff surveys conducted so far were generally consistent, with staff members demonstrating a high level of engagement and positive perception of the working environment and the functioning of the EEAS.*

## Data protection

Processing personal data in relation to HR activities continued to be of great importance in 2018, as the new data protection rules came into effect at the end of the year. On 11 December 2018, the revised Regulation (EU) 2018/1725 entered into force for EU institutions and bodies, while the General Data Protection Regulation (GDPR) has been applicable since May 2018 for Member State authorities and enterprises.

A series of processes involve personal data and are handled by various divisions of the Human Resources Directorate. Nearly 40 processes were notified to the Data Protection Office of the EEAS facilitating pertinent records in compliance with the revised data protection regulation. A quarter of these data processing operations were sent for consultation to the European Data Protection Supervisor.

The following chart provides an overview on the activities of the different divisions processing personal data for the purposes of HR Management, including selection and recruitment, rights and obligations and training.



## Transfer of personal data

An increasing number of requests for transfer of personal data were handled, in particular by the HR Policy division with the guidance of the EEAS Data Protection Office. These requests involved transfers of data to European Commission departments as well as to Member States Authorities, or other transfers requiring specific measures and safeguards.

The HR Directorate, as data controller, always checked the necessity and purpose of the request and ensured that only data strictly necessary was transferred. A specific 'recipients' note' was developed by the Data Protection Office that accompanied the transfer, in order for the recipients of personal data to acknowledge responsibility.

In general, special care was given to all data processing activities dealing with personal data of staff or partners of the EEAS.

## Social dialogue

In 2018, social dialogue remained one of the priorities of the HR Directorate. Positive dialogue and cooperation with the EEAS Trade Unions and the EEAS Staff Committee characterized all formal and informal meetings held over the year and contributed to enriching exchanges of ideas and proposals for future discussions.

Throughout the year, the EEAS organised and held regular social dialogue meetings with the representative Trade Unions (Union Syndicale, Plus, and The Union) and with the participation of the EEAS Staff Committee as observer. Discussions involved different divisions within the Directorate-General for Budget and Administration and a wide range of topics, including the annual Mobility and Rotation exercises and staff appraisal system as well as working conditions like teleworking for staff in Delegations.

At the same time, the EEAS and the European Commission continued the negotiations on the modernisation of employment conditions of local agents which started in 2017. Interinstitutional social dialogue meetings were held with EEAS and European Commission Trade Unions, chaired by the Directors-General of the EEAS, and the European Commission Directorates-General for Development and Cooperation (DG DEVCO) and Human Resources and Security (DG HR).

Additional legal texts applicable to both EEAS and European Commission staff in Delegations will soon need to be adopted, notably in relation to decisions aimed at improving work-life balance in Delegations. For this reason, and also taking into consideration the abovementioned experience of interinstitutional social dialogue, in 2018 the EEAS and the European Commission started discussions on the way forward and on the possibility of organizing joint social dialogue meetings for decisions concerning staff in Delegations. The overall objective is to ensure that the same legal text is adopted in both institutions and that there is equality of treatment among staff in Delegations.

## Referendum on EEAS Rules for Staff Committee Elections

In 2018, following a request by EEAS Trade Unions' representatives, the Directorate-General for Budget and Administration facilitated the revision process of the rules for the elections of the EEAS Staff Committee adopted in 2011. In June, a referendum was organized and EEAS staff members in the electoral roll were asked to choose between the 2011 procedure and a proposal for a new procedure finalized following informal consultations with EEAS Trade Unions' representatives.

Upon closure of the polls, a total of 812 votes were received thus reaching the quorum set at 20% of the voters (627 votes out of the 3126 registered voters), making the referendum valid. The proposal for a new procedure obtained the highest number of votes and the new electoral rules were formally adopted on 9 August 2018 through a decision of the Director General for Budget and Administration. Among the changes, the new electoral rules reduce the number of Staff Committee members from 20 to 15 and introduce an exclusively proportional electoral system for the allocation of the seats. The new electoral rules will be used for the first time in the next elections of the EEAS Staff Committee, foreseen at the end of 2019.

## Leave in the Interests of the Service

The leave in the interests of the service is a provision introduced by Article 42c of the Staff Regulations. It foresees that - at the earliest five years before the official's pensionable age - an official with at least ten years of service may be placed by decision of the appointing authority on leave in the interests of the service for organisational needs linked to the acquisition of new competences within the institutions. In 2018, for the third consecutive year, and following a call for interest among concerned staff, the EEAS approved to leave in the interest of the service of one AD official (male) and one AST official (female).

# INFRASTRUCTURE, SECURITY AND INFORMATION SYSTEMS

## INFRASTRUCTURE

*2018 was a year of important changes for the EEAS in terms of human resources involved in the infrastructure and building policy. Amongst them were the substantial progress on two large projects in Brussels and the recruitment of additional staff granted by the Budget Authority to enable a better functioning of the EEAS both at HQ and in Delegations.*

In 2018, the EEAS was granted additional staff primarily to cope with increasingly complex security challenges both at HQ and in EU Delegations. Therefore, the EEAS was able to provide more direct support to Delegations with a better capacity to respond centrally to their infrastructure needs and challenges. It also allowed to better address the recommendations of the European Court of Auditors following its [Special Report No 7/2016](#) on the EEAS' management of its buildings around the world.

For the EEAS HQ in Brussels, the year was marked by the decision to rent two new buildings to cope with growing pressure on space needs, notably to accommodate the replacement of the Kortenberg buildings used by the Common Security and Defence Policy departments. On the latter, an usufruct agreement was signed in May 2018 for the future New Espace Orban (NEO) building, currently under refurbishment. In addition, part of the Directorate-General for Budget and Administration (namely the IT Division and the Infrastructure and Safety Division), will move to the Belliard 100 building in the first quarter of 2019.

As regards EU Delegations, several office changes occurred in 2018 to provide better working conditions to staff, namely in the Republic of Congo, Nepal and Lebanon. Likewise, it was decided to rent additional office space in Fiji and to relocate the Delegation to Venezuela to safer offices. In the meantime, the evacuated Delegation to Yemen was relocated to Jordan while the Delegation to Mongolia moved into more suitable offices due to staff increase. Finally, the EU Compound in Mogadishu, Somalia, was officially opened in January 2018.

Several changes in residences were also organised in 2018, in order to improve the representability and the visibility of our diplomatic presence in the following countries: Armenia, Azerbaijan, Colombia, Dominican Republic, Ecuador, Honduras, Liberia, Mexico, Nigeria, Norway, Sudan, Russia and Swaziland.

## HQ SECURITY AND EEAS SECURITY POLICY

In the area of Security Operations and Accreditation, a major focus was on two new projects in order to automatize both the visitors' access and the management of the Personnel Security Clearance procedures. This programme accompanied the big effort to comply with the obligation for personnel in Delegations to possess a valid Security Clearance. In addition, a new EEAS access guide started to be developed in order to update the regulation of access to EEAS HQ premises.

### Physical Security and Security Installations

Planning for physical security and security installations focused primarily on the new buildings which will be occupied by EEAS staff currently located in the Kortenberg area. The newly introduced Risk Management methodology allowed the development of high level security concepts to protect staff and classified information and also to assess threats, security gaps, costs and potential improvement. Moreover, further physical security improvements in the EEAS HQ building were planned to mitigate specific high level Risk Scenarios.

A "Security Awareness Campaign" aiming to build a long term security culture was developed and implemented at the end of 2018 with the use of new and innovative methods of communication. The Department Security Coordinators' network was also strengthened as a crucial operational tool for sharing security guidelines with the EEAS Staff.

### Intelligence-gathering Threats and Classified Information

Significant progress was achieved on the exchange of EU Classified Information (EUCI) with third countries, with the agreement by the Council Security Committee, on a new template for the "Implementing Arrangements" with Moldova, Albania and Georgia. This new template will streamline and expedite the process of drafting the initial version of subsequent implementing arrangements. Because the pre-approved template will be used, only new contents specific to the exchange counterparts will require approval, but not the basic text, which makes the process more time efficient. The EEAS Security Division facilitated the exchange of EUCI between the Common Security and Defence Policy missions and the EU Agencies whenever needed in absence of an administrative agreement in place.

As technical intelligence-gathering capabilities rapidly evolve and in order to reduce the risk of sensitive information being compromised, Secure Speech Rooms (SSRs) continued to be installed. SSRs, which are protected against intelligence-gathering threats, are available both at HQ and in several Delegations.

Finally, the capacity to carry out investigations and security verifications was further strengthened. The new EEAS Security rules, published in the Official Journal in 2018, gave a broader legal basis for the investigations. Inspections by the Technical Surveillance Counter-Measures team were performed in Delegations and were further expanded to the installation of SSRs in HQ and Delegations.

## FIELD SECURITY

The year 2018 saw the continuation of a challenging security environment affecting a growing number of Delegations. Several incidents took place including an attack against the French Embassy in Ouagadougou, an overall steep deterioration of the security situation in Nicaragua, natural disasters such as the volcanic eruption in Guatemala, tsunamis in the Pacific region, a threat against the EU Delegation in Kabul, as well as many others, related to local politics in countries from Venezuela to the Democratic Republic of the Congo.

The support from the Budgetary Authority, enabled the EEAS to strengthen the Field Security Division and answer to the security demands placed upon it. In 2018 the EEAS purchased additional security equipment (armoured vehicles, radios, personnel protective equipment and spare parts) and other resources devoted to the further development and roll-out of a formal security risk management process and methodology for Delegations. In addition, budget was granted for four additional contract agents posts to reinforce Field Security.

### Security Risk Management

The EEAS Secretary General determined among the EEAS priorities for 2017-2018, inter-alia, the introduction of a security handbook for Delegations, to establish and implement a formal Security Risk Management methodology to better protect the EEAS' security interests. In accordance with this priority, the EEAS established in 2018 a 'Field Security Handbook' and guidance for the Delegations, including protection principles and standards. Regional workshops were carried out in several countries to train the Regional Security Officers community in the use of these tools, to implement a security risk management approach.

### Enhanced Cooperation

In 2018, the EEAS made further efforts to enhance the cooperation with other bodies, institutions and EU agencies as regards security matters. In May 2018, a Framework Administrative Arrangement was signed with the European Gendarmerie Force, for the provision of security expertise. Furthermore, Service Level Agreements were drafted for formalising the cooperation with agencies such as the European Training Foundation, European Maritime Safety Agency and others.

These developments will render their full effect through an increase in security awareness and the development of a deep 'Security Culture' amongst EEAS staff. This was partially achieved through numerous initiatives that took place throughout 2018, such as the security management team trainings at HQ and the 'Hostile Environment Awareness Training' in the EU and at field levels. In addition, staff in Delegations and HQ staff on missions were required to complete security e-learning. The EEAS also implemented additional security procedures including travel clearance applications for official missions to high risk areas for staff both at HQ and in Delegations, and the new policy to restrict private travels of expatriate staff and dependents posted in Delegations to riskier areas.

## INFORMATION SYSTEMS

HR processes are supported by 16 applications developed and maintained by the EEAS and two main ones by the European Commission. Some of these applications are shared between both organisations in the framework of the interinstitutional cooperation on Information Systems.

2018 has been a challenging year for the EEAS Information Systems. Software technology obsolescence in HR applications has been a major challenge, as well as the migration plan for legacy applications written in ColdFusion<sup>8</sup>. Other challenges included support to the large portfolio of HR applications impacting more than 5,000 end-users around the world and the further development of existing applications, with a focus on the improvement of applications used for the management of staff locally recruited in EU Delegations. Special emphasis was also given on reviewing and adapting EEAS HR applications (their use of HR personal data as well as their data retention policies) in light of the renewed EU Data Protection legislation.

Other main activities of the Information Systems' covered:

- › The development of additional Business Intelligence Services to support the HR department in its decision-making and communication activities
- › The launch a new portal aiming to deliver a platform to streamline as far as possible the management of Annex X – Individual Rights for officials and contract agents assigned in Delegations outside the EU
- › The successful conduct of a proof of concept to confirm the possibility to embed artificial intelligence technology within HR applications to assist in the end-users' support activities.

In total, 22% of the overall Information Systems' activities were dedicated to the maintenance, evolution and development of custom software applications to support EEAS HR processes. 76% of these activities covered the management of HR in EU Delegations.

---

8 'Coldfusion' is a rapid development platform for building applications

# EEAS POPULATION

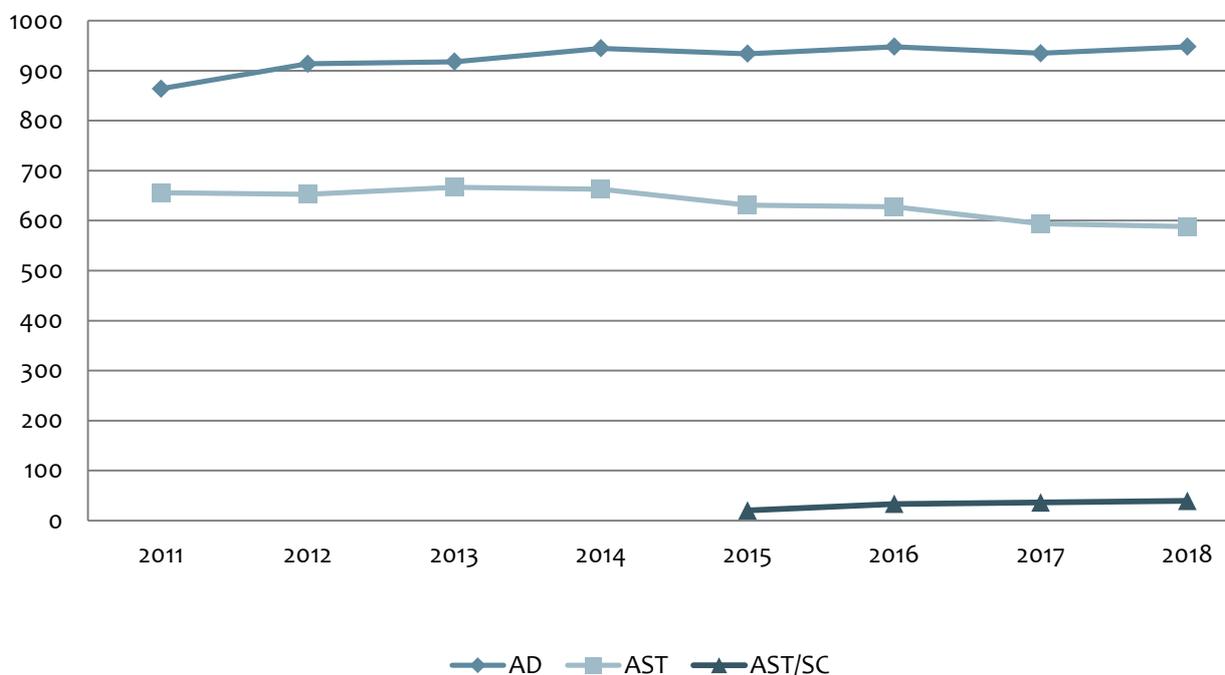
The following charts include detailed statistics and information on the main categories of EEAS staff, in particular statutory staff (officials, temporary agents, contract agents, local agents) and seconded national experts.

## DISTRIBUTION OF STAFF BY CATEGORY

### Establishment Plan posts (AD, AST and AST/SC)

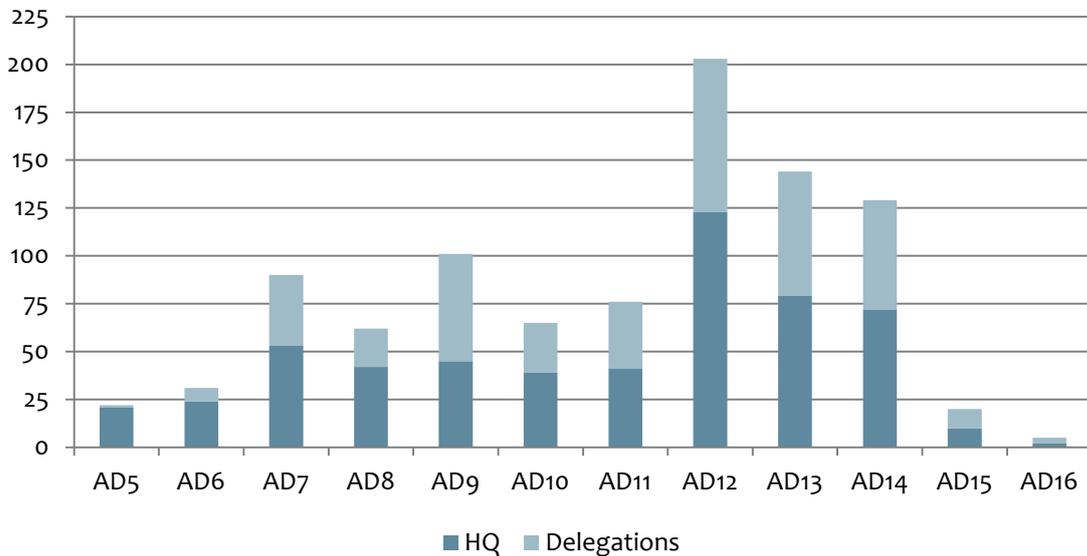
#### Evolution of AD, AST and AST/SC population

The number of officials and temporary agents has slightly increased compared to 2017 while overall the number of AD staff has been increasing since the creation of the EEAS. On the contrary, the number of AST staff started to decrease after 2014, following the creation of the AST/SC category of staff that replaced AST positions that involved secretariat tasks.



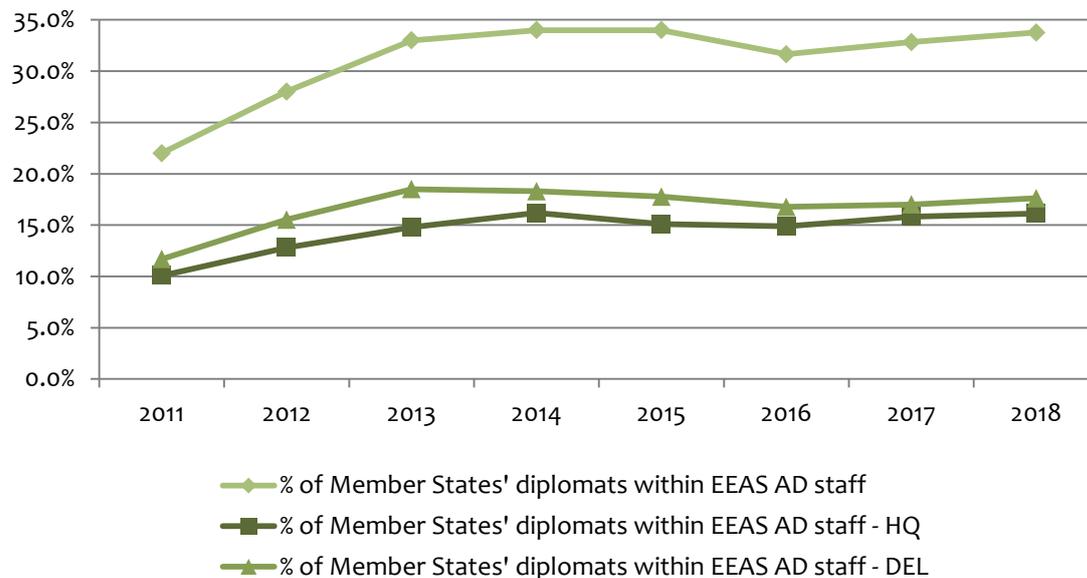
## AD population by grade

Looking at the breakdown of AD staff by grades, it can be noticed that half of the AD population (50.21%) was concentrated in the grades ranging from AD12 to AD14. The proportion of AD staff in HQ is higher than in Delegations with 58.1% and 41.9% respectively.



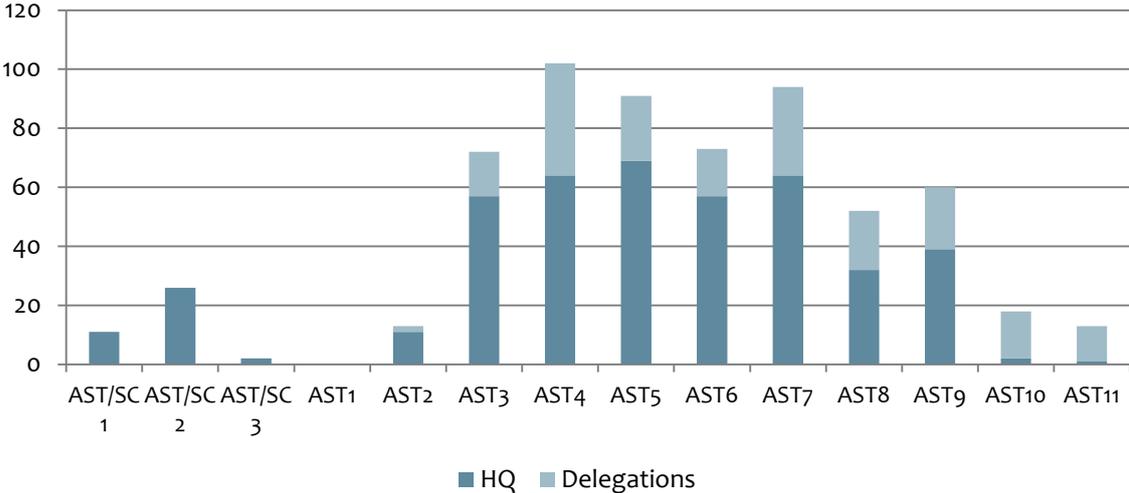
## Evolution of temporary agents (Member States' diplomats)

In line with the Council decision establishing the EEAS, temporary agents (Member States' diplomats) continued to constitute one third of AD staff with 33.76%, following a slight increase from 2017 (32.83%). Out of the total number of AD temporary agents Member States' diplomats (320), 153 were posted in HQ and 167 in Delegations.



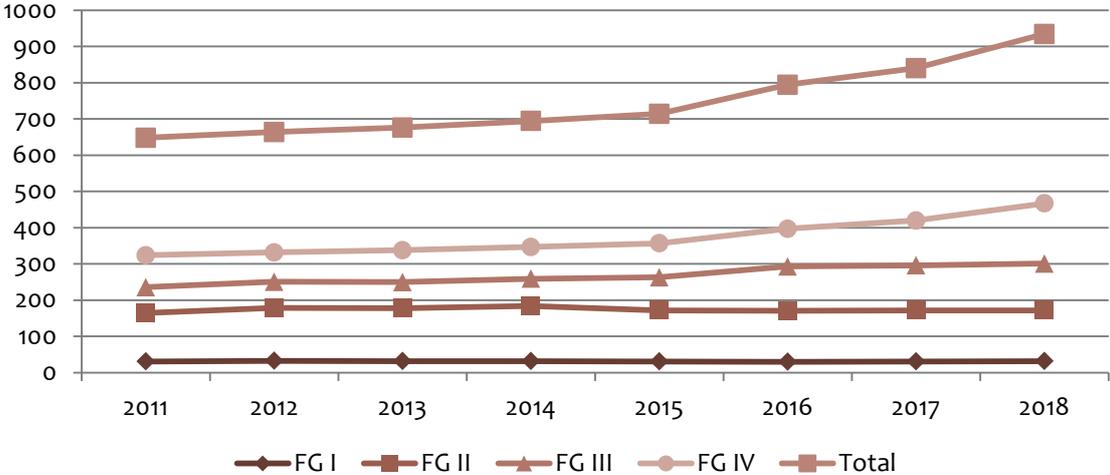
### AST and AST/SC population by grade

In the AST category, 627 staff members were employed in the EEAS at the end of 2018 and 69.37% of them were assigned at HQ. As regards the distribution by grade, the majority of staff was employed in the grades ranging from AST3 to AST7 (68.9%) while the majority of AST staff in grades AST10 and AST11 was assigned to Delegations (90.32%). Like in previous years, the AST/SC category could only be found in HQ, while one post in Delegations was for the first time opened up in the context of the 2019 Rotation Exercise.



### Contract agents by function group<sup>9</sup>

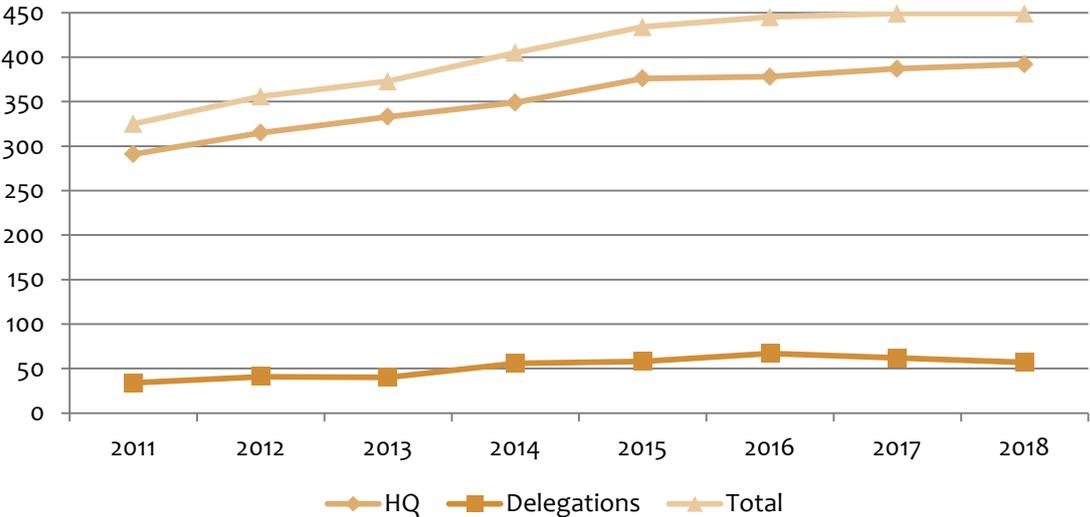
Following the approval from the Budgetary Authority, additional contract agents' posts were created in 2018 to reinforce different fields – mainly security and tackling disinformation. These additional posts contributed to the contract agents function group (FG) IV becoming the largest contract agents category in 2018, unlike previous years when the largest category was FG II. At the end of 2018, the total number of contract agents was 467, with 51.18% being appointed at HQ and 48.82% in Delegations.



<sup>9</sup> The types of duties for the different contract agent function groups are as follows: Function group IV – administrative, advisory, linguistic and equivalent technical tasks, Function group III – executive tasks, drafting, accounting and other equivalent technical tasks, Function Group II – clerical and secretarial tasks, office management and other equivalent tasks, Function Group I – manual and administrative support service tasks.

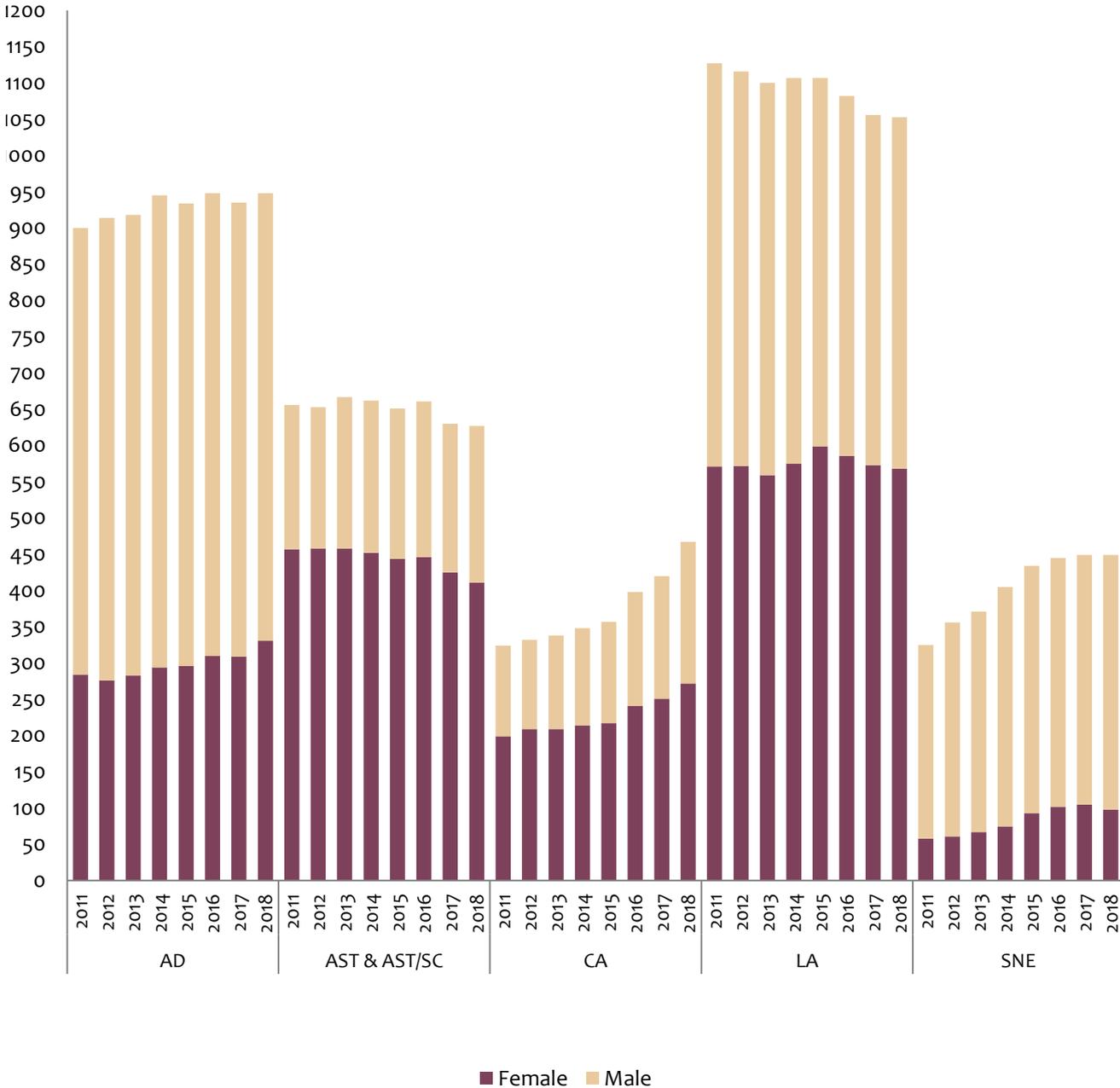
### Seconded national experts

449 staff members were seconded from Member States' administrations in the EEAS in 2018, and the majority of them were assigned at HQ (87.31%). The total number of seconded national experts employed by the EEAS has been increasing since 2011, mainly because of the increase in their numbers at HQ.



# DISTRIBUTION OF STAFF BY GENDER

In 2018, the EEAS continued its efforts towards gender parity. In December 2018, the overall gender distribution was close to equal, with women accounting for 47.4% of the EEAS staff (officials, temporary agents, contract agents, local agents and seconded national experts).

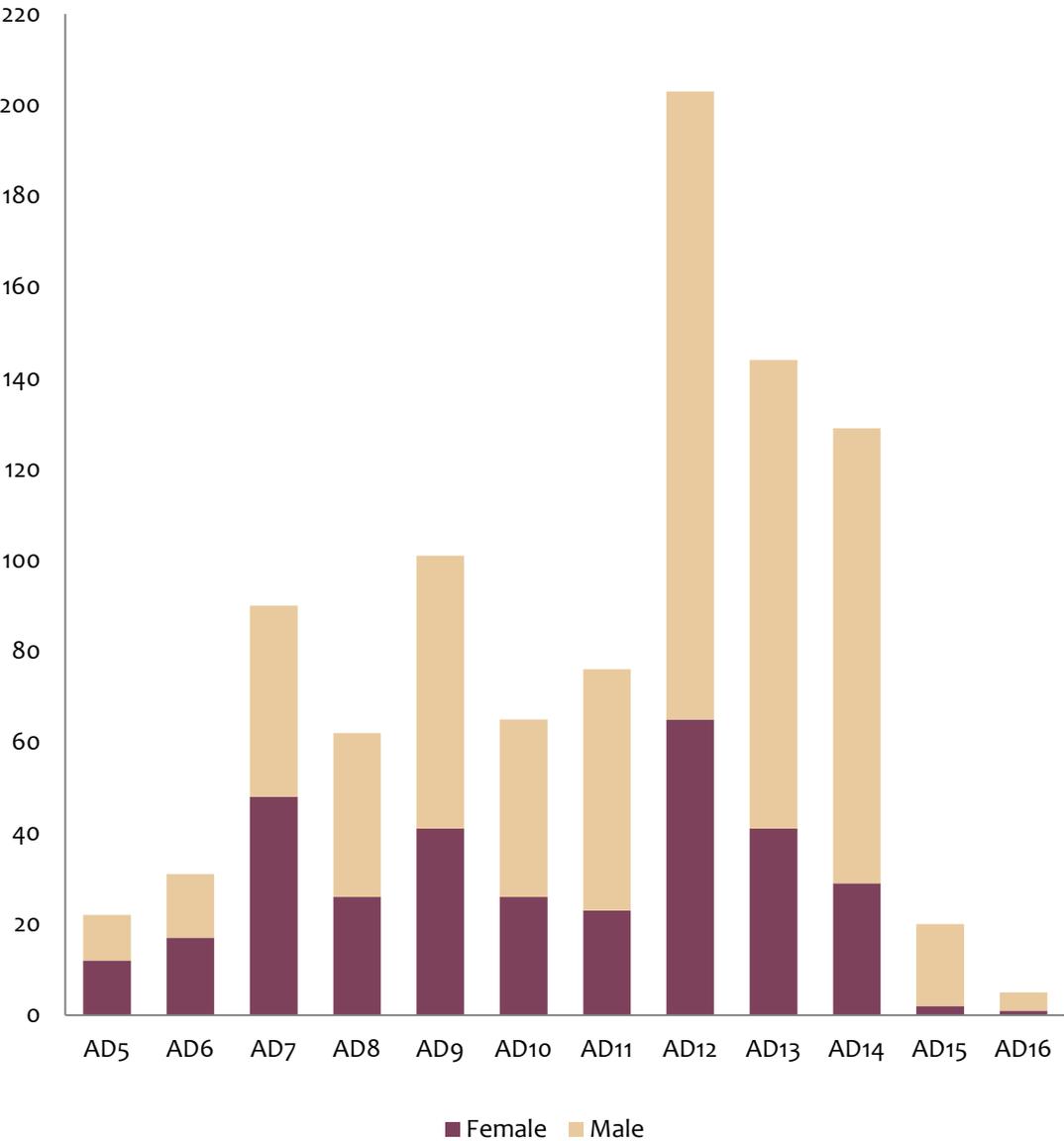


### Establishment plan posts by gender (AD, AST and AST/SC)

Imbalances however remained within different categories of staff. In the AD category, women accounted for 34.92% of the total population (compared to 33% in 2017), while they held the majority of AST and AST/SC (65.55%), contract agent (58.24%) and local agent positions (53.94%).

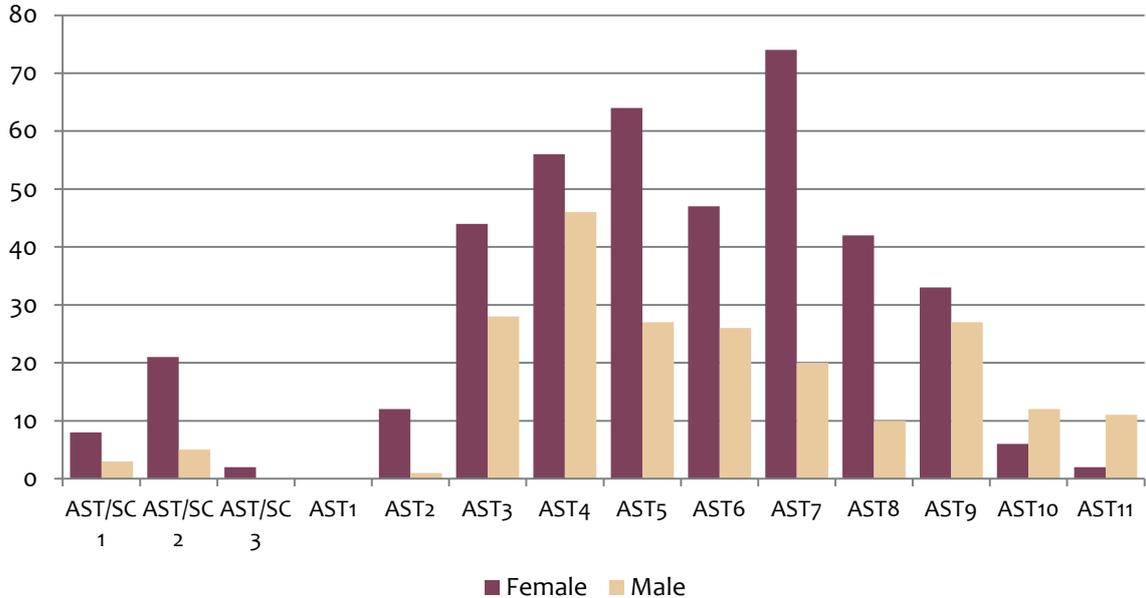
### AD population by gender

Looking at gender distribution by grade, the AD staff figures indicate a trend towards gender parity in lower grades (AD5 and AD7), and higher imbalances in the grades AD12 to AD14, with men holding 71.64% of these positions. In the highest grades AD15 and AD16, women accounted for 12% of the AD population.



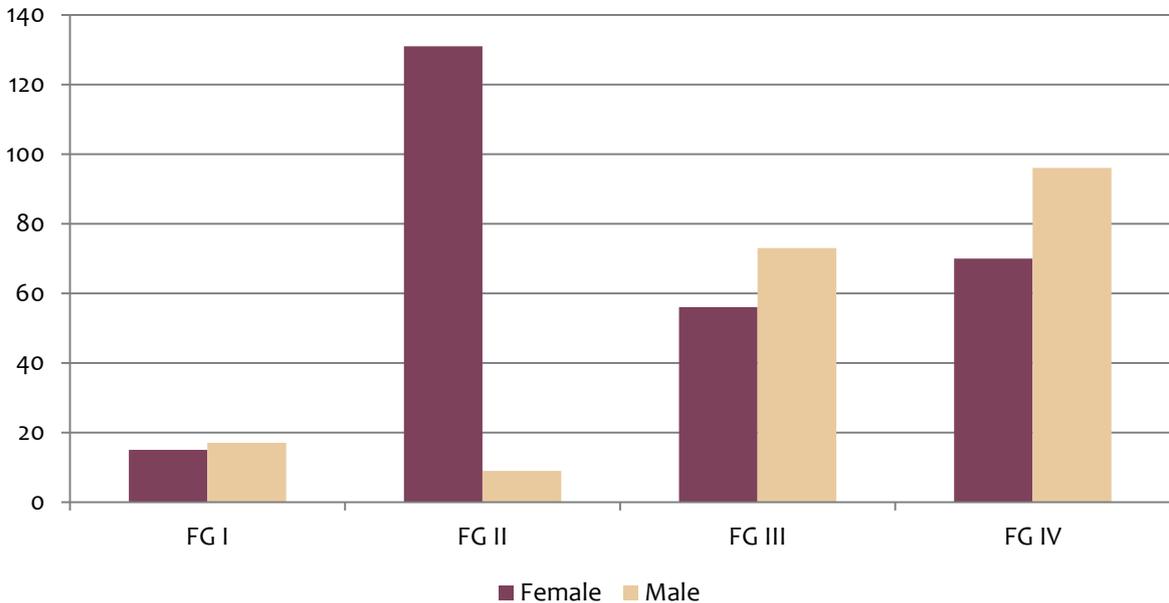
**AST and AST/SC population by grade and gender**

Among AST and AST/SC staff, women represented 65.5% of the population in 2018. They held the majority of the positions from the lowest category up to AST9, while for AST10 and AST11 the situation was reversed. In the grades from AST5 to AST8, men were underrepresented with 26.77%.



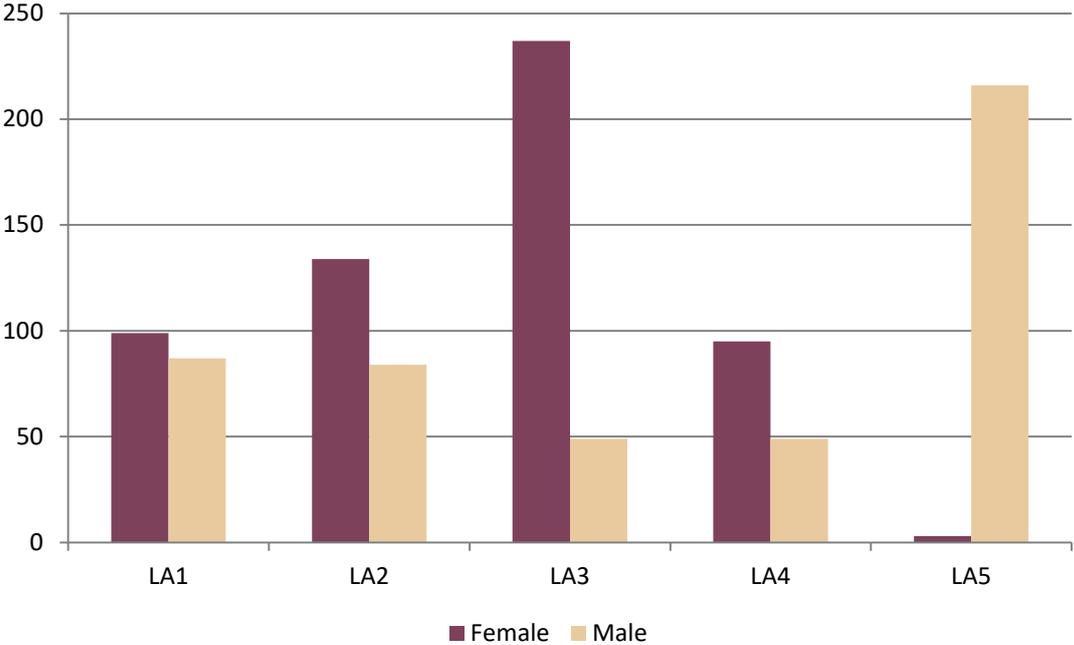
**Contract agents by gender**

As regards the contract agents category, women held the majority of positions with 58.24%. Men remained underrepresented in function group II with 6.43%, the only function group where women dominated. Even though imbalances existed among the different functions groups, a positive change can be noted in the percentage of women holding function group IV positions (42.17%), compared to 2017 when their percentage stood at 37.1%.



### Local agents by gender

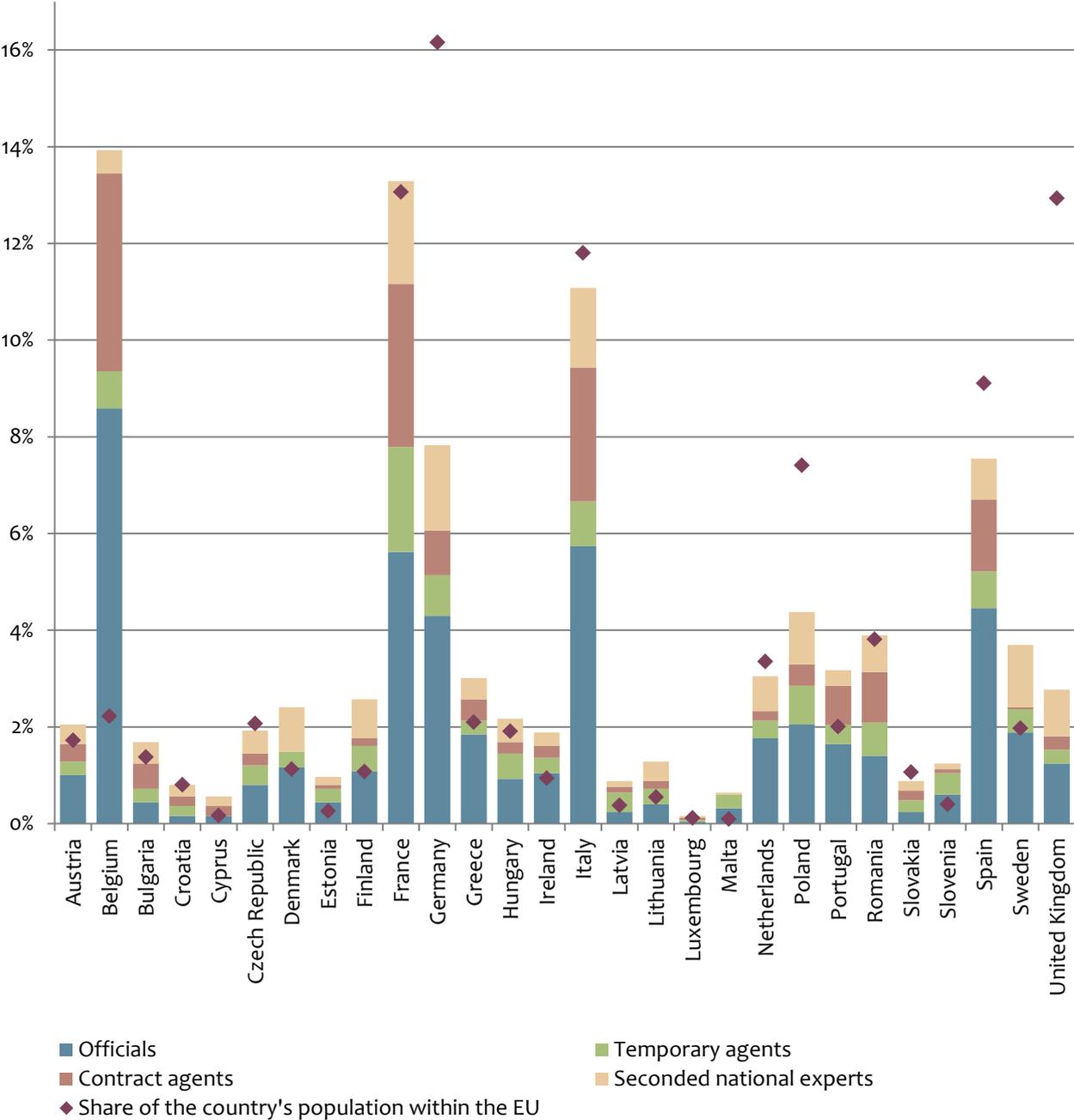
In the local agents category, women held the majority of positions in almost all grades with a total of 53.9%, with the exception of group 5 that is used for drivers, and where men held 98.63% of the positions.



# DISTRIBUTION OF STAFF BY NATIONALITY<sup>10</sup>

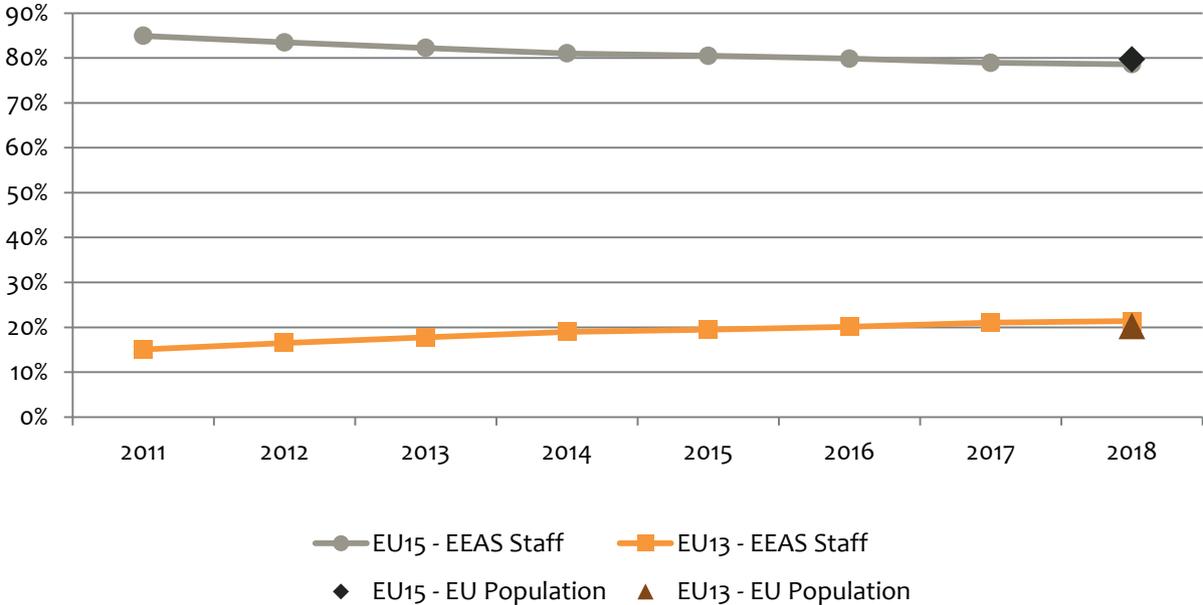
At the end of 2018 almost all Member States were represented in all categories of staff, with few exceptions: Cyprus was the only Member State with no representation from the country's diplomatic service, while Denmark and Malta were the only Member States with no nationals in the contract agents category.

The highest represented country was Belgium, with its biggest category of staff being officials (61.67%). Together with France, Italy, Germany and Spain, these five countries held more than half of the EEAS positions (53.7%). Luxembourg was the least represented Member State with four staff members.



<sup>10</sup> This section does not take into account the local agents category as it's comprised by nationalities from all over the world.

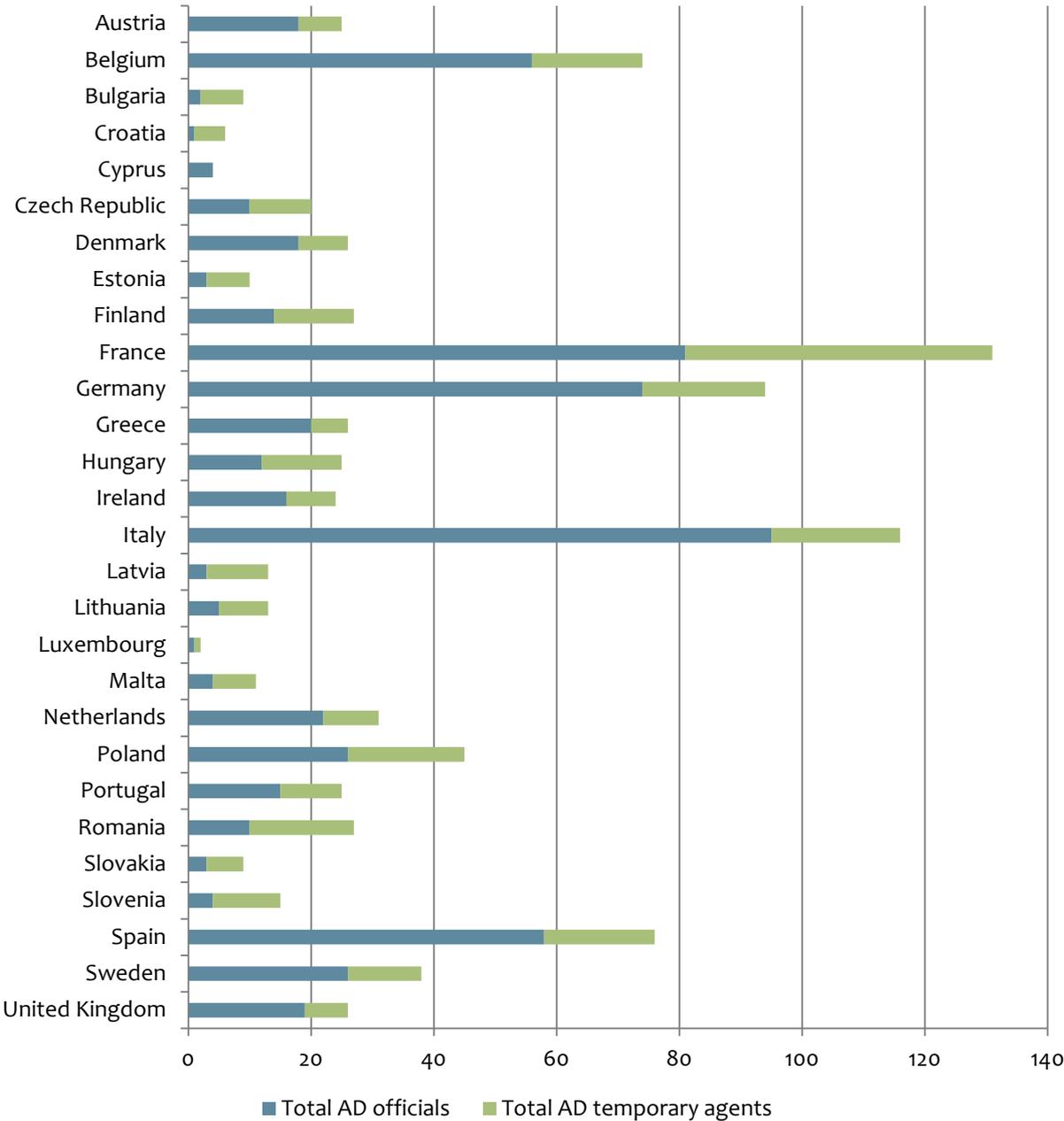
Even though no quotas based on nationality are applied, the EEAS makes efforts to reach a better balance between the representation of EU13 and EU15 countries among the EEAS population. As shown in the chart below, the trend of EU13 population is clearly upwards, while for EU15 is the opposite.



## Establishment plan posts (AD, AST and AST/SC) by nationality

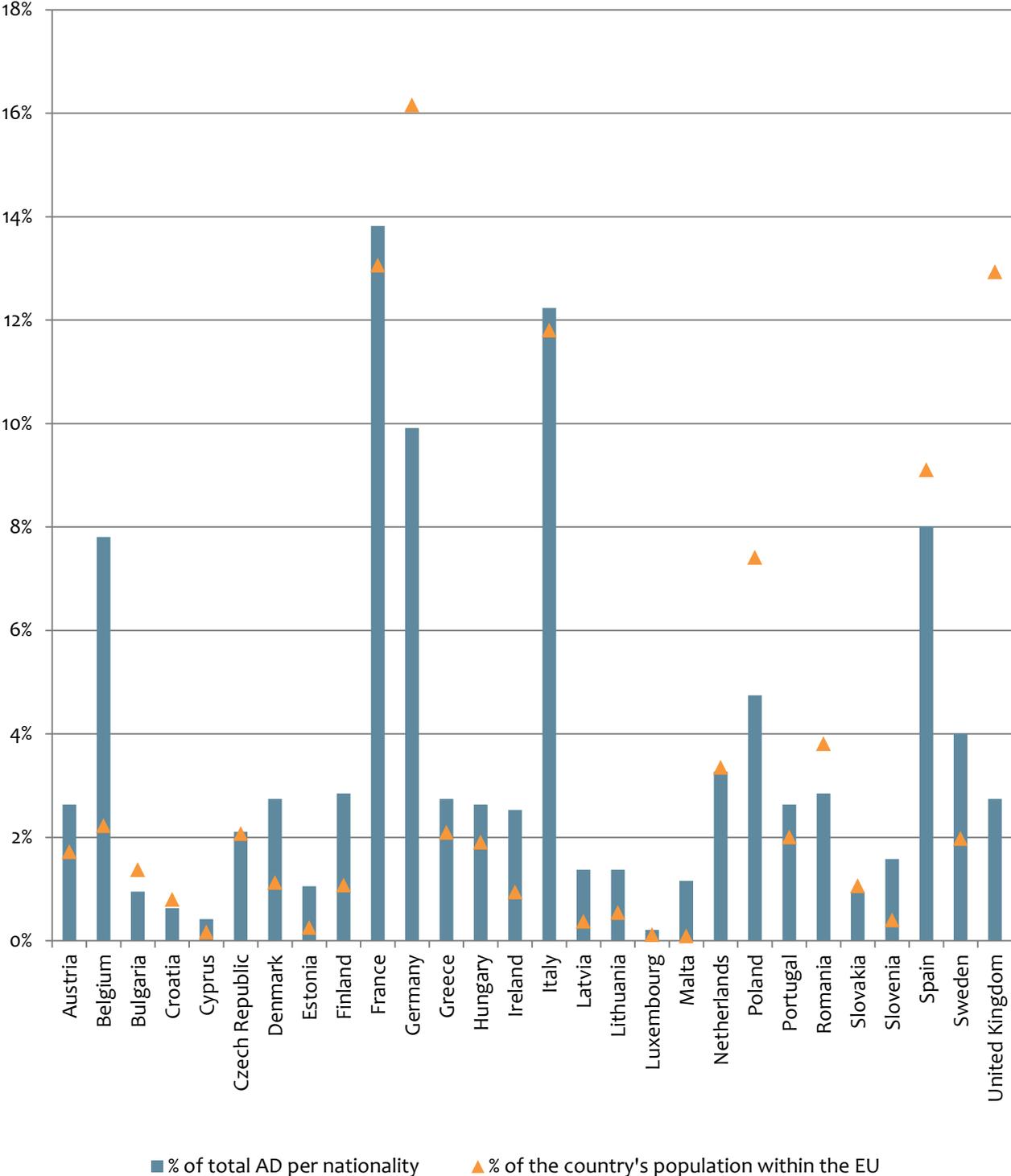
### AD population by nationality

All Member States were represented in the AD category, with some countries being more represented than others. Similarly to the total population figures, half of the AD staff was comprised by nationals from France, Italy, Germany and Spain (50.13%). Compared to 2017, the country with the highest increase in numbers was France with eight additional AD members in 2018, followed by Finland, Lithuania, Romania and Sweden with four more AD each. The most notable change was in the number of AD coming from UK with a 42.22% decrease. As a result of the UK decision to leave the EU, the number of UK staff has been constantly decreasing in all categories.



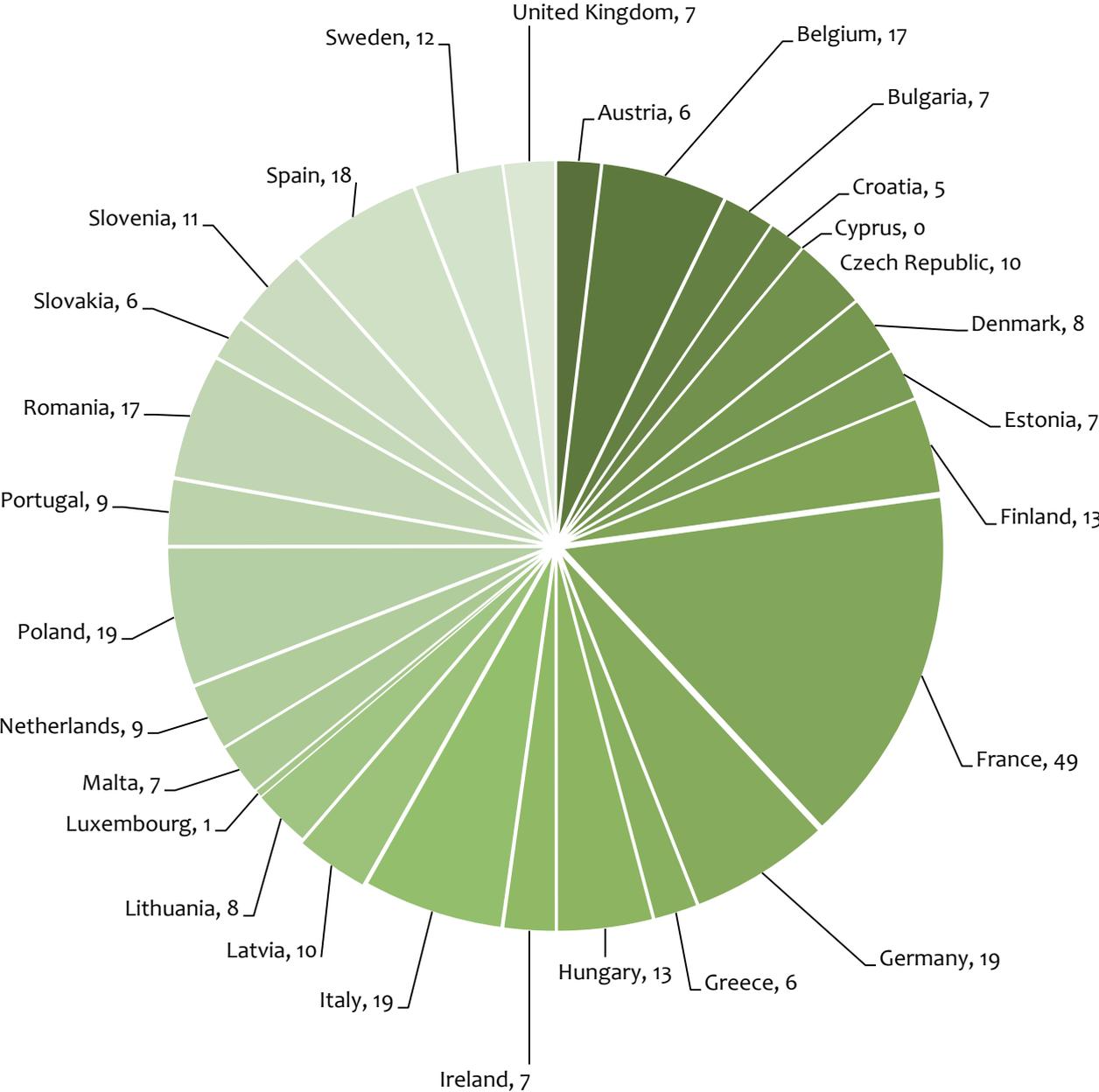
### AD population compared to the Member States' share in the EU population

When compared to the share of each Member State's population within the EU, the numbers were not always in line. The only country with its share within the AD category in line with its share within the EU population was Czech Republic, while the staff representation of the majority of countries was above their share within the EU population. Even though Germany and Spain were among the four countries comprising half of the EEAS AD population, their percentage of AD staff was below their country's population within the EU.



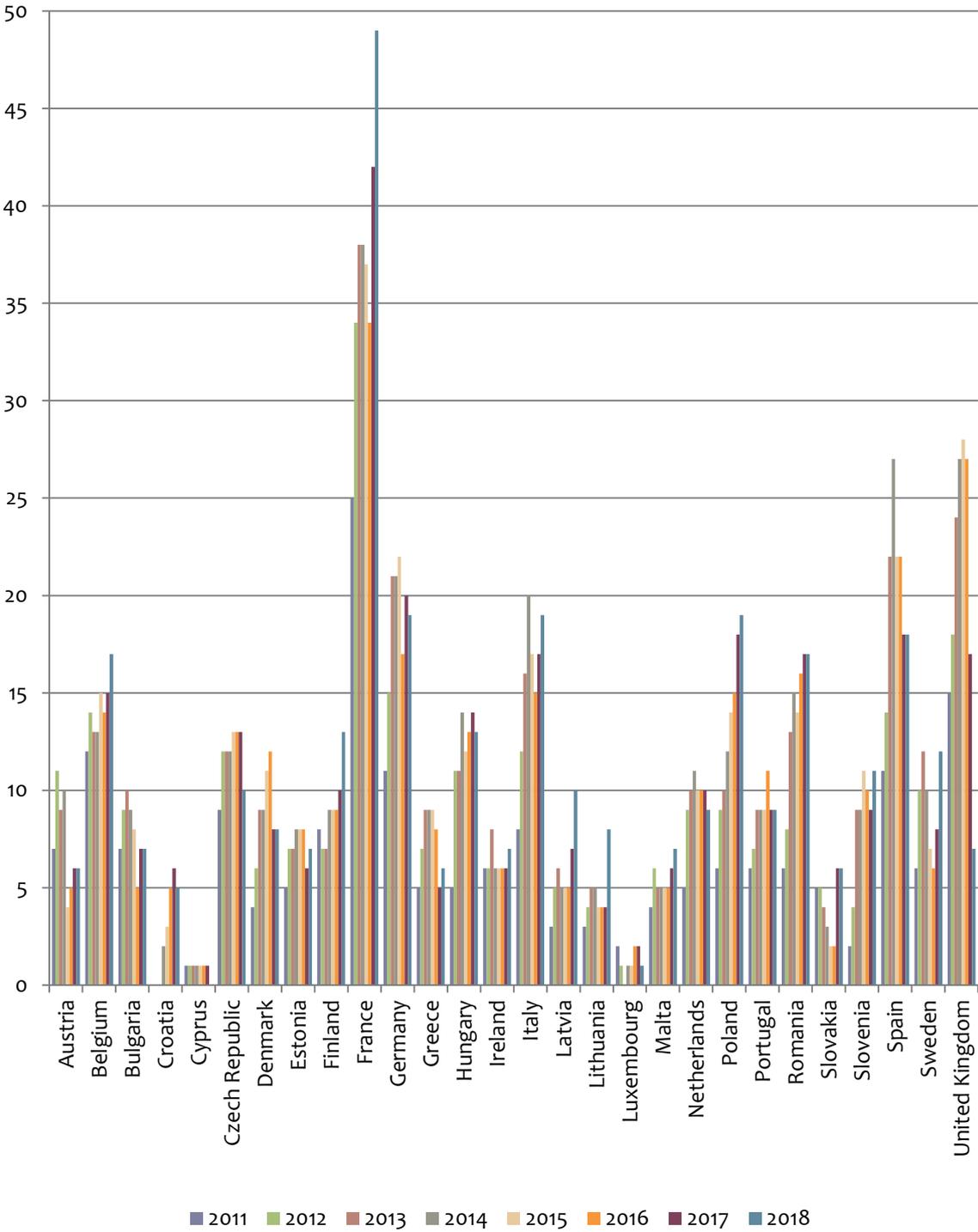
**AD temporary agents (Member States' diplomats) by nationality**

As regards temporary agents (Member States' diplomats), Lithuania and Cyprus had the most notable change in numbers compared to 2017: the total number of temporary agents coming from Lithuania had a 100% increase (from 4 to 8) while the number of Cypriot temporary agents had a 100% decrease (from 1 to 0). UK had the second most notable decrease in temporary agents with 58.82%. The biggest national group in this category in 2018 was France with 15.31% of the population, followed by Italy and Poland (5.94% each).

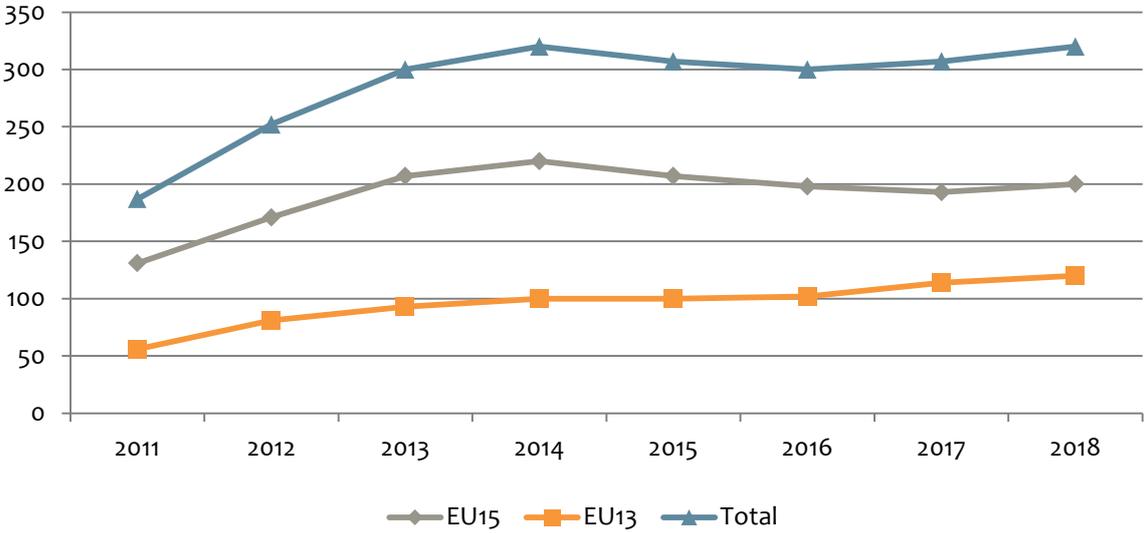


**Evolution of AD temporary agents (Member States' diplomats)**

Overall, the number of AD temporary agents (Member States' diplomats) has been increasing since the creation of the EEAS, with the exception of a decrease between 2014 and 2016.

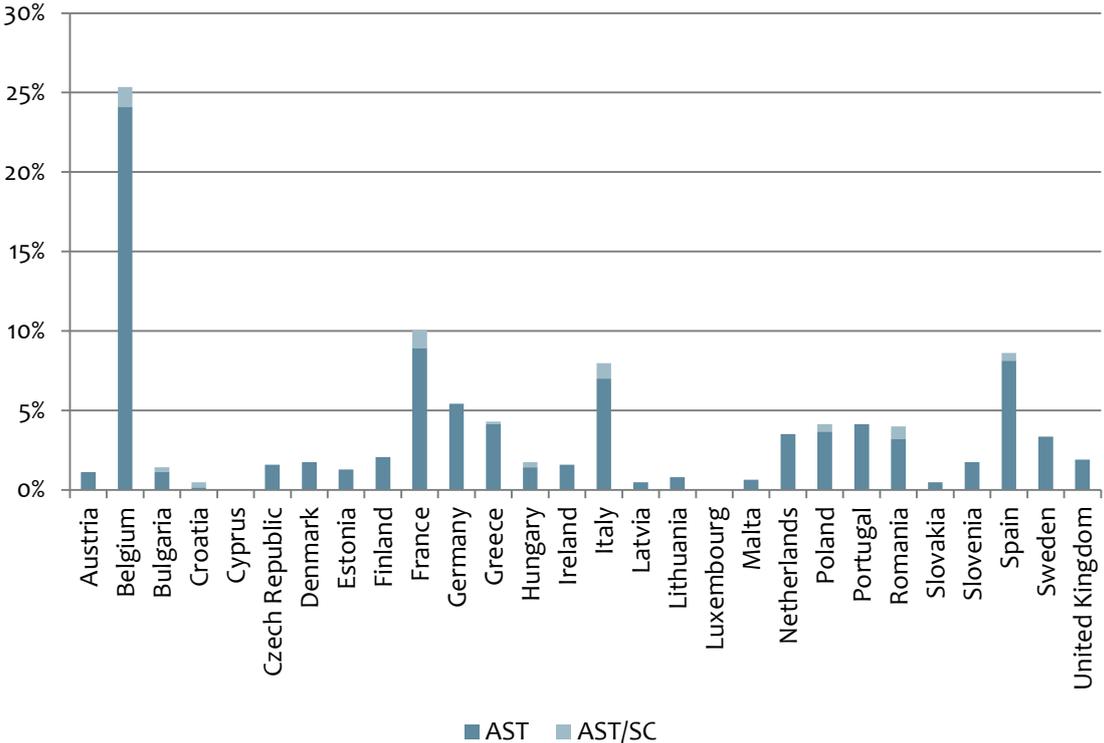


When looking at the groups EU13 and EU15, it can be noted that the number of AD temporary agents (Member States' diplomats) coming from the EU13 Member States has been increasing since 2011, despite the difficulty in recruiting temporary agents from the EU13 Member States as in 2018 they counted for less than 30% of the total applications coming from Member States.



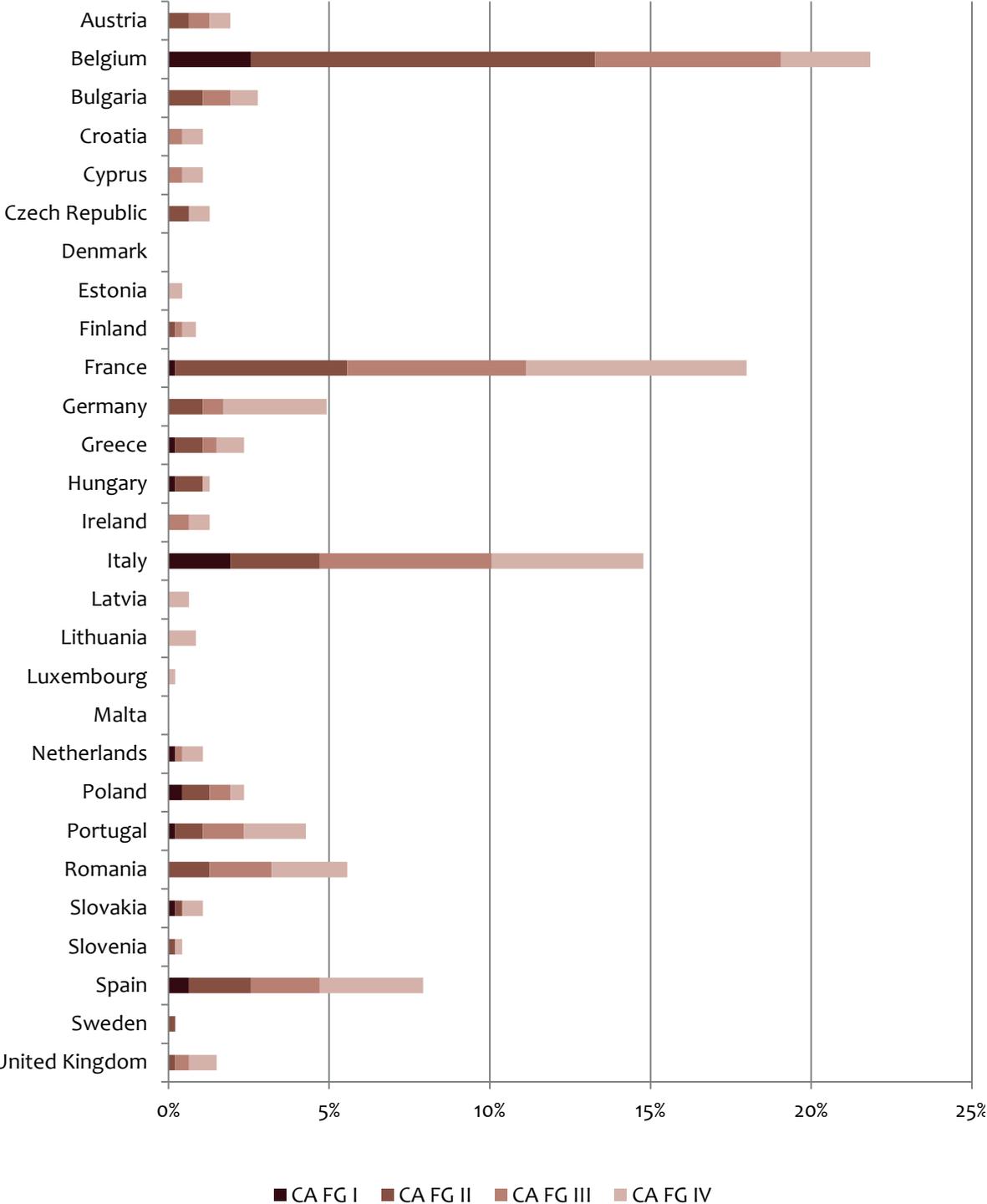
**AST population by nationality**

In the AST and AST/SC categories, the main trends were similar to 2017. More particularly the biggest nationality group in these categories were Belgians, representing one quarter of the total population (25.4%) while the two countries with no representation remained Cyprus and Luxembourg.



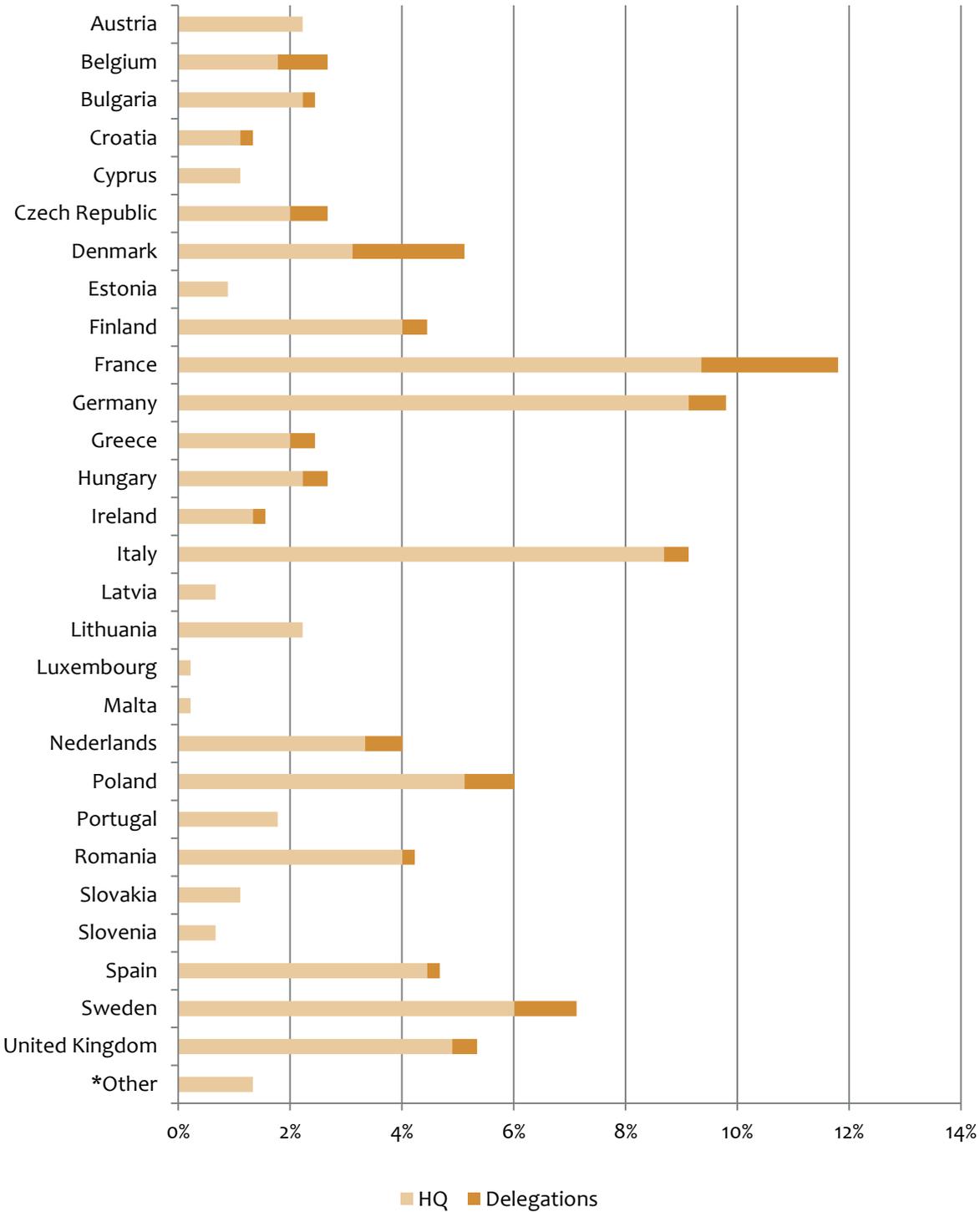
### Contract agents by nationality

Belgians also made up the largest group in the contract agents category, followed by France and Italy. For the third consecutive year, Denmark and Malta were not represented in the contract agents category, while Luxembourg entered the category again in 2018, after an absence of two years. When looking at the different function groups, Belgians held the majority of positions in function groups I, II and III, while in function group IV the biggest national group were French.



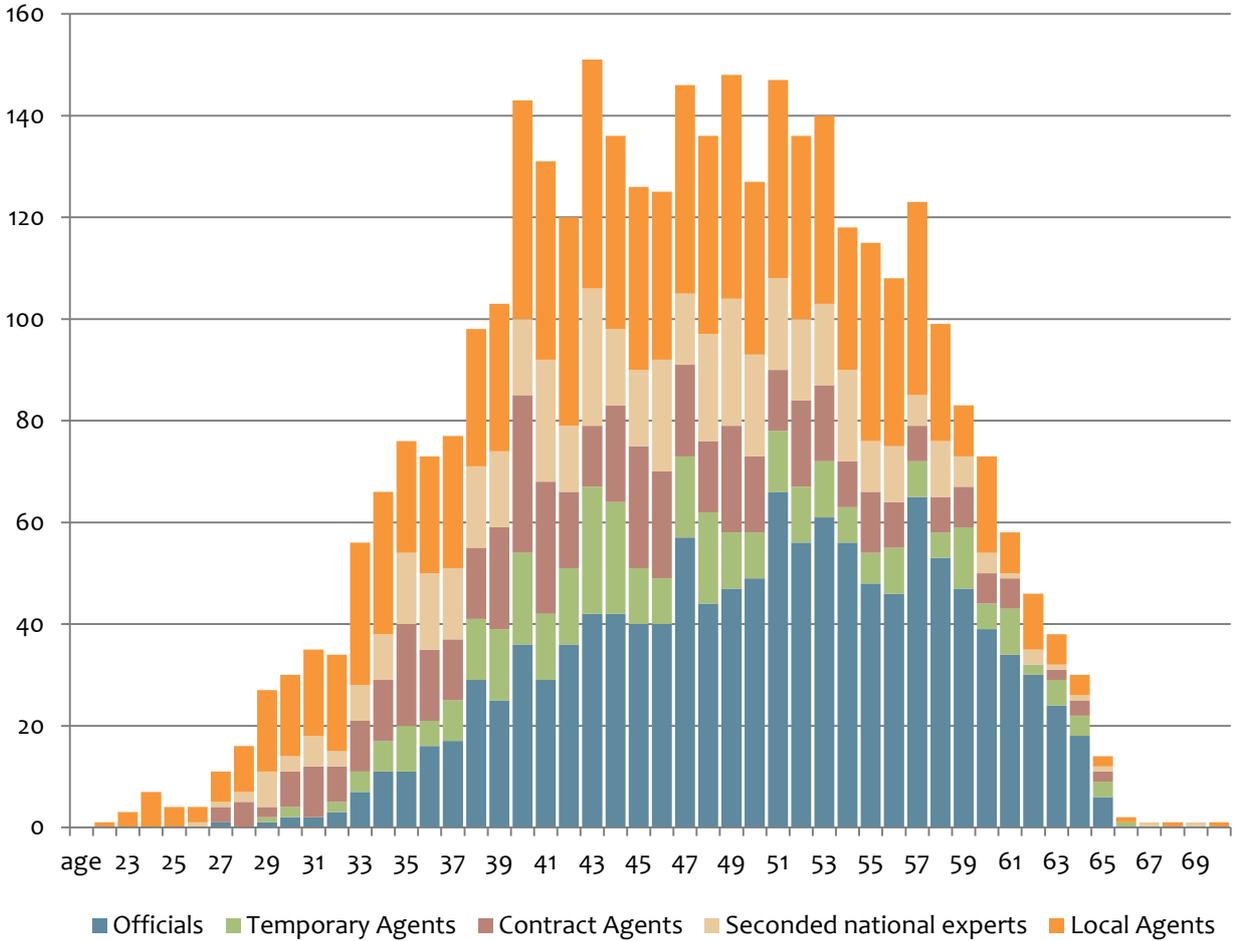
## Seconded national experts by nationality

In the seconded national experts category, each Member State was represented with at least one national in 2018, while the total seconded national experts population complemented five seconded national experts seconded from the Norwegian and one from the Swiss public administration (\*other).

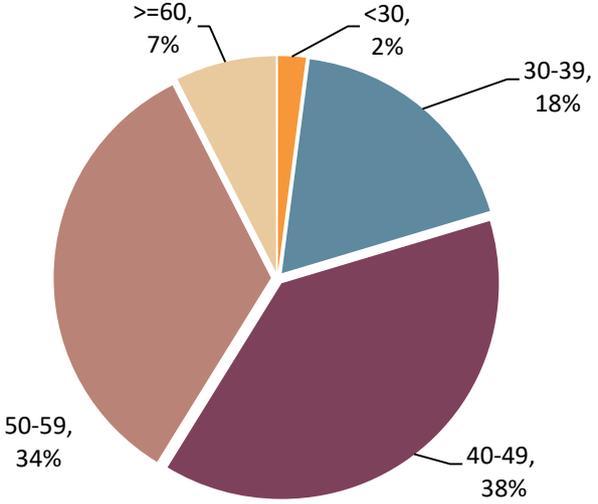


# DISTRIBUTION OF STAFF BY AGE

At the end of 2018, the average age of EEAS staff was 47.1 years continuing the increasing trend of previous years (46.9 in 2017).

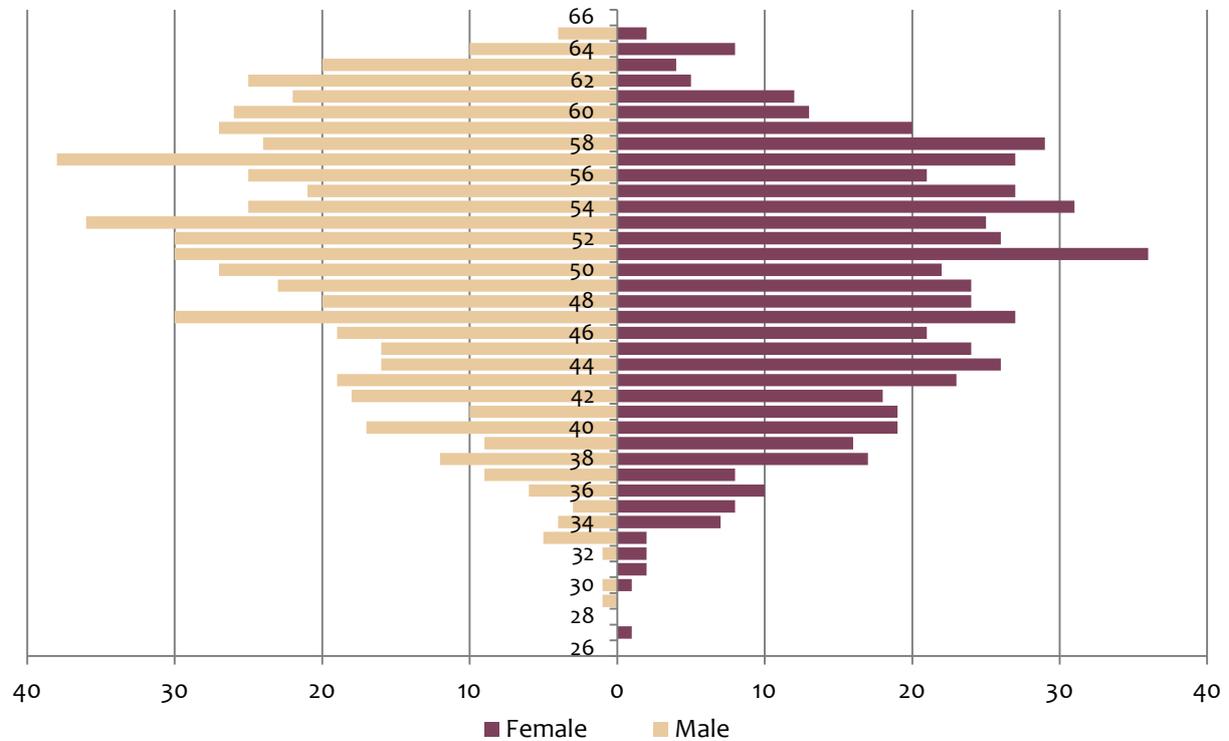


The largest age group was between 40-49 years while the smallest group was the one composed of staff members under 30 years old. The majority of staff members under 30 years were women (64.38%) and employed in the local agents category (67.12%). On the contrary, the majority of staff members older than 59 years old were men (67.54%) and officials (57%).



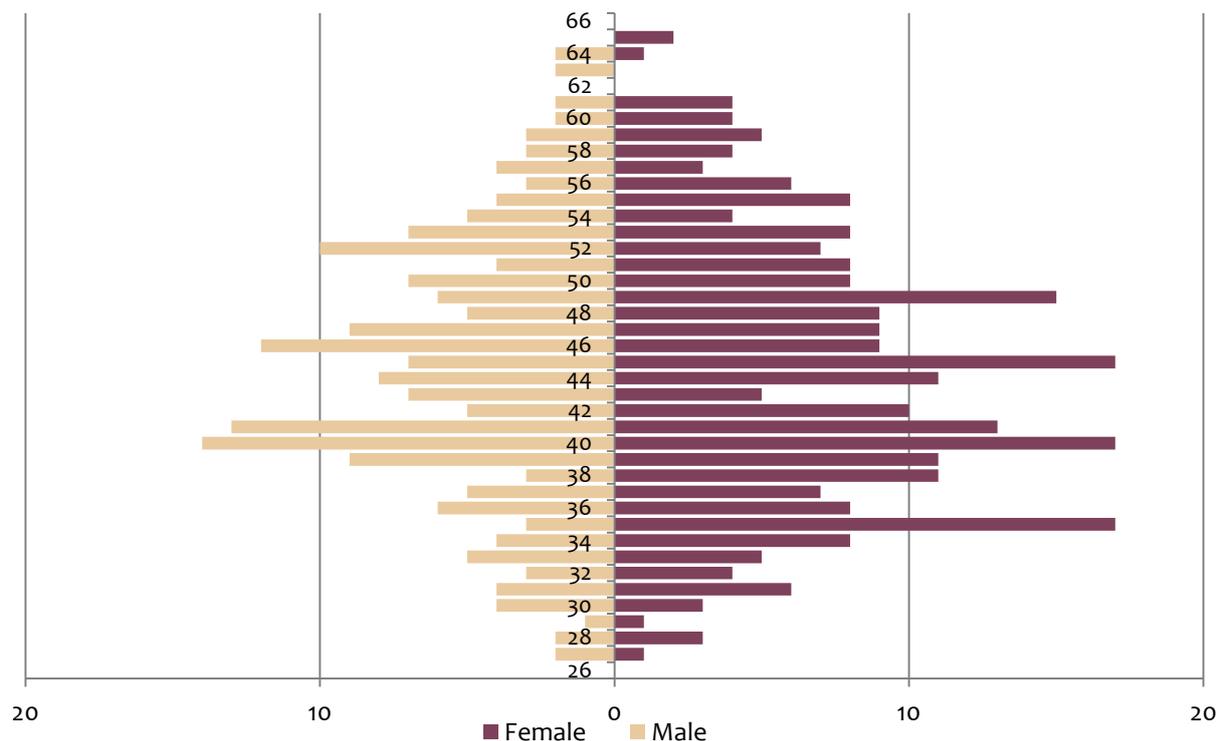
## Officials by age

The average age of officials was 50.29 years at the end of 2018, which has also increased compared to previous years (49.9 n 2017 and 49.5 n 2016). More than half of officials were 50 years or older (56.47%) while only one out of ten officials was younger than 40 years.



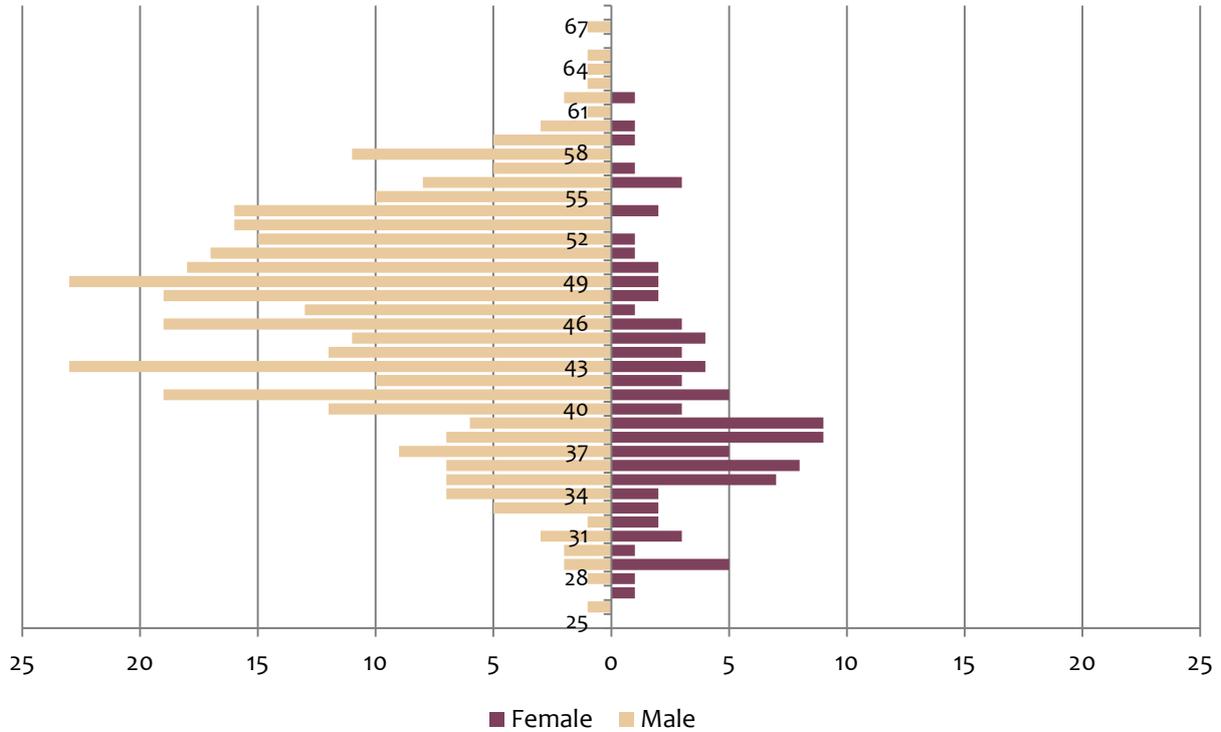
## Contract agents by age

Contract agents was the youngest category of staff with average 44.41 years and almost three out of ten contract agents being younger than 40 years.



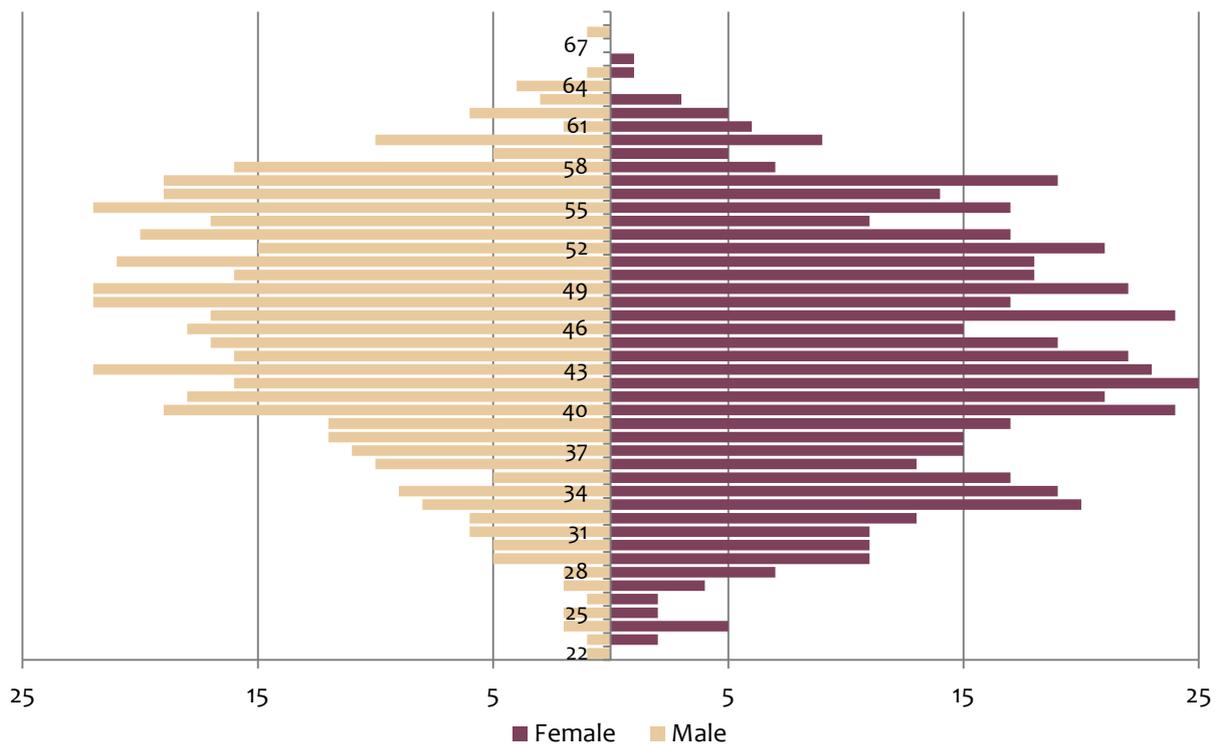
## Seconded national experts by age

The average age of the seconded national experts category was 45.32 years, with 86.73% of the female seconded national experts being younger than 50 years.



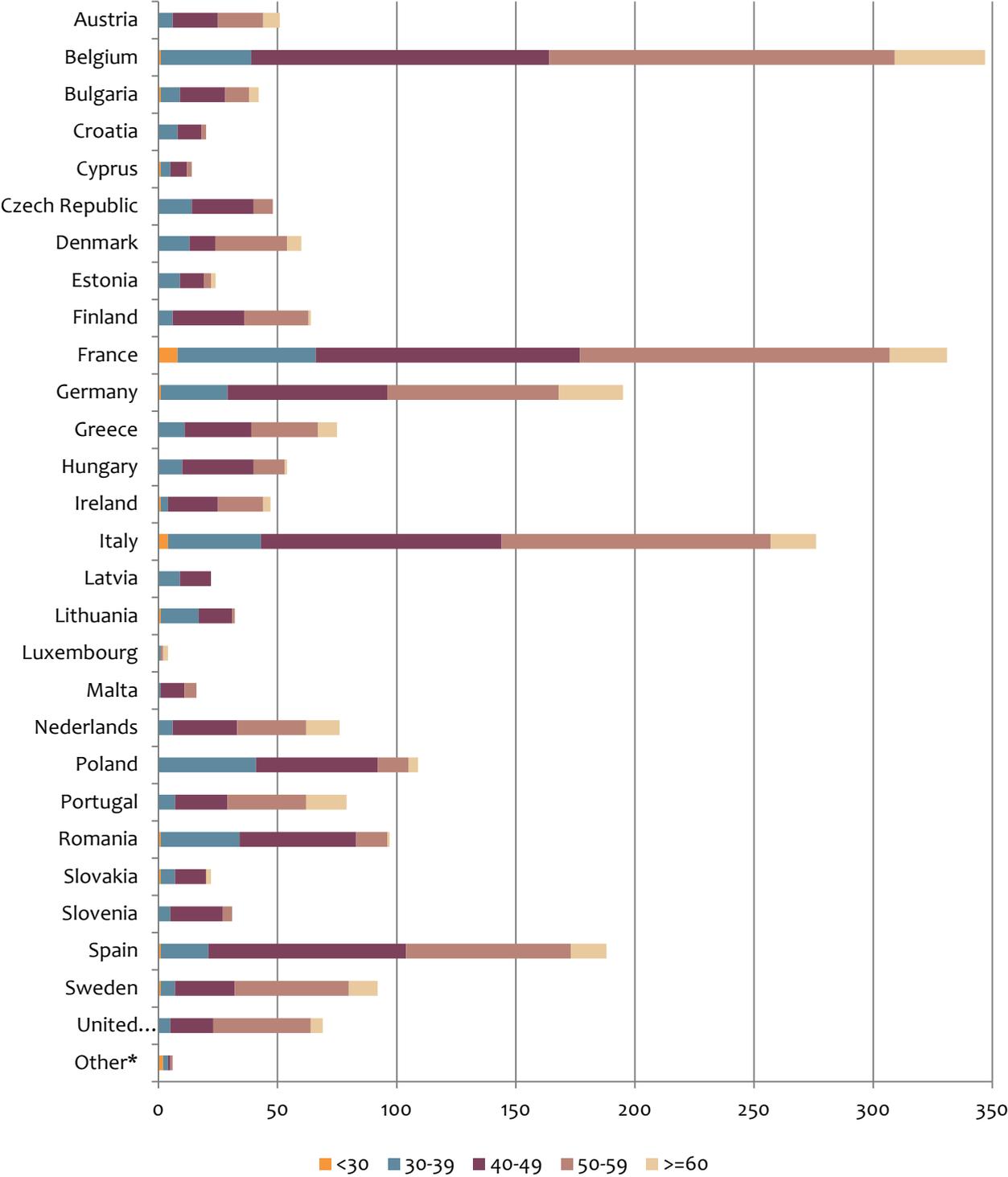
## Local agents by age

In the local agents category, where the average age was 45.26 years, the majority of staff members younger than 40 years were women (64.78%). Female and male local agents were equally represented in the older age groups 40-59 (50.13% women).



### Age by nationality

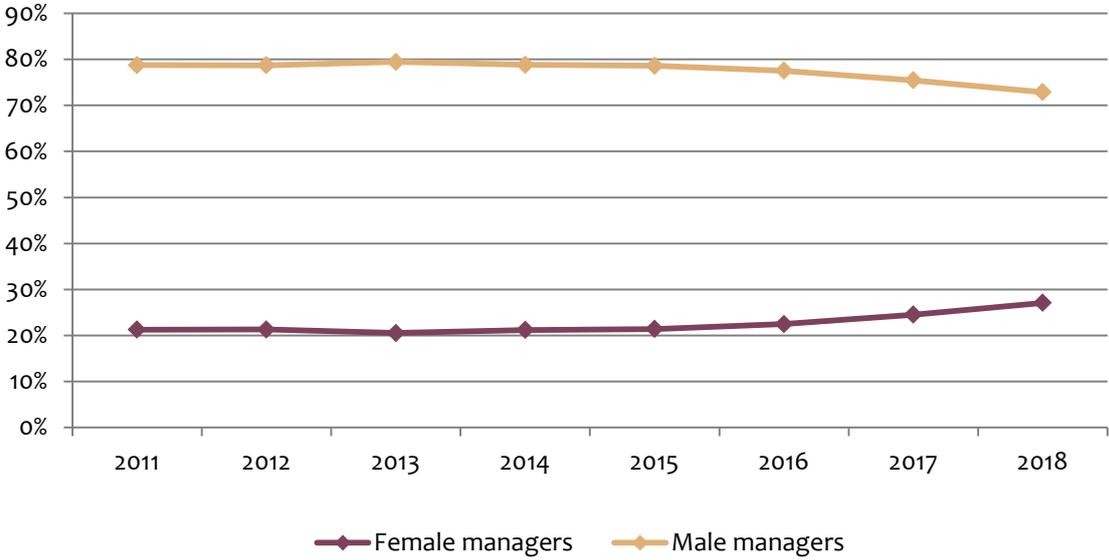
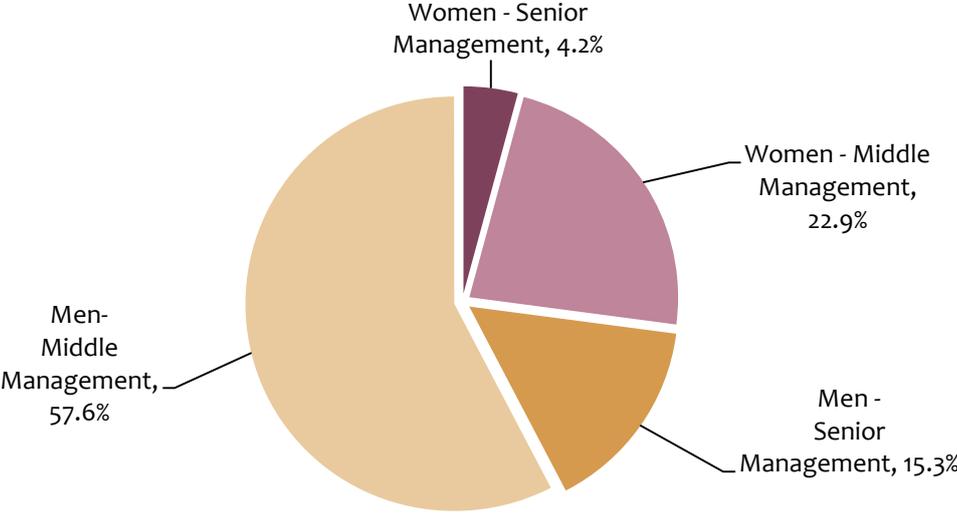
At the end of 2018, three out of ten staff members under 30 years old were French; on the contrary, two out of ten staff members older than 50 years were Belgian. The youngest national groups were Latvia, Lithuania, Estonia, Slovakia and Croatia, with more than 90% of their population being under 50 years old, while for Malta, UK, Sweden, Netherlands, Ireland, Portugal and Finland, the percentage of their nationals under 40 years old was less than 10%. Overall, 85% of the EU13 population was younger than 50 years, while for the EU15 group the figure drops to 45.41%.



# MANAGEMENT STAFF

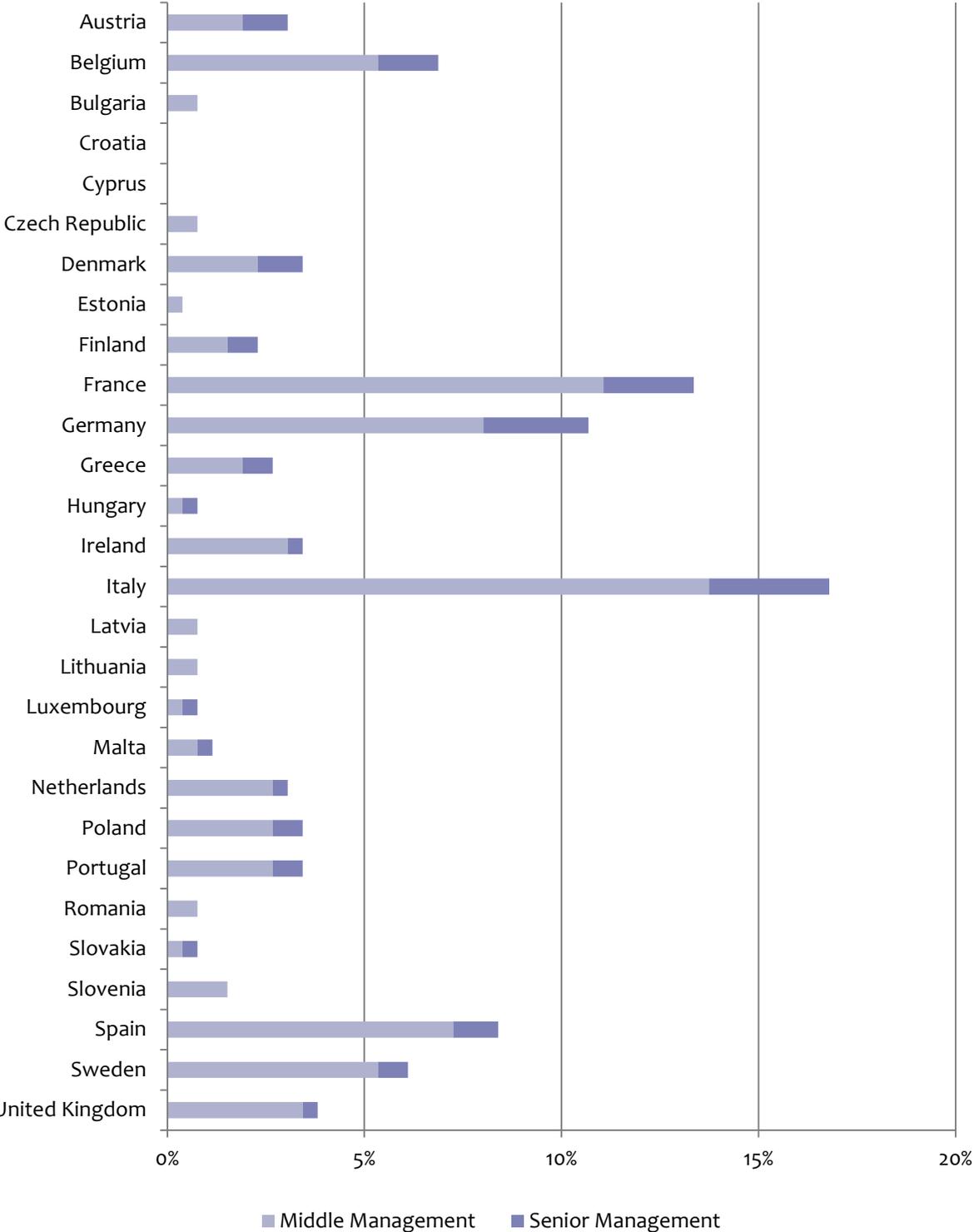
## Management staff by gender

At the end of 2018, 262 staff members held management positions in the EEAS. Overall, the proportion of women and men in management positions remained imbalanced, however, the upward trend of women in management positions continued in 2018, with an increase of 2.57 percentage points compared to 2017. In total, 71 women held management positions in 2018 with 27.1%, compared to 24.5% in 2017. At middle management level, women occupied 60 out of 211 positions, with 28.44% compared to 26% in 2017. Likewise, the percentage of women has also increased at senior management level with women occupying 11 out of 51 positions and 21.57% compared to 18% in 2017. In Heads of Delegation positions, the percentage of women had also increased reaching 25.2%, compared to 21.9% in 2017. In total, five women were appointed first time managers in 2018.



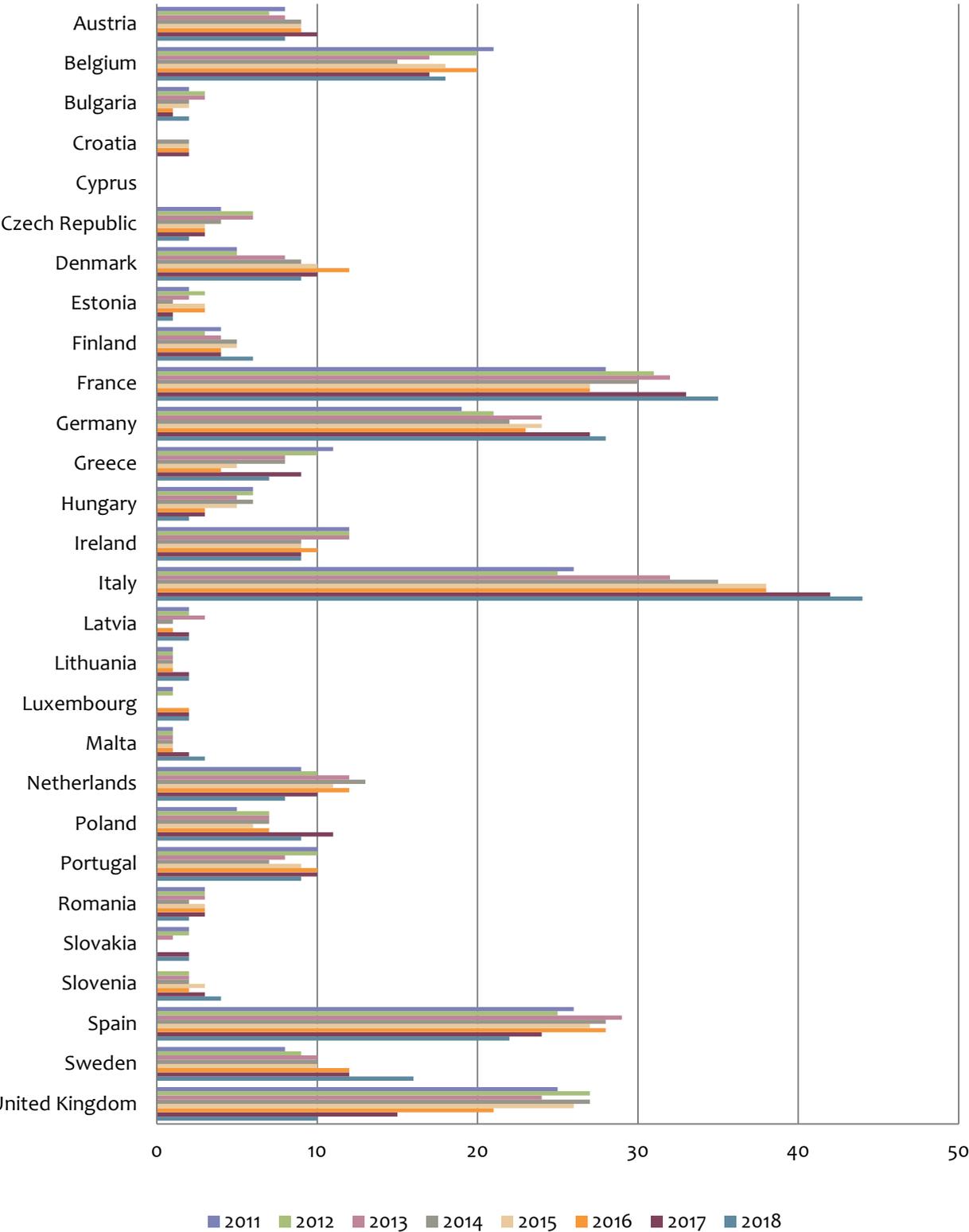
### Management staff by nationality

When looking at management positions by Member State, Italy was the country with the biggest share in management positions (16.8%), 5 percentage points higher than the country's share of population in the EU (11.8%). Almost half of the management population consisted of nationals from France, Germany, Italy and Spain with 49.2%, a percentage close to the share of those countries population within the EU (50.1%). Croatia and Cyprus were the only Member States with no management staff in the EEAS, while Cyprus was the only Member State that never held a management position in the EEAS.



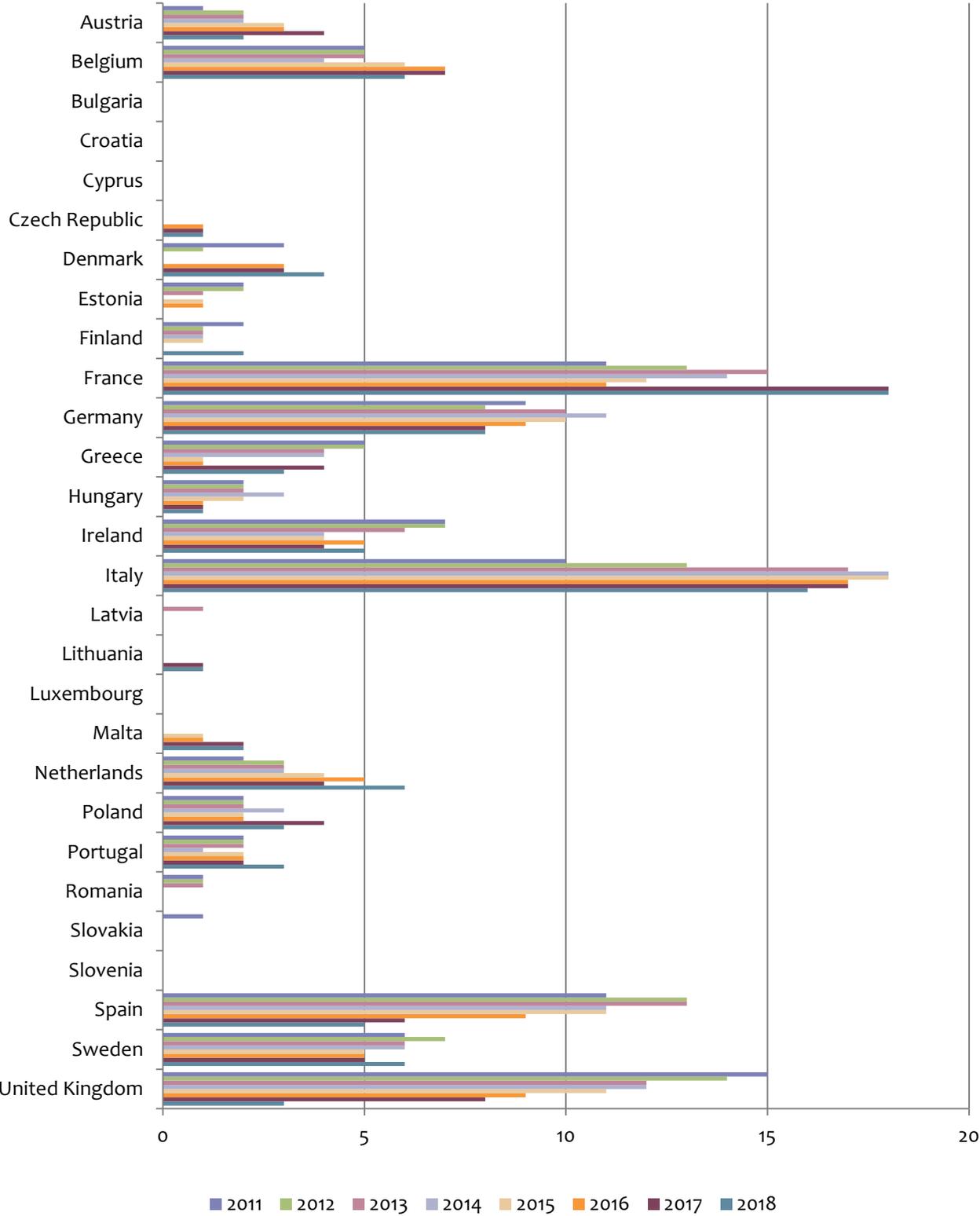
### Evolution of management staff by nationality

Compared to 2017, Croatia had a 100% decrease in management positions (from 2 to 0). On the contrary, the number of Swedish managers increased by four, while the number of Finish, French and Italian managers increased by two.

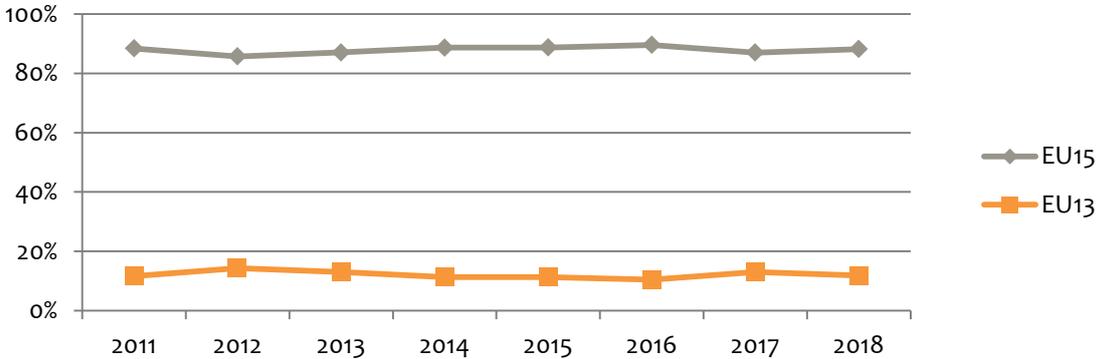


### Evolution of management staff by nationality - HQ

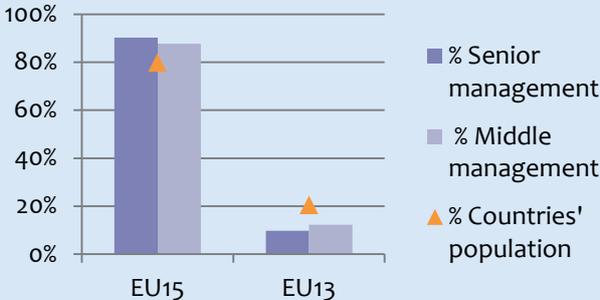
When looking only at HQ the situation changes, as a number of Member States never held a management position at HQ.



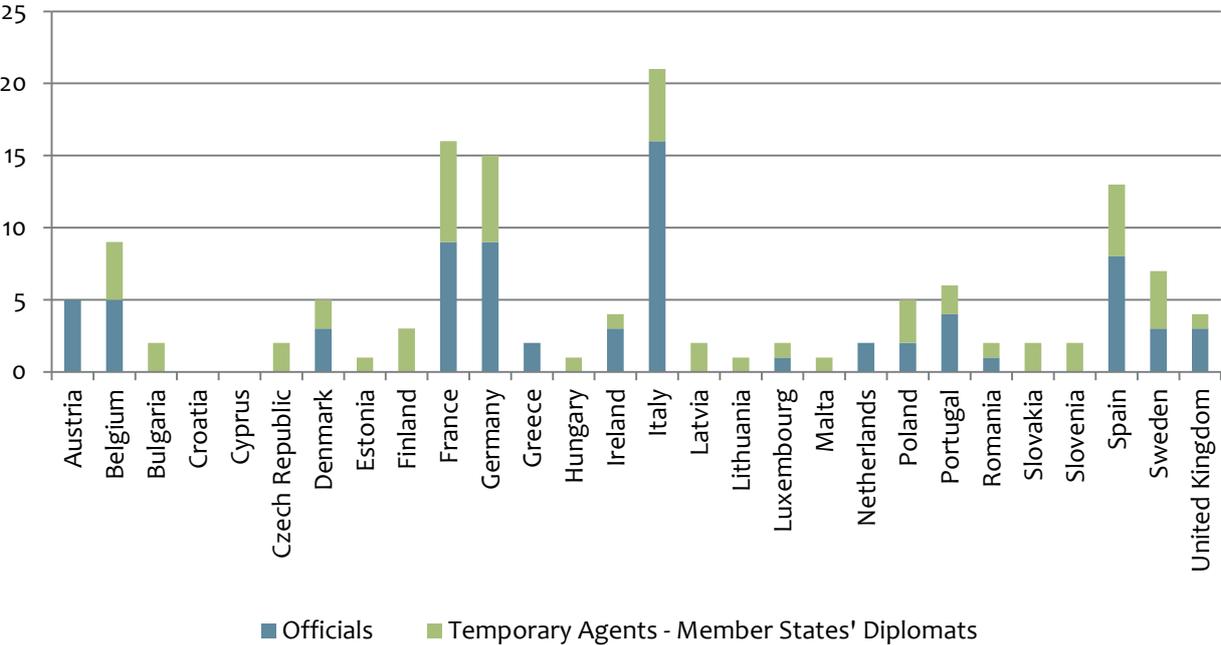
Following a decrease in 2017, the percentage of managers coming from Members States in the EU15 group had again increased in 2018, at the same time that the EU13 share had decreased.



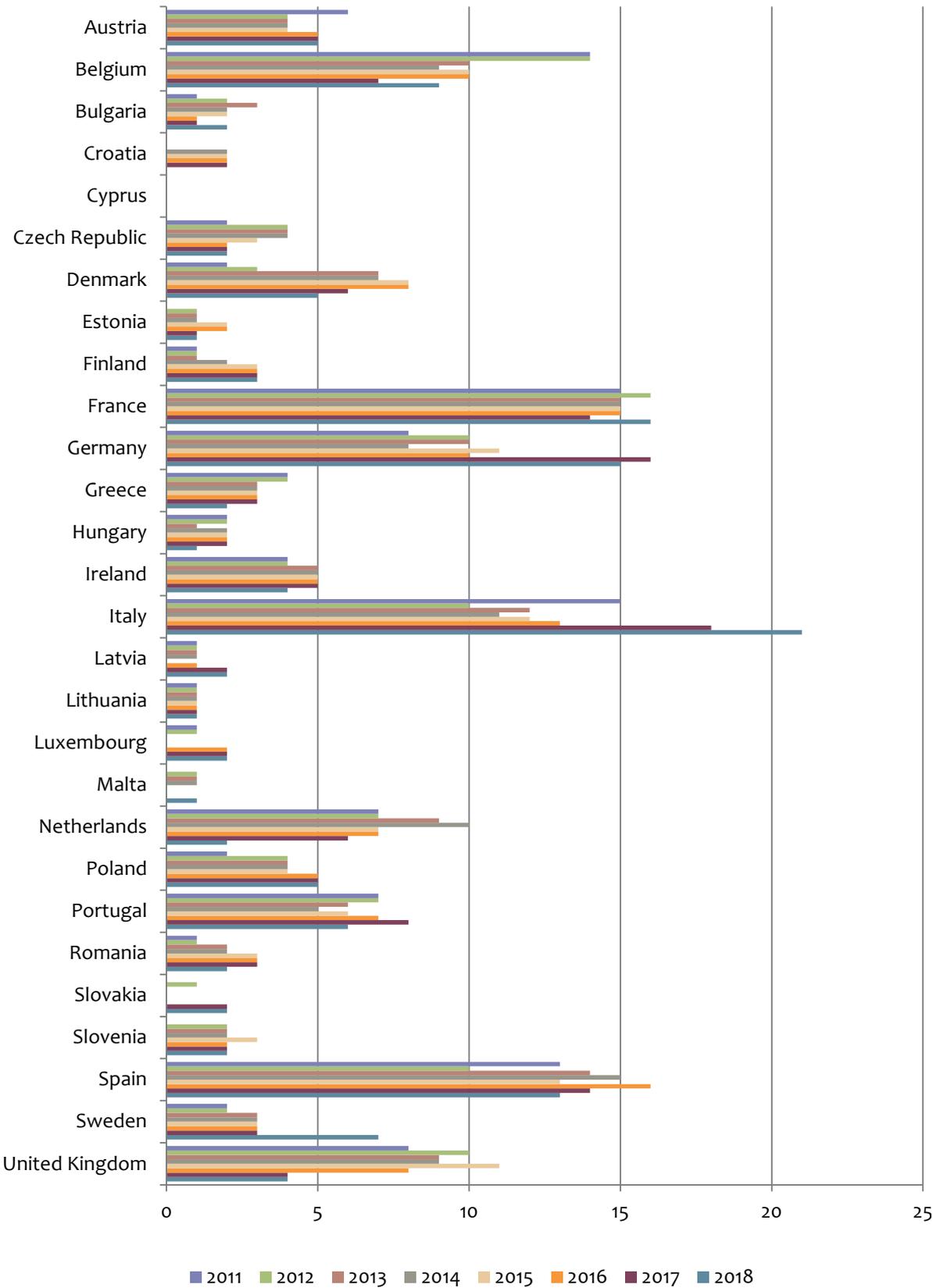
Compared to the Member States' share in the EU population, EU13 countries were underrepresented in both middle and senior management positions by 8 and 10.5 percentage points respectively.



At Head of Delegation level, two countries were not represented, Croatia and Cyprus. Almost half of the Head of Delegation population (45.15%) came from Italy, France, Germany and Spain combined.

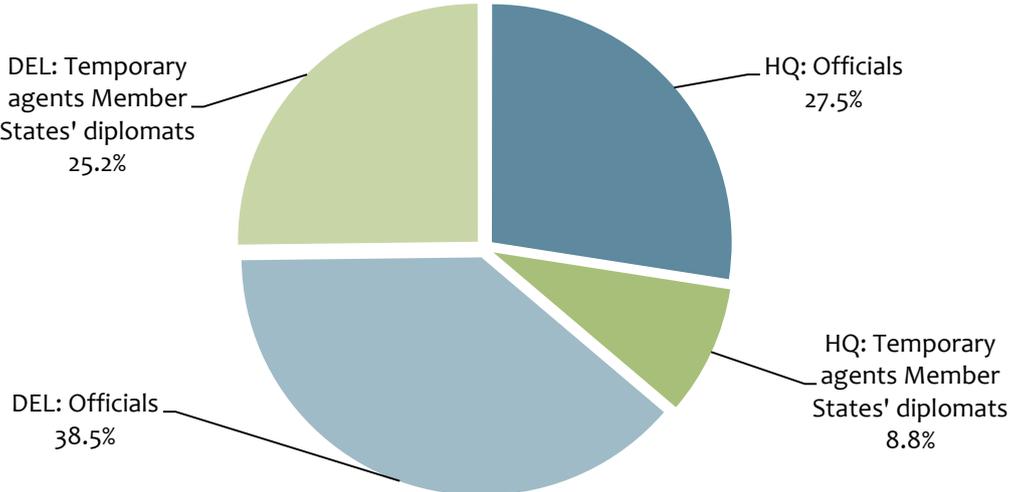


The evolution of Heads of Delegation by nationality is shown in the following chart:

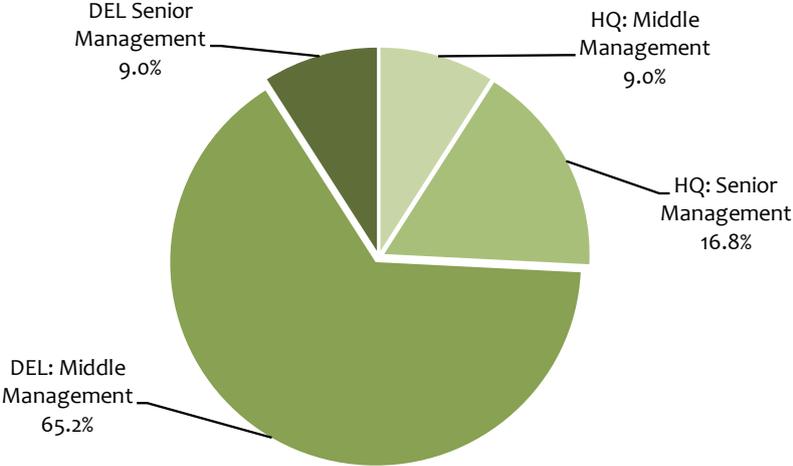


**Management staff – Temporary agents Member States' diplomats**

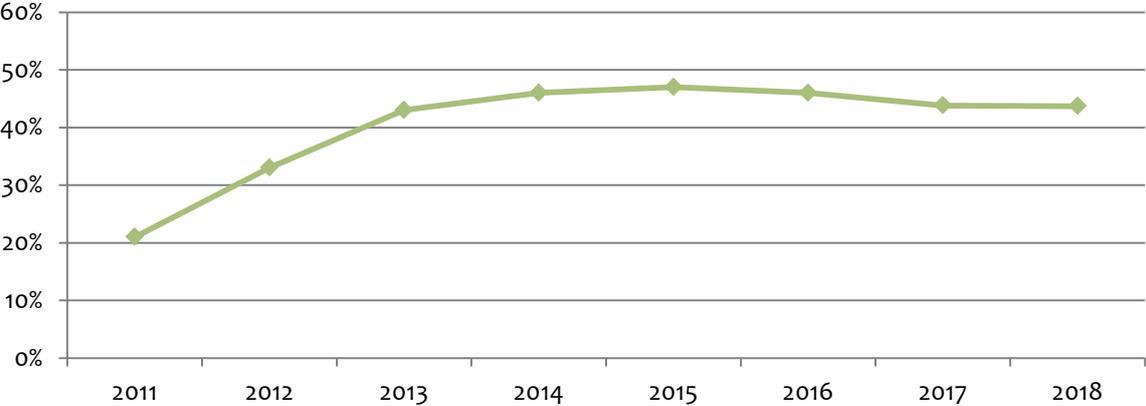
EEAS management was comprised by 33.97% temporary agents member states' diplomats, with the majority of them posted in Delegations and one out of four temporary agents member states' diplomats managers occupying a senior manager position.



The distribution of temporary agents (Member States' diplomats) in management positions was not balanced between HQ and Delegations; however, this was even more evident in middle management positions where 65.2% of temporary agents (Member States' diplomats) managers were assigned in middle management positions in Delegations. The EEAS is aware of this disproportionality and is working continuously towards a more balanced proportion of temporary agents (Member States' diplomats) managers between HQ and Delegations.

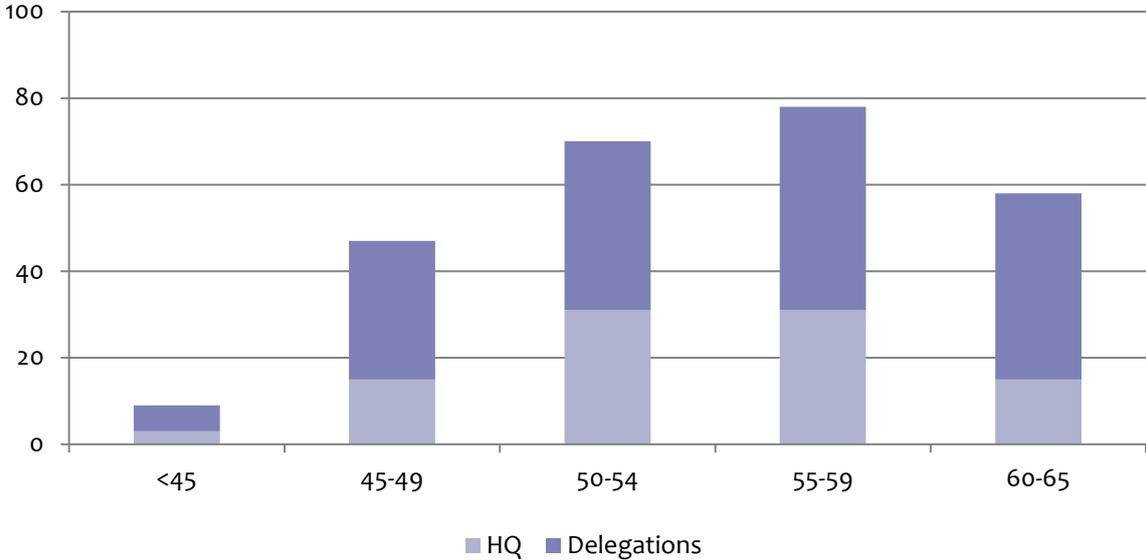


The percentage of temporary agents (Member States' diplomats) in the Head of Delegation population remained relatively stable compared to 2017, with 43.7%.



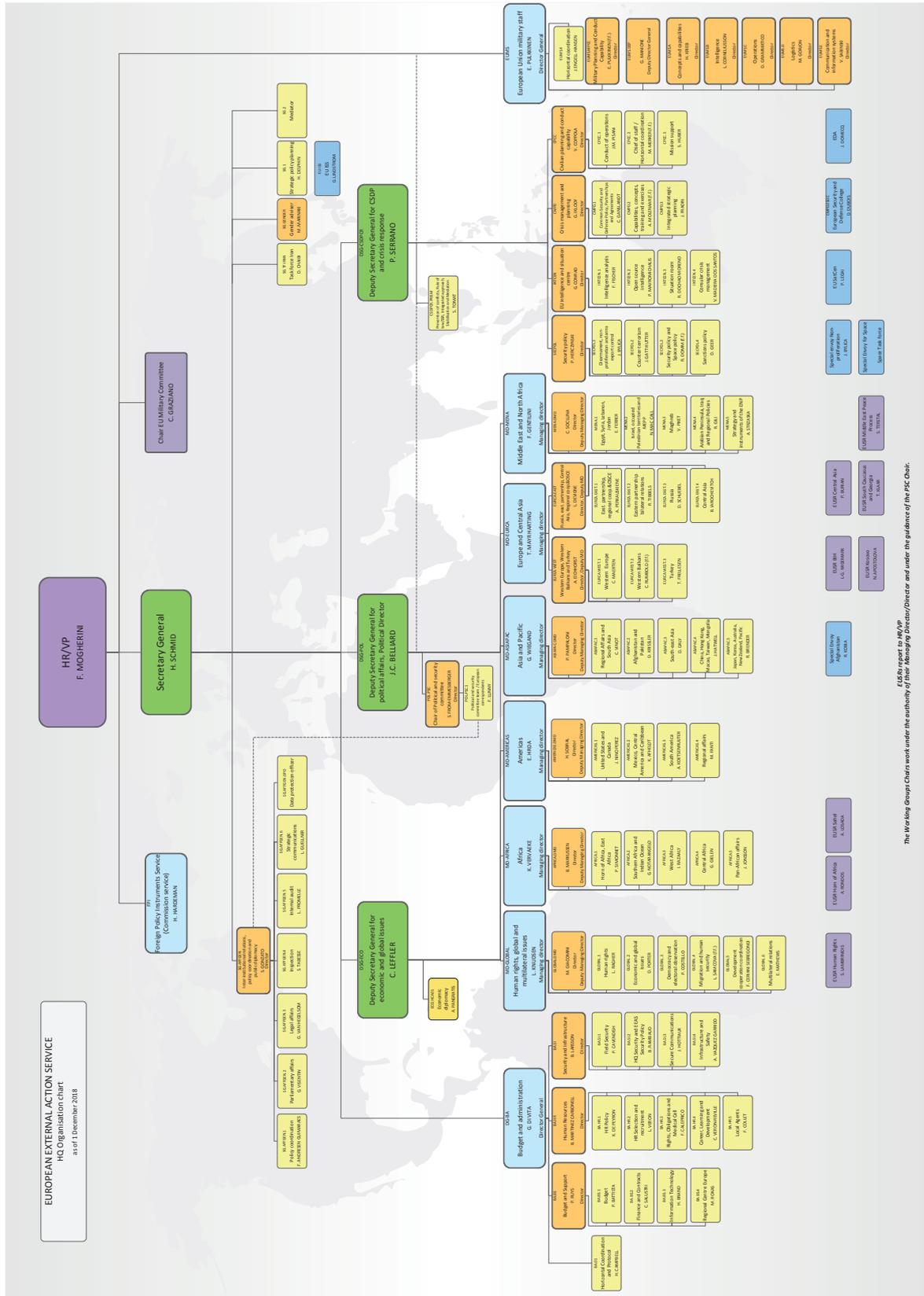
**Management staff by age group**

When looking at the age of EEAS managers, the largest age group was between 55-59 years, however staff members of 54 years or younger comprised together almost half of the total management population (48.1%).



# ANNEXES

## EEAS ORGANISATION CHART



# EU DELEGATIONS AND OFFICES

## EU DELEGATIONS AND OFFICES

### AMERICAS

- ARGENTINA
- BARBADOS
- BOLIVIA
- BRAZIL
- CANADA
- CHILE
- COLOMBIA
- COSTA RICA
- CUBA
- DOMINICAN REPUBLIC
- ECUADOR
- EL SALVADOR
- GUATEMALA
- GUYANA
- HAITI
- HONDURAS
- JAMAICA
- MEXICO
- NICARAGUA
- PANAMA
- PARAGUAY
- PERU
- TRINIDAD AND TOBAGO
- UNITED STATES
- URUGUAY
- VENEZUELA

### EUROPE & CENTRAL ASIA

- ALBANIA
- ARMENIA
- AZERBAIJAN
- BELARUS
- BOSNIA AND HERZEGOVINA
- FYROM
- GEORGIA
- ICELAND
- KAZAKHSTAN
- KOSOVO\*
- KYRGYZSTAN
- MOLDOVA
- MONTENEGRO
- NORWAY
- RUSSIA
- SERBIA
- SWITZERLAND
- TAJIKISTAN
- TURKEY
- UKRAINE
- UZBEKISTAN

### MIDDLE EAST & NORTH AFRICA

- ALGERIA
- EGYPT
- IRAQ
- ISRAEL
- JORDAN
- LEBANON
- LIBYA
- MOROCCO
- SAUDI ARABIA
- SYRIA
- TUNISIA
- UNITED ARAB EMIRATES
- WEST BANK AND GAZA STRIP\*
- YEMEN

### MULTILATERAL DELEGATIONS TO INTERNATIONAL ORGANISATIONS

- ADDIS ABABA (AFRICAN UNION)
- GENEVA (UN)
- GENEVA (WTO)
- NEW YORK (UN)
- PARIS (OECD/UNESCO)
- ROME (FAO)
- STRASBOURG (COE)
- VIENNA (UN/IAEA/OSECE)

### ASIA & PACIFIC

- AFGHANISTAN
- AUSTRALIA
- BANGLADESH
- BURMA/MYANMAR
- CAMBODIA
- CHINA
- FIJI
- HONG KONG AND MACAO\*
- INDIA
- INDONESIA
- JAPAN
- KOREA
- LAOS
- MALAYSIA
- MONGOLIA
- NEPAL
- NEW ZEALAND
- PAKISTAN
- PAPUA NEW GUINEA
- PHILIPPINES
- SINGAPORE
- SRI LANKA
- TAIWAN\*
- THAILAND
- TIMOR-LESTE
- VIETNAM

### AFRICA

- ANGOLA
- BENIN
- BOTSWANA
- BURKINA FASO
- BURUNDI
- CAMEROON
- CAPE VERDE
- CENTRAL AFRICAN REPUBLIC
- CHAD
- CONGO
- CONGO, DEMOCRATIC REP
- DJIBOUTI
- ESWATINI
- ERITREA
- ETHIOPIA
- GABON
- GAMBIA
- GHANA
- GUINEA
- GUINEA-BISSAU
- IVORY COAST
- KENYA
- LESOTHO
- LIBERIA
- MADAGASCAR
- MALAWI
- MALI
- MAURITANIA
- MAURITIUS
- MOZAMBIQUE
- NAMIBIA
- NIGER
- NIGERIA
- RWANDA
- SENEGAL
- SIERRA LEONE
- SOMALIA
- SOUTH AFRICA
- SOUTH SUDAN
- SUDAN
- TANZANIA
- TOGO
- UGANDA
- ZAMBIA
- ZIMBABWE

\* Representation Offices  
December 2018





